

## **Training Program related to Performance Appraisal System for Head Nurses and Its Effect on Staff Nurses' Job Satisfaction**

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### **Abstract**

**Background:** Performance appraisal helps in understanding the nurses work culture involvement and satisfaction, nurses' satisfaction with performance appraisal is a critical and important aspect for increasing intrinsic motivation and achieving better work outcomes among nurses. **Aim:** Evaluating the effect of training program about performance appraisal system for head nurses on staff nurses' job satisfaction **Research design:** A quasi-experimental design was utilized in this study. **Setting:** The study was conducted at Benha Fever and Naser General Hospitals. **Subjects:** consisted of all head nurses (71) and sample random sample (261) staff nurses. **Tools:** Three tools were used; I. Performance appraisal knowledge questionnaire, II. Performance appraisal observational checklist and III. Staff nurses' job satisfaction questionnaire. **Results:** More than one third of the head nurses had satisfactory knowledge at the preprogram phase and improved to be majority (83.1% & 78.9%) at the post program & follow up program phase respectively. More than two fifth of head nurses had adequate practice of performance appraisal system at the preprogram phase and improved to be majority (83.15% & 85.9%) at post program & follow up program phase respectively. In addition, nearly one fifth of staff nurses had job satisfaction at the preprogram phase and increase to more than half (55.9% & 52.1 %) at the post program & follow up program phase respectively. **Conclusion:** There was statistically significant positive correlation between the head nurse's knowledge, practice regarding performance appraisal system and staff nurses' job satisfaction. **Recommendations:** Allow nurses to see their ratings and appraisal results to identify the weakness and strength point of performance. Assess the effect of application of performance appraisal on patient safety.

**Keywords:** Training Program, Performance Appraisal, Staff Nurses' Job Satisfaction

### **Introduction:**

Appraising nurses is one of the staffing or management functions of a manager. Performance appraisal is challenging since nurses are considered the most important aspects of a hospital. Performance appraisal aims to assess the applied system and gives feedback to the nurses about the quality of their performance as well as feedback to the nurses regarding job problems. Performance appraisal is a widespread practice, too expensive, and works against desired results. It is usually conducted with good purpose for managing and improving the performance of the staff and enhances overall hospital efficiency,

effectiveness, and productivity (Dziube et al ,2020).

The process of performance appraisal consists of broadly two steps. First complete the performance appraisal form second participate in a performance appraisal interview and discussion. These two stages comprise the following levels in the appraising performance of the staff. The process can be defined by this steps, establish performance standards and goals, the appraisal begin with the establishment of performance standards. The appraiser must determine what outputs, accomplishments and skills will be evaluated. These standards should have evolved out of job analysis and

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job description. These performance standards should be clear and objectives are to be understood and measured (**Rajni, 2021**).

There are two types of measures are used in performance appraisal objective measures which are directly quantifiable and subjective measures which are directly quantifiable. broadly classified into traditional and modern techniques of performance appraisal. The traditional methods are older methods of appraisal based on studying the personal qualities such as knowledge, initiative, loyalty, leadership and judgment of the nurses. These methods include rating, graphic rating scale, critical incident and narrative essay, forced choice, field review and performance test objectives. The modern methods are developed to improve on the limitation of the traditional method. These methods assess the capability of a nurse to perform well in the future and assist to set future and assist to set future hospitals' objectives. They include self – appraisal, management objectives, 360 degree, and behaviorally anchored rating scale (**Dessler, 2020**).

There are many factors affect performance appraisal systems as Informational factors, Supervisor accuracy, Interpersonal factors and Nurse Attitude. Informational factors the quality of interactions and communication between the head nurse and nurse during the appraisal will influence the process. There should be frequent meetings between the head nurse and nurse. During which time action plan should be developed and areas where they may not agree looked into. During such formal meetings, nurses' performance should be discussed. The performance review may include the actual performance, the task that was completed and areas that need improvement (**Awases et al, 2017**).

Job satisfaction if defined as a pleasurable or positive emotional state resulting from the appraisal of one's job. There are two types of job satisfaction based on the level of nurses' feeling regarding the job, first most analyzed is global job satisfaction, which refers to nurses' overall feeling about their jobs. Second is job facet satisfaction, which refers to feeling regarding specific job aspects such as, salary. Benefits work hierarchy, growth opportunities, work environment and the quality of relationships with one's coworker (**Lu et al, 2018**).

Measurable and challenging goals helps to align nurses and hospitals' goals leading to higher levels of motivation and nurses' work effort. Goal setting theory implies that the level of goal achievements to remuneration system such as performance related pay. So that performance related pay is associated higher levels of job satisfaction. But there may also be drawbacks of formal performance appraisal system. Due to the continuous monitoring of nurses' effort and behavior some nurses might feel restricted in the way they can organize and execute their work which might induce a negative impact on job satisfaction. As laid out in the beginning performance appraisal is often linked to direct monetary consequences. Especially in the case of variable payments nurses face a higher income risk as the bonus may be cut in times of economic downturns. Performance appraisal may include higher levels of pay dispersion within hospital which reduce nurses' satisfaction (**Kampkotter, 2020**).

### **Significant of the study:**

Performance appraisal system is an important aspect in hospitals because nurses' performance is the building block of hospitals success and growth. A properly designed performance appraisal system is expected to

provide valuable information to nurses about their performance and progress at work. Performance appraisals is a subset of performance management, and Includes setting work standards, accessing performance, and providing feedback to motivate, improving job satisfaction, correct, and continue their performance. It evidence from the investigator observation of performance appraisal system at different clinical setting, I observe that the head nurses don't follow the stander criteria of ministry of health and population for performance appraisal system, so staff nurses are dissatisfied of their job, demotivated and high percentage of absenteeism was noted (Rifky et al., 2020)

#### **Aim of the study:**

Evaluating the effect of training program about performance appraisal system for head nurses on staff nurses' job satisfaction.

#### **Research hypothesis**

- 1- Head nurses' knowledge regarding performance appraisal system will be improved after implementing the training program.
- 2- Head nurses' practice regarding performance appraisal system will be improved after implementing the training program.
- 3-It will have appositve effect on staff nurses' job satisfaction.

#### **Subjects and Methods**

**Research Design:** A quasi-experimental research design was used to achieve the aim of the present study.

**Research Setting:** The study was conducted at Benha Fever and Naser General Hospitals.

**Research Subjects:** Include all head nurses (71), and (261) sample random sample of staff nurses who working at the above mentioned setting.

#### **Tools of Data Collection:**

The data collected using the following three tools:

**Tool (I): Performance appraisal knowledge questionnaire.** It consists of two parts: **Part I;** personal characteristics about head nurses: hospital, unit, age, marital status, education qualification, years of experience and attending course about performance appraisal system. **Part II;** developed by the researcher based on the review literature of performance appraisal system (Ali, 2012; GabAllah, 2016; El Sayed, 2017), It consisted of 52 questions, 31 of them were true or false questions and 21 multiple choice questions to assess head nurses' knowledge regarding performance appraisal system.

**Scoring system:** For answers in each question, scores were allocated as follow: The questions were scored as "1" for correct answer, and "zero" for incorrect answer so the total scores (52). Total knowledge level was calculated as follow satisfactory level if the percent score was equal or more than 80% that equal ( $\geq 41$  degree). UN satisfactory if the percent score was less than 80% that equal ( $< 41$  degree) (Abo Elmaged et al., 2021).

**Tool (II): Performance appraisal observation checklist:** developed by the researcher after reviewing the related literatures (Ali, 2012; Gab Allah, 2016; El Sayed, 2017). It was used to assess to assess head nurses' practice during applying performance appraisal system. . It includes 3 dimensions as following; before performance appraisal system (10) items. After performance appraisal system (8) items, and during performance appraisal system (8) items.

**Scoring system:** For answers in each question, scores were allocated as follow: Response of head nurses were measured as the following "1" for done, and "zero" for not done so the total scores were (26). Total score was calculated as follow. Adequate level If

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the degree was equal or more than 80% that equal ( $\geq 20$  degree). Inadequate level if the degree was less than 80% that equal ( $< 20$  degree). (Elsayed ,2018).

### **Tool III: staff nurses' job satisfaction**

Questionnaire: It consists of two parts: Part I: It included the personal characteristics personal data about staff nurses: hospital, age, sex, marital status, education qualification, and years of experiences Part II: It was developed from (El-Hawary, 2018;El Kholy, 2019; Zakzouk, 2019 ) to assess staff nurses' job satisfaction. It consists of 65 items divided into six as following: Hospital policy (4items), Work environment (11items), work relation (17items), Achievement in work (14items), salaries and incents (3items), Performance appraisal system (17items).

Scoring system: For answers in each question, scores were allocated as follow: Staff nurses' responses were scored as always (2) sometimes (1), never (zero). So the total score was (130). Total satisfaction level was calculated as follows satisfied level if the percent score was more than 80% that equal ( $\geq 104$ degree). Un satisfaction level if the percent score was less than 80%that equal ( $< 104$ degree) (Levknecht,2013).

### **Tools reliability:**

The reliability of questionnaire sheets was tested for the internal consistency using Crobach's alpha coefficient as follow Performance appraisal knowledge questionnaire =0.751, Performance appraisal observational checklist=0.814, Staff nurses' job satisfaction questionnaire =0.826

### **Administrative design:**

Formal approval was obtained through official letter from the dean of the Benha Faculty of Nursing that sent to the director of Naser General Hospital and Benha fever hospital for taking their permission to collect data and seek their support. The investigator

met with head nurses of each unit to explain the aim of data collection and program implementation were also determined based on their views to gain their approval and cooperation.

The operational design for this study includes; preparatory phase, pilot study and field work.

### **Preparatory phase**

- This phase took six months that started from (August 2021 to January 2022) included the following:
- Reviewing the national and international related literature, using journals, textbooks, internet and theoretical knowledge of the various aspects concerning the topic of the study. The investigator began to construct content of training program to be appropriate for application.
- Developing tools of performance appraisal system knowledge, performance appraisal system observation checklist, and staff nurses' job satisfaction questionnaire.
- Determining general and specific objectives of the training program regard performance appraisal system.

### **Validity of the tools:**

The tools were tested for validity through distribution of the tool to a jury of five Experts on field of Nursing Administration consisting of one Professors of Nursing Administration from Tanta University and one Professor of Nursing Administration from El-Monofyia University and two Professors from Ain Shams University and one assistant professor from Benha University. Modifications were done in the light of their valuable comments such as modify some words rephrasing to give the most appropriate meaning for the phrase which were not clear and rearrange of tools items. It took one month (February, 2022).

### **Pilot study**

The pilot study was carried out in order to ascertain the clarity and applicability of the study tools. It took one month (March, 2022). The pilot study was tested on 10% of sample (7 head nurses and 26 staff nurses). The pilot study was included in the main study sample. It was also served in estimating in the time needed for filling the tools. The time needed for answering performance appraisal knowledge questionnaire (20-25minutes). Performance appraisal observation checklist (15-20 minutes), and staff nurses' job satisfaction questionnaire (15-20minutes). No modifications are required, so the subjects were included in the main study subject.

### **Field Work**

The field work for this study includes four phases; assessment, planning, implementation, and evaluation phase. It took seven months started from April, 2022 to October, 2022.

**Assessment phase:** This phase took two months from (April, 2022 to May, 2022). The data was collected to assess head nurses' knowledge, practice regarding performance appraisal system and to assess staff nurses' job satisfaction before implementation of the training program through using of the different tools of data collection in the available hospital classroom and during their work hours every shift. The Performance appraisal questionnaire was distributed to head nurses, also, performance appraisal observational checklist was observed by researcher and nurses' job satisfaction questionnaire was distributed to nurses, and, collect from (9-11) nurse per day , the investigator was available all the time during filling the questionnaire sheets for any clarification as needed then the researcher checked each one to ensure its completeness. The researcher was observing head nurses performance (5-6) of them per day and each head nurse observed by researcher three times

at these phase. Researcher visited hospital from (3-4) times per week.

### **Planning phase**

This phase took one month (June, 2022). A training program was developed based on determined needs and relevant review of literature. Different instructional strategies, methods of teaching, media and methods of evaluation were selected to suit the head nurses' needs and achieve the objectives and content of the training program. The teaching sessions were achieved by using available resources, relevant content for each session. Different methods of teaching were used such as lecture, group discussion, brain storming and hand out prepared by the researcher and distributed to all head nurses.

### **Implementation phase**

This phase was initiated from (July, 2022 to August, 2022).It took two months. The researcher visited each previous mentioned setting in the morning shift then researcher divided the head nurses to seven groups, each group composed of (10) head nurses. The researcher took two different groups on the day. The training program took about three days per week. Each group takes 6 days. The duration of each session was two hours. The sessions started at (9.00) am to (11.00) am for first group and from (11.30) pm to (1.30) for second group depending on workload and including periods of discussion according to their achievement, progress and feedback. The training program was consisted of (12) hours distributed as theoretical session (4) hours and practical session (8) hours.

### **Evaluation phase:**

It took two months from (September, 2022to October, 2022).During this phase the impact of the training program was evaluated. Immediate evaluation included, post program

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implementation for all subjects using the same tools which were used (before the program. Follow up after three months of program implementation; it took one month (February, 2023) all the study tools were applied to all head nurses to test the follow up gain in the head nurses knowledge, practice regarding performance appraisal system and staff nurses' job satisfaction

### **Ethical considerations:**

The study was conducted with careful attention to ethical standards of research and rights of the participants:

#### **Informed consent**

The respondent rights was protected by ensuring voluntary participation, so the informed consent was obtained by explaining purpose, nature time of conducting the study, potential benefits of the study, how data was collected, any invasive procedure, expected outcomes and the respondent rights to withdrawing from the research study at in time in case of violation of his rights.

#### ▪ **Scientific honesty:**

To ensure scientific honesty, the researcher uses bracketing and intuiting to avoid bias.

### **Statistical analysis:**

Data were verified prior to computerized entry. The statistical package for social sciences (SPSS version 20.0) was used for that purpose, followed by data analysis and tabulation. For numerical values, the mean and stander deviations, unpaired student t-test was used to compare between two groups in quantitative data, chi-square test was used to compare between groups in qualitative, ANOVA test was used for comparison among different times in the same group in quantitative data and linear correlation coefficient was used for detection of coefficient between two quantitative

variables in one group. A significant level value was considered when  $p < 0.05$  and a highly significant level value was considered when  $p < 0.001$ .

### **Results:**

**Table (1):** Demonstrates that, more than half 54.9% & 56.3% of the head nurses aged than 40 years with Mean $\pm$ SD 39.14 $\pm$ 6.73, Median40 and they work at Naser general hospital respectively. Also 83.1% & 94.4% of them were female and married respectively. Furthermore regarding education qualification 84.1% of them had bachelor of nursing. While (45%) of them had 20+ year of experience with Mean $\pm$ SD 15.54 $\pm$ 6.88, Median 40.

**Table (2):** Indicated that, more than one third 37.9% of staff nurses aged 40+ years old with Mean  $\pm$ SD 37.15 $\pm$ 9.44, Median36 while more than half (57.9% )of them work at Naser general hospital. Also less than three quarter (72.8%) of them was female and majority (83.5%) of them was married. As well as, more than half 54.4% of them had Associated degree of nursing and one third (34,9%) had <10 year of experience with Mean  $\pm$ SD 14.43 $\pm$ 8.72, Median13.

**Figure (1).** Highlights that, reveals that one third 33.8% of the head nurses had satisfactory knowledge level at the preprogram phase, while it increase to majority( 83.15% & 78.9% ) had satisfactory knowledge level at the post program phase and at the follow up program phase Respectively.

**Table (3):** Displays that that there was highly statistical significance improvement in head nurses' practices regarding performance appraisal dimensions after implementation of the program, the total practices Mean  $\pm$ SD was 10.87 $\pm$  3.02 and at preprogram phases and improved to be 21.63 $\pm$  2.26, and 22.40 $\pm$  1.63 at post program phase and at follow up program phase receptivity .

**Table (4):** Displays that that there was statistical significance improvement in staff nurses 'job satisfaction dimensions after implementation of the program, also, there was statistical significance improvement in staff nurses' job satisfaction regarding work relation between post and follow program .The total satisfaction Mean  $\pm$ SD of staff nurses' satisfaction was  $49.51 \pm 12.86$  & at preprogram phases and improved to be

$90.09 \pm 7.03$  &  $89.57 \pm 6.95$  at post program phase and follow up phase respectively.

**Table (5)** Demonstrates that there is no statistically significant correlation between the Studied variables at the preprogram phase with  $p > 0.05$ . While there is statistically significant positive correlation between the head nurses (total knowledge, practice and satisfaction) at the post and follow up program with ( $p < 0.05$ ).

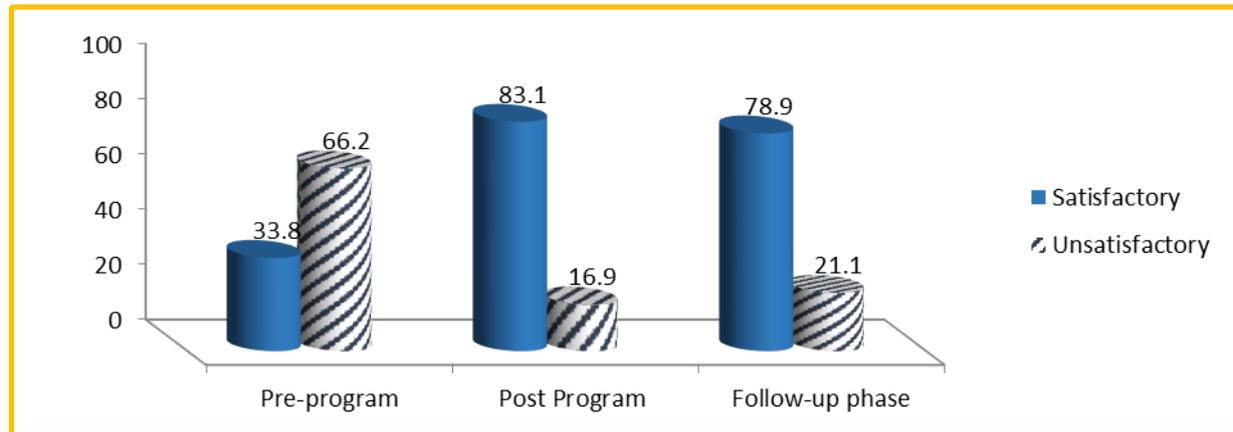
**Table (1): Frequency distribution of head nurse regarding personal characteristics (n=71)**

Personal characteristics	Head nurse	
	No	%
<b>Hospital</b>		
Benha fever hospital	31	44.4
Naser general hospital	40	55.6
<b>Age</b>		
<30	9	12.7
30-<35	9	12.7
35-<40	14	19.7
40+	39	54.9
Min –Max	27-55	
<b>Median</b>	<b>40</b>	
<b>Mean <math>\pm</math>SD</b>	<b><math>39.14 \pm 6.73</math></b>	
<b>Gender</b>		
Female	59	83.1
Male	12	16.9
<b>Marital status</b>		
Married	67	94.4
Un married	4	5.6
<b>Education qualifications</b>		
Nursing diploma	0	0.0
Associated degree of nursing	0	0.0
Bachelor of nursing	60	84.1
others	11	15.9
<b>Year of experience</b>		
<10	13	18.3
10-<15	20	28.1
15-<20	6	8.5
20+	32	45.1
<b>Min – Max</b>	<b>4-30</b>	
<b>Median</b>	<b>18</b>	
<b>Mean <math>\pm</math>SD</b>	<b><math>15.54 \pm 6.88</math></b>	

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**Table (2): Frequency distribution of staff nurse regarding personal characteristics (n=261)**

Personal characteristics	Staff nurse	
	No	%
<b>Age</b>		
<30	65	24.9
30-<35	48	18.4
35-<40	49	18.8
40+	99	37.9
<b>Min –Max</b>	<b>21-56</b>	
<b>Median</b>	<b>36</b>	
<b>Mean ±SD</b>	<b>37.15±9.44</b>	
<b>Hospital</b>		
Benha fever hospital	110	42.1
Naser general hospital	151	57.9
<b>Gender</b>		
Female	190	72.8
Male	71	27.2
<b>Marital status</b>		
Married	218	83.5
Un married	43	16.5
<b>Education qualifications</b>		
Nursing diploma	63	24.1
Associated degree of nursing	142	54.4
Bachelor of nursing	56	21.5
Post graduate	0	0.0
<b>Year of experience</b>		
<10	91	34.9
10-<15	50	19.1
15-<20	43	16.5
20+	77	29.5
<b>Min – Max</b>	<b>1-40</b>	
<b>Median</b>	<b>13</b>	
<b>Mean ±SD</b>	<b>14.43±8.72</b>	



**Figure (1): Head nurses' knowledge regarding performance appraisal system through the program phases.**

**Table (3): Mean and standard deviation of head nurses' practice regarding performance appraisal system through the program phases**

Dimension	Max score	Pre program		Post program		Follow-up program		t1	p-value	t2	p-value
		Mean	±SD	Mean	±SD	Mean	±SD				
Before performance appraisal system	10	4.07	2.25	8.61	1.37	9.00	1.10	14.49	.000**	1.813	.072
During performance appraisal system	8	3.45	1.30	6.95	0.99	7.18	0.76	18.01	.000**	1.518	.131
After performance appraisal system	8	3.35	1.97	6.05	1.24	6.22	1.12	9.755	.000**	.851	.396
Total	26	10.87	3.02	21.63	2.26	22.40	1.63	23.96	.000**	2.334	.021

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**Table (4): Mean and standard deviation of staff nurse satisfaction dimension thorough the program phases**

Items	Max score	Pre program		Post program		Follow-up program		t1	p-value	t2	p-value
		Mean	±SD	Mean	±SD	Mean	±SD				
Hospital policy	8	2.54	2.06	5.77	1.21	5.53	1.25	21.79	.000**	1.194	.129
Work environment	22	10.83	2.56	15.90	1.84	15.54	1.89	25.93	.000**	1.179	.112
Work relation	32	15.33	4.04	24.55	2.35	23.70	2.38	31.82	.000**	2.083	.034*
Work achievement	28	10.18	4.12	19.84	2.51	19.51	2.60	32.322	.000**	2.376	.180
Salaries and incents	6	2.24	1.89	2.35	1.81	2.26	1.80	0.684	.494	0.555	.579
Performance appraisal system	34	8.37	9.21	21.66	4.21	21.20	4.20	21.19	.000**	1.248	.213
<b>Total</b>	<b>130</b>	<b>49.51</b>	<b>12.86</b>	<b>90.09</b>	<b>7.03</b>	<b>89.57</b>	<b>6.95</b>	<b>44.721</b>	<b>.000**</b>	<b>1.118</b>	<b>.094</b>

**Table (5): Correlation matrix between total head nurses knowledge, practice and staff nures job satisfaction**

Studied variables	time	Head nurse knowledge		Total practice		Total job satisfaction	
		r	p	r	p	r	p
Head nurse knowledge	pre	--	--	.086	.474	.156	.193
Head nurse practice		.086	.474	--	---	.200	.095
Nurses job satisfaction		.156	.193	.200	.095	--	----
Total knowledge	post	---	---	.618	.040*	.431	.023*
Total practice		.618	.040*	---	---	.600	.021*
Total job satisfaction		.431	.023*	.600	.021*	----	---
Total knowledge	follow up	--	---	.518	.026*	.618	.016*
Total practice		.518	.026*	--	---	.591	.045*
Total job satisfaction		.618	.016*	.591	.045*	---	----

\* statistically significance p<0.05

\*\* Highly statistically significance p<0.001

## **Discussion:**

Performance appraisal processes focus on monitoring the performance of healthcare providers, motivating healthcare staff and improving the quality of health care practice and increase staff satisfaction. Additionally, performance appraisal results are used for managerial decision making and for a variety of other purposes, including nurse's development, and nurses research. So, the current study aimed to develop training program related to performance appraisal system for head nurses and its effect on staff nurses' job satisfaction (Aly & El-Shanawany, 2019).

Regarding frequency distribution of head nurse regarding personal characteristics the current study showed that more than half of the studied head nurses aged more than forty years old and working at Naser general hospital. Also majority of them were females, married and had Bachelor degree of nursing education. While less than half of them had twenty years' experience in nursing profession. This might due to, this may be because nursing profession is usually feminist while males who recently became interested and joined the nursing profession.

This result was compatible with Youssif et al., (2017), they studied (Staff performance appraisal system and its relation to their job satisfaction and empowerment: Developing performance appraisal tool), and reported that the majority of subjects were females and had bachelor degree in nursing. Also this result was in the same line with Zaki et al., (2018), they studied (Developing performance appraisal system for staff nurses at selected hospitals in El-Minya . Governorate in Egypt), and revealed that that majority of head nurses were females, aged more than forty years old, had bachelor

degree in nursing education and more than ten years' experience in nursing profession

As regard to frequency distribution of staff nurses regarding personal characteristics the current study illustrated that the highest percentage of staff nurses aged forty years old, working at Naser general hospital, were females, married, had Associated degree educational level and had more than ten years of experience in nursing profession This might due to, this may be due to that associate. Nursing degree was accepting females only and just recently accepted males. This result was compatible with Youssif et al., (2017), they reported that the majority of subjects were females and had and had more than ten years of experience. Also this result was in the same line with Zaki et al., (2018) , they revealed that that majority of head nurses were females, had Technical Nursing Institution in nursing education and more than ten years' experience in nursing profession.

Regarding percentage distribution of head nurses' knowledge levels regarding performance appraisal system through the program phases the current study revealed there were high statistical significance regarding head nurse knowledge levels performance appraisal system between preprogram and post program also, more than one third of the head nurses had satisfactory knowledge level at the preprogram phase, while it increased to the majority of them had satisfactory knowledge level at the post program and follow up program phase. This might due to, that might due to majority of head nurses did not attended any previous training program about performance appraisal system and did not have sufficient knowledge about basic concept and principles of staff performance appraisal.

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This result was in the same line with **Zaki et al., (2018)**, who reported that both head nurses and staff nurses did not have a clear idea about elements of the performance appraisal system at their hospital. Also this result agreed with **Bigdeli et al, (2019)** they studied (The effect of the appraisal interview on nurses' performance in neonatal intensive care units), and found that the major problems of performance appraisal returned to inadequate education of appraisers and lack of appraisal guidelines. Also, **Abou Ramadan & Eid, (2021)**, they studied (Effect of Educational Program about Nurse Managers' Performance Appraisal during COVID19 on Staff Nurses, Satisfaction and Motivation), they revealed that all nurse managers had low level of knowledge about performance appraisal management during COVID- 19 preprogram implementation compared to majority of them had high level post program implementation.

As regard to percentage distribution of head nurses practice levels regarding performance appraisal system thorough the program phases the current study revealed that more than one third of head nurses had adequate practices level at the preprogram phase, and inverse to majority of them had adequate practices level at the post and follow up program phases. Also, there was high statistical significance between preprogram and post program This might due to the effectiveness of the training program and may be related to head nurses' level of education, experience and awareness of the importance of performance appraisal practice improvement. Proper performance appraisal practice is important to establish an objectives basis for determining an annual performance to provide systemic planning by allowing the head nurse identifying critical job elements and standards.

This result was in the same line with **Abou Ramadan & Eid, (2021)**, they reported that there were significant improvements in head nurses practice level regarding performance appraisal after program implementation. Also this result was compatible with **Allam et al., (2021)**, they studied (Effect of Implementing Meaningful Recognition Program on Head Nurses' Knowledge and Practice and Nurses' Satisfaction), and revealed that there were highly statistical significant improvements in head nurses overall practice of meaningful recognition process after program implementation.

As regard to percentage distribution of staff nurses total satisfaction level through the program phases the current study indicated that less than one quarter of staff nurses had satisfied level at the preprogram phase, and increased to more than half of them had satisfied level at the post and follow up program phases. This might due to, improvement of head nurses' appraisal system knowledge and practices which affects positively on nurse's levels of satisfaction which reflects the effectiveness of implemented program.

This result was in the same line with **Ali et al., (2019)**, they studied (The Effect of Work Stress Management Program on Staff Nurses' Job Satisfaction), and indicated that there were highly statistical significant improvement in staff nurses' level of job satisfaction after implementation of the program. Also this result was compatible with **Kim & Cho, (2022)**, they studied (The Effect of Nurse Support Programs on Job Satisfaction and Organizational Behaviors among Hospital Nurses: A Meta-Analysis), and reported that the overall effects of the

program on job satisfaction were statistically significant

Regarding correlation matrix between total head nurses knowledge, practice and staff nurse job satisfaction the current study showed that there was statistically significant positive correlation between the head nurses total knowledge, practice and staff nurses' job satisfaction at the post and follow up program phases. This might due to, this may be related to improving of head nurses appraisal system knowledge and practices and improved communication process so. That create positive work environment of appraisal and explain to staff nurses what is expected from them and what should do to achieve high performance which affects staff nurses satisfaction.

This result was supported by **Ali et al., (2019)**, they studied (Effect of authentic leadership educational program for head nurses on staff nurses' organizational commitment), and clarified that there was a positive, statistically significant correlation between the total head nurses' authentic leadership and staff nurses' organizational commitment through the program. Also, was in the same line with **Kuubetersuur, (2020)**, who revealed that performance appraisal make participants to work harder than expected. And in the same line with **Abou Ramadan & Eid, (2021)**, they reported that there was statistically significant positive correlation between the head nurses total knowledge, skills and satisfaction at the post and follow up program phases. In addition this result

### **Conclusion**

There was a highly statistical improvement in head nurses 'knowledge and practice regarding performance appraisal system thorough program phases, and there

was a highly statistical significant improvement in job satisfaction of staff nurses in addition to there was a positive correlation between head nurses' knowledge and practice regarding performance appraisal system and staff nurses' job satisfaction. So, the current study approved the research hypothesis.

### **Recommendations:**

#### **For hospital administration**

- Modify performance appraisal forms to adapt to any changing that occurs in organization or environment, to maintain work effectiveness.
- Provide training programs for head nurses continuously on performance appraisal system tools, technique, methods, principles and observation skills.
- Receive continuous feedback from staff nurses about their satisfaction with current performance appraisal system.
- Reward staff nurses exceptional performance.
- Establish effective verbal and nonverbal communication method with nurses during appraisal process.
- Allow nurses to see their ratings and appraisal results to identify the weakness and strength point of performance.
- At further research level
- Assess the effect of application of performance appraisal on patient safety.
- Assess factors affecting performance appraisal staff satisfaction and strategies to overcome these factors.

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## برنامج تدريبي عن تقييم الأداء الوظيفي وتأثيره على الرضا الوظيفي للممرضين

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يستخدم نظام تقييم الاداء الوظيفي بشكل اساسي في اتخاذ ودعم القرارات الاداريه المتعلقة بتطوير الاداء الوظيفي وبالرضا الوظيفي للممرضين. لذا هدفت هذه الدراسة إلى تطوير برنامج تدريبي عن تقييم الأداء الوظيفي وتأثيره على الرضا الوظيفي للممرضين. وقد أجريت الدراسة الحالية في بمستشفى حميات بنها ومستشفى ناصر العام على جميع رؤساء التمريض المتاحين الذين يعملون في اماكن الدراسة المذكورة أعلاه وعددهم (٧١) وعينة عشوائية بسيطة من طاقم التمريض الذين يعملون في مكان الدراسة المذكورة أعلاه وعددهم (٢٦١). وقد كشفت النتائج انه هناك تحسن ذو دلالة احصائية عالية في معارف رؤساء التمريض فيما يتعلق بنظام تقييم الاداء الوظيفي خلال مراحل البرنامج التدريبي كما كان هناك تحسن ذو دلالة احصائية عالية في ممارسات رؤساء التمريض فيما يتعلق بنظام تقييم الاداء الوظيفي خلال مراحل البرامج. وقد أوصت الدراسة بتوفير البرامج التدريبية لرؤساء التمريض بشكل مستمر حول نظام تقييم الاداء الوظيفي التي تركز على طرق التقييم الفعالة, وتعزيز مهارات الملاحظة والاتصال .