

## DEVELOPING PERFORMANCE APPRAISAL SYSTEM FOR STAFF NURSES AT SELECTED HOSPITALS IN EL-MINYA GOVERNORATE IN EGYPT

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Received: 15 Nov 2017

Accepted: 10 Jan 2018

Published: 29 Jan 2018

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### ABSTRACT

Performance Appraisal helps to improve the organizational health; viability and growth through optimal utilization of the nursing staff in the interest of the organization. The ultimate goal of performance appraisal is to ensure safe, effective patient care. Therefore, performance appraisal is a required process in healthcare organizations to ensure that the quality of care is met. This study was an attempt to develop a performance appraisal system (PAS) for staff nurses. The objectives of this research were: (1) assess the current performance appraisal system for staff nurses at selected (MOH) hospitals in El-Minya governorate; (2) designing a system for appraising performance of staff nurses and (3) validation of the developed performance appraisal system and appraisal form. This study employed a Descriptive, Methodological design. The participants were purposively selected from staff nurses and nurse administrators, actors all of the hospital units in a five main (MOH) hospitals in El-Minya governorate in Egypt 2014. Data were collected using two tools, the first tool "an Effective Characteristics of Performance Appraisal System Questionnaire" to assess the performance appraisal system for staff nurses used currently at selected hospitals, the second tool "an assessment of developing a performance appraisal system for staff nurse questionnaire" to assess the validation of the developed performance appraisal system and the performance appraisal form by the jury group. The numbers of participants were 141 staff nurses and 55 nurse administrators. The study results indicated that the nursing staff in general disagreement with the statements of all dimensions of effective characteristics of performance appraisal system. The findings of this study revealed that the PAS used currently at selected hospital ineffective and needed to develop new PAS for staff nurses at these hospitals. Depending on these findings the investigator developed a performance appraisal system for staff nurses. The developed performance appraisal system is composed of five parts: (1) manual performance appraisal system instructions; (2) performance plan form; (3) performance appraisal form (appraisal period & time, critical elements and standards; summary performance levels; the summary rating); (4) performance improvement plan. (5) Explanation criteria for performance standards. The investigator recommends a proposal for the researchers to adopt the results of this study and applied widely in the field of nursing and various nursing specialties.

**KEYWORDS:** Performance Appraisal, Performance Appraisal System, Nursing Appraisal

## INTRODUCTION

Organizations in the public and private sectors around the world are struggling with their performance measurement systems. In particular, they are finding it difficult to develop cost effective, meaningful measures that force performance improvement without leading to undesired negative consequences. This can be made possible by ensuring an effective performance appraisal system (PAS) that can systematically increase employee commitment by improving the performance level of an individual as well as of an organization (Agarwal, 2012). Performance assessment is an important aspect in the organization to evaluate the employee's performance. It aids in understanding the employee's work culture, involvement and satisfaction. It helps also the organization in deciding employee's promotion, transfer, incentives and pay increase (Agarwal, 2014).

Therefore, performance appraisal is an important area under performance management that has been widely researched and practiced continuously by almost all kind of organizations such as government and non-government organizations (Iqbal, 2012). Organizational perspective often define performance appraisal as a group of employees' behavior, traits and output are being evaluated individually in a specified period of time usually using yearly assessment by their managers (Esfahani et al., 2014; Ismail, Rozanariah & Mohd Hamran, 2014; Karimi, Malik & Hussain, 2011; Rowland & Hall, 2013). Organizations practice performance evaluation as a method to identify employees' strength and weakness, provide reference to high performing employees, hold back and evaluate human resource and update human resource data system in short term period where a long term period, it is employed to plan employees' career development, staff motivation programs, staff performance management and staff attitudinal changes (Esfahani et al., 2014; Ismail, Rozanariah & Osman, 2013; Ismail et al., 2014; Siti Salwa, Shafiq, Ismail, & Ishak, 2015).

Performance appraisal as an innovative management concept has drawn in a high level of attention from managers and researchers and has become the source and the essence of nursing management. Nursing performance appraisal not only enhances management efficiency, but also helps nurses improve quality of care. Also, the incentive function of performance appraisal has been lost as a resolution; the enthusiasm of nursing staff is greatly affected, eventually contributing to low working quality and overall character of nursing staff (Jack, 2012). Furthermore, Morodiya (2014) mentioned that, to keep the nursing staff morale high, it is necessary to inform them, about their own level of performance in the organization. This can be done by adopting a fair system of Performance Appraisal. So, performance appraisal is an important action of advanced health care management, and can be used to ensure safe and effective patient care, and enhance performance of health care providers and productivity.

Nikpeyma, Abed\_Saeedi, Azargashb, and Alavi\_Majd (2014) mentioned that the nurse performance appraisal system confronts various problems. Some of these problems are related to organizational context while the others are concerned with structure, process and outcomes of the performance appraisal system. Unfortunately, evaluation and judgments are often based on opinions, preferences, and inaccurate or partial information. The subjective and biased appraisal and poor communication between raters or managers and employees creates unfavorable feelings in nurses. To achieve high quality patient care as the final goal of performance appraisal, it is necessary to make revisions and modifications in various dimensions of the appraisal system.

In Egypt since the 1978, the Egyptian Civil Service had been operating a confidential (closed) PAS for all staff categories working in several government ministries and departments, including the Ministry of Health (MoH) personnel

(nurses' staff). Under the closed system, staff members were not informed in clear terms, at the beginning of the performance appraisal process, what they were employed and paid to achieve (i.e. Individual performance targets/objectives); and how their performance would be measured (performance standards or evaluation criteria). Pervious Egyptian studies indicated that, there are many problems of the government employee appraisal system in Egypt can be inferred from the psychoanalysis of the standardized employee appraisal form used by all government establishments in Egypt as per the civil service law no. 47, 1978 (Maher, 2011). But after passing a law (14) at year 2014 for members of the medical profession, there has been considerable interest in building up a new performance appraisal system of members of the medical professionals working in hospitals especially nursing staff.

## **SUBJECTS AND METHODS**

### **Aim of the study**

The aim of the present study was to develop and validate a relevant, feasible, and reliable performance appraisal system for staff nurses at selected Ministry of Health hospitals in El-Minya governorate in Egypt.

### **Research Objectives**

- Assess the present performance appraisal system for staff nurses at selected (MOHP) hospitals in El-Minya governorate.
- Design a system for appraising performance of staff nurses based on a literature review and job description of staff nurses.
- Assess the validity and applicability of the proposed performance appraisal form.
- Orient the nursing administrators and staff of selected hospitals about the system.

### **Research Design**

A descriptive, Methodological design was utilized to carry out this study.

### **Setting**

The study was conducted at five main hospitals affiliated to Ministry of Health (MOH) in El-Minya governorate. Which provided both inpatient and outpatient services. They were El-Minya General Hospital, El-Minya Chest Hospital, El-Minya Fever Hospital, El-Minya ophthalmology Hospital and El-Minya psychiatric Hospital.

### **Sample**

The study was included three samples as follows:

**1<sup>st</sup> Sample:** Was staff nurses were recruited in the current study to assess the performance appraisal system used currently in selected hospitals. They were 141 staff nurses working at different units in the selected hospitals.

**2<sup>nd</sup> Sample:** Was nursing management and administration nursing staffs were recruited in the current study to assess the performance appraisal system used currently in selected hospitals. They were 55 nurses working occupying different administrative positions, as head nurses and direct supervisors (45), assistant matrons (6) and matrons (4).

**3<sup>rd</sup> Sample:** Was the jury group that experts in nursing service were recruited in the current study to assess the developed performance appraisal system.

## Tools

Two tools for data collection were used:

1- The first instrument was "**an Effective Characteristics of Performance Appraisal System Questionnaire**", it was developed by the study investigator, pointed by the literature (Performance Appraisal Handbook: U.S. Department of the Interior, 2010; Migiros & Taderera, 2011; Anderson, 2011) to assess the performance appraisal system for staff nurses at selected hospitals by nurse administrators and staff nurses. This questionnaire was consisted of two parts;

1<sup>st</sup> part: demographic data sheet: it included the respondents such as: gender, age, qualification, years of experience in nursing and setting. 2<sup>nd</sup> part: The second part consisted of eight dimensions which consist of a set of fifty eight questions selected to measure the level of nursing staff an agreement about performance appraisal system characteristics at their hospitals.

2- The second instrument was "**an assessment of developing a performance appraisal system for staff nurses questionnaire**", developed by the study investigator and was used to assess the validation of the developed performance appraisal system and the performance appraisal form by the jury. This questionnaire was consisted of 23 items. The tool had a list of items on the essential characteristics of an effective performance appraisal system.

## Ethical Aspect

The official permission to conduct the study was obtained from the ethical committee in Faculty of Nursing – Cairo University and the research ethics committee in the ministry of health. Informed consent was obtained from the nursing staff to participate in the study. All nurses were informed that their participation will be voluntary. In addition, an official permission was obtained from the director of the health directorate in El-Minya governorate & the directors of the hospitals and of the nursing department. Also, an official permission was obtained from all members of the jury expert group to participate in the study.

## PROCEDURES

To fulfill the aim of the study an official permission was obtained from the directors of the hospitals and directors of nursing. Then a meeting was conducted with the nursing directors at every hospital to explain the purpose of the study to seek their cooperation.

## Phases of Developing Performance Appraisal System for the Staff Nurses

Before beginning assessment phase the investigator developed "an Effective Characteristics of Performance Appraisal System Questionnaire", to assess the performance appraisal system for staff nurses at selected hospitals by nurse administrators and staff nurses. This Questionnaire consisted of eight dimensions which consist of the fifty eight questions. It was handed to the study advisers to assess the coverage, the relevancy and clarity of the items. Based on their recommendation, some changes were made in the wording of the questionnaire and the final questionnaire was constructed.

### **1<sup>st</sup> Phase: Assessment Phase**

To find out the available characteristics of the performance appraisal system for staff nurses currently used in selected hospitals as reported by the nursing staff, the researcher obtained the work schedule of the nurses from the nurse director and plan the time for meeting with them to fill the questionnaire. The researcher met nurses either individually or in groups during their morning and afternoon shift either during break time or during the end of the shift. The researcher explained to the nursing staff either individually or in a small group 2-3 nurses and nurse administrators, the nature, the significance of the study and how to fill the questionnaire. Respondents were requested to fill the questionnaire through choosing yes or no word for each question. Respondents were provided clear instructions to fill the questionnaire and it was made clear to them that (yes) word mean that this characteristic present in their hospital performance appraisal system and (no) word vice versa. The questionnaire distributed, completed and collected at the same time. Data collection lasted for five months, from beginning of February to the beginning of July / 2014.

### **2<sup>nd</sup> Phase: Design Phase**

The investigator was design the performance appraisal system for staff nurses as well as the performance appraisal form which then will be tested for validity and applicability. The performance appraisal system contain of five parts: (1) manual performance appraisal system instructions; (2) performance plan forms; (3) performance appraisal form (appraisal period & time, critical elements and standards; summary performance levels; the summary rating); (4) performance improvement plan.; (5) explanation criteria for performance standards.

After the development of the performance appraisal system for nurses, it was submitted to a jury group for assessing its relevancy, validity and applicability; they used the checklist questionnaire developed by the researcher to assess the effective characteristics of the developing performance appraisal system and appraisal form for staff nurses. The jury group composed of five Nurse Matrons, seven Assistant Matrons, eight Nurse Supervisors and fifteen Head Nurses.

Also, asked them to use the performance appraisal form on some staff nurses in their hospitals for three months to assess the reliability of form. To assess the performance appraisal form reliability used; (1) Cronbach`s alpha to assess internal consistency, the Cronbach`s alpha score was 0.93, indicated a high level of internal consistency. (2) Intraclass correlation coefficient (ICC) to assess inter-rater reliability, as well as agreement between raters, ICC value was 0.92, indicated a high level of inter-rater reliability and agreement. After that the proposed system became available in its final format.

### **3<sup>rd</sup> Phase: Orientation Phase**

After the development of the performance appraisal system for staff nurses, the researcher met the staff nurses, the head nurses and the nurse supervisors at selected hospitals to introduce the final format to them. The researcher explained to them the main divisions of the appraisal system and the components of each division, and how to use the performance appraisal form. Then the researcher, distributed copies of the performance appraisal system for each head nurse and nurse supervisor in the form of booklets.

### **Statistical Design**

The collected data were tabulated scored, analyzed using a convenient statistical package for the Social Sciences

(SPSS) for Windows version 20.0. Data were presented using a descriptive statistical analysis in the form of a frequency, distribution, percentages and relative weight. The Cronbach's alpha and Intraclass correlation coefficient (two way random model) were used to assess internal consistency and inter-rater reliability of performance appraisal form, as well as the agreement between the raters.

## RESULTS

**Table 1: Demographic Details**

	Staff Nurses		Nurse Administrators	
	No	%	No	%
<b>Gender</b>				
Male	45	31.9	10	18.2
Female	96	68.1	45	81.8
<b>Age</b>				
20 : 29 years	51	36.2	17	30.9
30 : 39	63	44.7	19	34.5
40 :49	19	13.5	13	23.6
50 – 60 years	8	5.7	6	10.9
<b>Educational background</b>				
Technical Nursing Institution	115	81.6	14	25.5
Bachelor's degree	13	9.2	38	69.1
Technical Nursing Institution + specialty	13	9.2	2	3.6
Master's degree	0	0	1	1.8
<b>Experience by years</b>				
1 - 5	34	24.1	21	38.2
6 - 10	57	40.4	15	27.3
11 - 15	34	24.1	7	12.7
16 and more	16	11.3	12	21.8
<b>Total</b>	141	100.0	55	100.0

The demographic detail of respondents shown in Table 1 indicated that majority of staff nurses and nurse administrators were female (68.1% - 81.8%). Although their age range was 20- 60 years, the modal age was 30 – 39 (44.7% - 34.5%).as regards the educational background, eighty one per cent of the staff nurse respondents were diploma nurses, 9.2% were Bachelor nurses. While (69.1%) of the nurse administrators had a Bachelor's degree while one (1.8%) had a Master's degree. (64%) of the staff nurses had 6 - 15 years of experience while (61.8%) of the nurse administrators had 6 to more than 16 years and longer experience as professional nurses.

**Table 2: Assessment of the Current Performance Appraisal System  
(N= Staff Nurses: 141 – Nurse Administrators: 55)**

No	Questionnaire Dimensions	No of Items	Relative Weight %	
			Staff Nurses	Nurse Administrators
1.	Performance Appraisal System objectives	7	69.4	75.4
2.	Performance standards	12	62.8	61.2
3.	Performance planning	4	56.6	59.7
4.	Performance appraisal process	7	64.9	63.8
5.	Performance appraisal feedback	6	63.1	63.7
6.	Performance appraisal incentives	6	58.3	54.3
7.	Performance appraisal errors	10	59.2	62.7
8.	Utilizing performance appraisal outcomes	5	61.7	60.7
	<b>Total</b>	<b>57</b>	<b>62.1</b>	<b>63.6</b>

Table (2): shown that, the nurse administrators were neutral in their opinion towards performance appraisal system objectives while staff nurses were disagreeing about that which indicated by relative weight values respectively (75.4% - 69.4%). While the staff nurses and nurse administrators disagreed about the following items of; the performance standards, the performance planning, the performance appraisal process, the performance appraisal feedback, the performance appraisal incentives, the performance appraisal errors and the utilizing performance appraisal outcomes which indicated by the relative weight values respectively (staff nurses: 62.8%, 56.6%, 64.9%, 63.1%, 58.3%, 59.2% and 61.7%) and ( nurse administrators: 61.2%, 59.7%, 63.8%, 63.7%, 54.3%, 62.7% and 60.7%). While the relative weights of the entire factors were (62.1% - 63.6%) which indicated that the employees in general disagreement with the statements of all dimensions.

**Table 3: The Jury Responses Regarding Relevancy, Validity and Applicability of Developed Performance Appraisal System and Performance Appraisal Form (N= 35 Nurses Administrators)**

No	Questionnaire	No of Items	Relative Weight %
1	performance appraisal system	9	99.5
2	performance appraisal form	14	98.8
	Total 1	23	99..0

Table (3) shown that the majority of the jury agreed that all effective characteristics of performance appraisal system and performance appraisal form were available in the developed performance appraisal system for staff nurses. This indicated by the relative weight values, respectively (99.5 – 98.8)

## DISCUSSIONS

Findings are presented to the specific objectives of the study. In order to present the fulfillment of the research objectives of the present study, this chapter is systematically arranged in subsections; the first subsection represented the personal characteristics of respondents and analyzed the first research objective; which was the assessment of the current performance appraisal system for staff nurses at selected (MOH) hospitals in El-Minya governorate; the second subsection design a system for appraising performance of staff nurses. The third subsection validation of the developed performance appraisal system and appraisal form.

Nursing is generally seen as being a female-dominated profession and the findings of this study corroborated this, with 96 (68.1%) of staff nurses and 45 (81.8%) of nurse administrators were female participants. The finding indicated that the age ranged from 30 to 60 years constitute a big number of both staff nurses and nurse administrators that were respectively (63.8% - 69.1%) who were mature and long in the service. This allowed inflow of varying views about a performance appraisal system to both nurse administrators and staff nurses and their experience with the appraisal system and its effectiveness had great contribution. The majority of staff nurses (81.6%) had a diploma of technical Nursing Institution as their highest qualification While more than two third (69.1%) of the nurse administrators had a Bachelor's degree. This result indicates that the majority of those in administrative positions in nursing have a bachelor's degree in nursing, which is the lowest, qualifies for them. These findings reflected that the nurse administrators have a comprehensive knowledge of the performance appraisal system because they use it to assess nurses' performance. Also, the findings indicated that, more than half of both staff nurses and nurse administrators had 6 to15 years of nursing experience at their hospitals. Therefore, the long experience of nurses can have a forceful influence on how they perceive Performance Appraisal, and hence credible enough to provide information in this study. Nurses who have one year of

experience may be have a different view of PAS than whose have more than 15 years of experience because they have only one appraisal report.

The study results indicated that the majority of both staff nurses and nurse administrators agreed that there is a PAS at their hospitals, but the staff nurses saw that the hospital objectives and priorities related to this system not clear to them and supervisors did not tell them about these objectives and priorities clearly. In contrast, nurse administrators' view that the hospital objectives and priorities related to the appraisal system clear and the hospital communicated these objectives and priorities to them. It can be concluded that the PAS objectives at the hospitals are not clear and not communicated it to all hospital employees as well as to staff nurses.

Therefore, the hospital administration must explain and communicate the appraisal system to their employees. Maher (2011) recommended that; the governmental organizations in Egypt must identify and clarify PAS objectives, specific standards for measuring the employee's performance and involve employees in the design and implementation of the appraisal system. Also, Fletcher (2008) emphasized that, the objectives of the PAS should be determined before the system is designed in detail. The objectives will to a large extent dictate the methods and performance criteria for appraisal so they should be discussed with employees and managers to obtain their views and commitment. The main objectives of PAS are usually to review performance, identify training needs and career planning needs. According to Mitchell and Gamlem (2012) and Doanis (2012), appraisal systems are effective when the design and conduct of the appraisal "align with the vision, mission and strategic objectives of the organization because 'each organization is unique and their processes should reflect their unique'".

Furthermore, the study findings indicated that the majority of both staff nurses and nurse administrators were disagreeing about the clarity of performance elements, clarity and comprehension of performance standards, their responsibility about achieving results in work, the focus on the standards of current performance and future performance requirements. Also, they are disagreeing about performance standards dependence on job description, performance standards relatedness to nature of the job, changing the performance standards, according to work conditions, objectivity of performance standards and distinction of employees' performance dependence on these standards. From the previous results, it could be elicited that the performance standards in MOH hospitals are not clear, enough and comprehensive as perceived by nurses. These results could be due to the fact that MOH hospitals used annual confidential report form for all employees and did not have specific performance standards for nursing personnel.

Maher (2011), confirmed these results when analyzing the standardized employee appraisal used by all government organizations in Egypt as the civil service law no. 47, 1978. She indicated that there are problems related to form design and process such as vague criteria in the evaluation forms, the similarity of the evaluation criteria for different jobs and problems related to the evaluation criteria such as subjectivity of the performance criteria. Also, the results of the study of Nikpeyma, et al (2014), indicated that the accomplishment of the PAS confronts difficulties such as disharmony between nursing standards and nursing duties and this causes tension in nurse performance. Indeed, the nurses' duties and responsibilities are not well defined

Also, the results of the study indicated that the majority of both staff nurses and nurse administrators were agreed that; there was no a pre performance plan before the performance appraisal process in hospital. This reflects the hospitals need to developed performance plan form for their employees and depends on their job description and performance

standards. Daniel (2009) mentioned that the performance plan is important to establish an objectives basis for determining annual performance to provide systemic planning by allowing the manager to identify critical job elements and standards. Reiterate the important role goal-setting plays before, during and after the appraisal. Also, Dave (2014), study results indicated that, there is a need to go to the improvement in the performance Appraisal system of nurses to get the best outcome. Involvement of nurses for their appraisal plan will make the appraisal systems more effective, easy and meaningful because it will help the hospitals get the expected results in minimum time.

Furthermore, the study findings indicated that the staff nurses were neutral in their opinion towards using a special form for the appraisal process, while the nurse administrators were agreed about that. It can be indicated that, the staff nurses did not report about the appraisal form used to assess them while the nurse administrators used this appraisal form to assess their staff. This reflects that the hospitals administration and nursing directors need to explain and communicate this appraisal form to their employee. Also, the majority of staff nurses and nurse administrators indicated that there are no different forms for appraising different jobs, appraisal methods used does not depend on appropriate objectively forms consistent with the nature of work in the hospitals This finding indicates that the performance appraisal processes in the hospitals need to restructure and to develop different appraisal forms for each job. Although several methods of appraising employees are available; however, the commonly used in the governmental organizations in Egypt was the close ended appraisal system, and used the same appraisal model for all jobs. This finding was supported by many studies, Pathania & Nag.Pathak (2011), and Seniwoliba (2014), which reported that the most common appraisal methods used at governmental organizations are the close ended systems such as confidential report.

The majority of staff nurses and nurse administrators indicated that performance appraisal is done at their hospitals annually. It is usually, performance appraisal in the government service sectors is to be conducted annually in accordance with established practice. This result is confirmed by Abdel Motleb (2010). Accordingly, the nursing evaluation is performed annually by the nursing director at the hospital. Also, according to Maher (2011), there is a problem with the appraisal period, since the appraisal is conducted once per year, it does not achieve the purpose of providing continuous assessment and guidance for an employee's performance.

The majority of staff nurses and nurse administrators indicated that they did not receive any feedback from supervisors about their performance and there are no constructive suggestions to improve their job performance, did not know their weaknesses and strengths of performance and their performance appraisal is unfair. The results indicated that staff nurses are unsatisfied about the current performance appraisal system due to the unfairness of the system and lack of performance appraisal feedback. The importance of performance appraisal feedback is mitigating negative impact of performance appraisals finds. According to, Zein (2012) and Lunenburg (2012), who observed that employees need feedback after the performance appraisal process by way of providing specific information regarding the rationale behind the ratings. Blitz and Mayzlin (2010) reported that, discussing the appraisal results provided an opportunity for the employee to give opinions and possible solutions to performance weaknesses.

Also, the majority of both staff nurses and nurse administrators indicated that the nurses are not rewarded for providing high quality services; this indicated that rewards distribution did not depend on good performance. Both staff nurses and nurse administrators were unsatisfied about the incentives provided to them in relationship of doing a good job. This finding is consistent with the existing reward system of government as it is not tied to the performance appraisal of

employees, but is fixed and it grants to all employees at each institution. On the other hand, Daoanis (2012), indicated that the appraisal system has brought about both positive and negative impacts on the employees' performance. Further, the respondents identified some major gaps in the implementation of the appraisal system: no appropriate rewards are given to best employees.

Furthermore, the analysis of both staff nurses' and nurse administrators' answers about performance appraisal process errors, they said that the supervisors did not committed rating mistake of employees within the middle or average which is known as central tendency. The study findings indicated that the supervisors do not rate their employees in the high or low end of the scale rate. This indicated that only a few supervisors are easygoing with their employees. A reasonable justification could be that supervisors who rate employees in the higher scale rate have to provide justification in the report for this rating. Also, the majority of the respondents indicated that the rating of supervisors is not affected by general characteristics, relationship with the appraisee and the gender of ratees, thus no rater bias based on sex is available.

These results indicate that the appraisal process is not clear for the nurses to discover the errors that occur during it. And the supervisors did not disclose their mistakes in the evaluation process, so the result was that there are no errors in the process of evaluation in the hospitals, and this negates with the existing reality. Conversely, Grobler et al. (2011), mentioned that, the performance appraisal is done by people who have emotions; there will always be an element of subjectivity, personal likes and bias, which may result in a negative influence on the evaluation process. In addition, Lunenburg (2012), mentioned that the performance appraisal process is far from accurate and objective, sometimes resulting in rating errors. Common rating errors include strictness or leniency, central tendency, halo effect, and recency of events.

Furthermore, at the last dimension of effective characteristics of PAS the majority of both staff nurses and nurse administrators indicated that the performance appraisal report should provide the hospital administration with feedback about the poor performers in order to provide them with the appropriate training courses that could improve their performance. The current appraisal report, as indicated by both staff nurses' and nurse administrators' answers, does not assess the training needs of employees. This fact revealed that there are problems in both performance appraisal and training. The performance appraisal report doesn't give the employees a real opportunity to improve their work skills. Therefore, the employee appraisal did not contribute to improve overall performance of the hospital.

On the other hand, Chawla & Chawla (2010), mentioned that performance appraisal in the organization is very much associated with identifying the training and development needs, which is in the interest of the organization as well as to benefit the employee. Further, Nikpeyma et al. (2014) mentioned that, to achieve high quality patient care as the final goal of performance appraisal, it is necessary to make revisions and modifications in various dimensions of the appraisal system. The findings of the present study will help nurse managers take action for solving the problems of the appraisal system. A better way for solving these problems might be nurses' participation in finding, planning and implementation of proper solutions.

According to previous findings the implementation of the Performance appraisal System in MOH hospitals in Egypt will necessitate some changes in these hospitals' internal system, clear definition of these hospitals' goals and objectives, specific standards for measuring the employee's performance. In addition to that, the system needs to be supported by creating a motivational work environment for employees and involve employees in the design,

implementation of the system and train them on how to apply it through the support of HR specialists.

The second phase of the present study was about designing the performance appraisal system for staff nurses as well as the performance appraisal form which was tested for validity and applicability. Therefore, the researcher had developed the performance appraisal system for staff nurses at MOH hospitals as well as the performance appraisal form. The performance appraisal system is composed of five parts: (1) manual performance appraisal system instructions; (2) performance plan form; (3) performance appraisal form (appraisal period & time, critical elements and standards; summary performance levels; the summary rating); (4) performance improvement plan; (5) explanation criteria for performance standards.

Finally, the third section will be assessed relevancy, validity and applicability of the developed PAS and appraisal form; were using the checklist questionnaire to assess the effective characteristics of the developing performance appraisal system and appraisal form for staff nurses by jury group. After the development of the performance appraisal system for nurses, it was submitted to a jury group for assessing its relevancy, validity and applicability; they used the checklist questionnaire developed by the researcher to assess the effective characteristics of the developing performance appraisal system and appraisal form for staff nurses. The jury group composed of five Nurse Matrons, seven Assistant Matrons, eight Nurse Supervisors and fifteen Head Nurses. The majority of the jury group indicated that all effective characteristics of performance appraisal system and appraisal form were available in the developed performance appraisal system and appraisal form for staff nurses.

## **CONCLUSIONS**

Performance appraisal is a process of how well staff nurses performed their duties during a specific period. This process includes assessing training needs, establishing the objectives, assessing the progress and appraising the performance. In order to achieve the performance appraisal purposes, both organizational context and appraisal system should be appropriate. The findings of this study reveal that the nurse performance appraisal system used currently in the selected hospitals ineffective and confronts various problems. Some of these problems are related to hospital context while the others are concerned with structure, process and outcomes of the performance appraisal system. To achieve high quality patient care as the final goal of performance appraisal, it is necessary to make revisions and modifications in various dimensions of the appraisal system and developed a new appraisal system for staff nurses at MOH hospitals.

## **RECOMMENDATIONS**

- A proposal for the researchers to adopt the results of this study and applied widely in the field of nursing and various nursing specialties, to emphasize on the vision that concerned an effective procedure of the appraisal as well as having complete manual of appraisal system.
- An importance of this study to expand and spread this reliable performance appraisal system to other hospitals to take advantage of its results.
- There should be a constant innovation and revitalization in PAS.
- The goal of every appraisal system must be to allow for continuous communication between nursing administrators and staff nurses about their job performance.

- Multiple sources and methods of performance appraisal should be encouraged in hospitals.
- Upward feedback should be provided to nurses to do a better job.
- Propose for the researchers in the near future to develop a form that assesses the performance of staff nurses for each specialization in nursing.

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