Current Performance Appraisal System and its Relation to their Intent to Leave and Empowerment among Nursing Staff

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Abstract

Background: An employee's strengths and flaws are revealed through the performance appraisal system, empowering and assisting them in making decisions about his career and intend to depart. **Aim:** Assess the effect of current performance appraisal system on staff nurses intent to leave and empowerment. **Design:** Descriptive correlational **Setting:** Main Assiut University hospital and Al-Eman Health governorate hospital. **Study subjects:** convenient sample (n=540) Nursing staff were employed at setting previously stated. **Study tools:** Three tools were used, **Tool 1:** Contains 1st part Personal data sheet with Personal characteristics, 2nd part: Performance Appraisal System Questionnaire, **Tool II:** Nurses' Empowerment Questionnaire, **Tool III:** Intent to leave Questionnaire. **Results:** The highest mean scores of performance appraisal perception were related to fairness of performance, there was a statistically significant positive association between the empowerment and departure intention of staff nurses. **Conclusion:** Greater than two thirds of the study subjects had high perception of current performance evaluation system and most of them empowered and the great majority of them hadn't intent to leave. **Recommendation:** Use performance appraisal system to be compatible with Egyptian sustainable development goals.

Keywords: Empowerment, Intent to Leave, Nursing staff & Performance Appraisal system

Introduction:

Performance appraisal is the process by which a group of employees' behaviors, characteristics, and results are assessed individually over a period of time, typically utilizing a yearly evaluation, by their supervisors **(Esfahani, et al., 2014)**.

The majority of contemporary firms use particular types of performance appraisal designed to give employees feedback on their performance during the appraisal period. Performance appraisal is important and beneficial for the nursing staff as well as the healthcare environments. On the level of the nursing personnel, it aids in enhancing their capacities and supporting their skill development. Additionally, it aids in strengthening organizational planning and attaining the organization's primary objectives successfully and efficiently on the organizational level **(Youssif, et al., 2017.)**

The effectiveness of employee performance appraisals for nursing staff and healthcare organizations depends on the selection of the appraisal criteria, the choice of the appraiser or appraisers, the choice of the appraisal technique, and the quality of the application **(Kateina et al., 2013).**

One metric for measuring the effectiveness of human resource management in a company is the system for employee evaluation. A well-thought-out and implemented employee appraisal process not only forms the cornerstone of effective employee performance management, but also offers useful data for other human resource management tasks as participation in setting plans and determining aims, improve work engagement and empowered nursing staff **(Aggarwal, 2013)**.

Empowerment is a crucial idea in the discussion of encouraging civic engagement is empowerment. The idea of empowerment, which is defined by a shift from a perception that is deficit-oriented to one that is more strength-oriented, is becoming more prevalent in management concepts as well as in the fields of continuing education and self-help. Concept in the discourse on promoting civic engagement. Empowerment as a concept, which is characterized by a move away from a deficit-oriented towards a more strength-oriented perception, can increasingly be found in management concepts, as well as in the areas of continuing education and self-help **(Firzli &Nicolas, 2018)**.

Additionally, **(Nermin, 2020)** stated that, level of autonomy and self-determination in individuals and groups is known as empowerment. As a result, they are able to act responsibly and independently on their behalf when representing their interests. It is the process of growing stronger and more self-assured, particularly when it comes to taking charge of one's life and asserting one's rights. Empowerment as action refers to the process of self-empowerment as well as professional support of individuals, allowing them to overcome their sense of helplessness, low

degree of empowerment, and lack of influence as well as understand and utilize their resources.

Nursing staff levels of empowerment is determined by how dedicated they are to the objectives of their hospital. Their embrace of the organization's ideals, readiness to put in a lot of effort for the organization, and desire to carry on working as a nurse in the hospital are examples of this level of commitment. It refers to how much a person identifies with and belongs to a particular group. Additionally, an effective performance evaluation system (PAS) can steadily boost employee empowerment by enhancing both individual and organizational performance and lowering turnover intentions **(Hegazy, 2019)**.

The term "intention to leave" (also known as "turnover purpose") refers to a worker's intention to leave their place of employment. The final step in the withdrawal cognition process, intention to depart is seen as a conscious and purposeful decision to leave a company in the near future. Three components make up the withdrawal cognitive process: thoughts of resigning, plans to look for a new job elsewhere, and plans to leave **(Firzli &Nicolas, 2018)**.

Nursing staff that are empowered have a strong sense of self, which motivates them to perform well **(Mahmoud et al., 2022)**. The idea of empowerment has a wide context and can be seen from a number of perspectives **(Yıldız, 2018)**. If management provides the right organizational environment, support, and motivation, nurses can be empowered at all organizational levels. It can be viewed as a group of managerial strategies intended to increase employee autonomy and accountability. Workers can do their tasks or work more successfully and effectively with the aid of these processes **(Laurie et al., 2021)**.

Significance of the study:

Nowadays health care organizations united a structured performance appraisal method developed and published to all governmental healthcare settings; therefore the researchers decide to evaluate the impact of the existing performance appraisal technique on staff nurses' personal job satisfaction and sense of empowerment On the other side, issues with staff nurses' work lives cause them to be dissatisfied with their jobs, which lowers productivity and care quality and weakens their sense of empowerment and dedication to the medical facility and field. Therefore, staff nurses need a good performance appraisal system. A global search of the literature indicated a dearth of additional studies examining the connection between nurses' empowerment and intent to leave and performance appraisal. So the researchers carried out a recent investigation.

Aim:

This study aimed to assess the effects of current performance appraisal system on staff nurses intent to leave and empowerment among nursing staff**.**

Research Questions:

1. What are nursing staff perception about the existing performance appraisal system?
2. What are the effects of existing performance appraisal system on nursing staff's intention to leave?
3. What is the effect of current performance appraisal system on empowerment among nursing staff?

Subjects and Method:

The methodology pursued in the conduction of the study portrayed according to the following designs: technical, administrative, operational, and statistical design.

Technical design: involves design, setting, subject, tools of data collection

Study design: A descriptive correlation design.

Setting:

The current study was carried out in the Main hospital of Assuit University, which treats all patients needing medical and surgical care throughout upper Egypt. The bed capacity (n= 1700). & health governorate hospital (AL-Eman hospital) with bed capacity (n= 549).

Subjects:

A convenience subject of 540 nurses was involved in the study that was taken from two places Main Assuit University hospital (340) and 200 from AL-Eman general hospital from governance. The sample calculated by using Herbert Arkin formula

$$n = \frac{p(1-p)}{(SE \div t) + [p(1-p) \div N]}$$

n= sample size

N=Population [1746 from Assuit University hospital and 547 from health hospital]

T=the standard score corresponding to the level of significance=1,96%

SE=error rate=0,05

P=Property Availability Ratio and Neutral= 0,05

n=540 nurses

Tools of data collection:

Tools used to collect data: Three self-administered questionnaires were used to gather the data required for the investigation.

Tool I: this contains two parts:

1st Part: a personal data sheet that included the characteristics of study subject as (department-age - gender-educational qualification-years of experience).

The 2nd part: Performance Appraisal System Questionnaire:

After being assessed by a jury committee, the researchers used this tool created by **Abu-Musa (2008)** to gauge staff nurses' perceptions about performance appraisal system in their workplace. Including, the fairness of performance appraisal (12 items), performance appraisal incentives (3 items), raters' errors (8 items), and criteria to be appraised were the four primary components that this questionnaire was divided into (9 items).

Scoring System: The responding scoring system was measured on 5-point Likert scale. Ranging from: "Strongly agree=5" "Agree=4" "Uncertain=3" "Disagree=2" and "Strongly disagree=1" the scores of each dimension will summit up and then converted into a percent score. Scoring system for the questionnaire, 5-point Likert scale from 1=strongly disagree, 2=disagree, 3=neutral, 4=agree to 5=strongly agree, the scores of each dimension will summit up and then converted into a percent score. A score less than or equal 40% considered as low perception, a score from 41% to 80% considered as moderate perception, and a score equal or more than 81% considered as high perception.

The tool II: Nurses' Empowerment Questionnaire **(Pardo del Val & Lloyd, 2003)**: the statements were adapted to reflect the empowerment of the respondents included (10 items).

Scoring System: The responding scoring system was measured by (0) for "No" and (1) for "yes"

Tool III: Intent to leave Questionnaire: developed by **(Jacobs & Roodt 2008)**. Updated by **(Sadien 2010)**, consists of 14 items.

Scoring system: The responding scoring system was measured by (0) for "No" and (1) for "yes"

Administrative design: In order to collect the necessary data, official permission was obtained from the General Director of Nursing, the Medical Director and Nursing Director of Main Assiut University Hospital and Al-Eman general hospital, and the Dean of Nursing Faculty at Assiut University. Written and verbal Consent were obtained.

Operational design: Operational design consists of four stages 1st preparatory phase, 2nd ethical considerations, 3rd pilot study and 4th data collection as follows:

1st phase: Preparatory phase the proposal of the study was completed in this phase, which lasted for two months (March to April 2022). An Arabic translation of the study tools were completed following an examination of the pertinent literature. Seven professors from the Nursing Administration Department (n=4), Medical-Surgical Nursing Department (n=1), Community Health Nursing Department (n=1), and Psychiatric Nursing Department (n=1) of the Faculty of Nursing at Assiut University evaluated the face validity of the study questionnaires to ensure that the questions were relevant and comprehensive. As a result, adjustments were made and the final shape was created.

2nd Ethical considerations:

The Assiut University Faculty of Nursing's Ethical Committee authorized the research proposal, and study participants provided oral agreement. There was no risk to the participants during the application of the research; the confidentiality and anonymity of the obtained data were guaranteed; the study adhered to common ethical principles in clinical research; and the privacy of the study participants was taken into consideration during the data collection process.

3rd phase: Pilot study

Before beginning the fieldwork, a pilot study was conducted on a subset of ten percent (n=54) of the study participants to determine the difficulties associated with the questions, in order to modify or clarify them, omit or add certain questions, and estimate the time required to fill out the forms. Additionally, the pilot excluded from the study subject, contributed to the identification of potential constraints and strategies for dealing with them as well as the organizational and administrative procedures necessary for the research. Considering the outcomes of the pilot, changes were made and additional details were added. The final form was developed after a few minor adjustments were made. Cronbach's alpha coefficient was used to determine the instrument's reliability, and the score for the structured questionnaires was (α= 0.939) Performance Appraisal System Questionnaire, (α=0.882)for Nurses' Empowerment Questionnaire and (α=0.870) for Intent to leave Questionnaire.

4th phase: Data collection

The researchers met with the nurses who took part in the study in various shifts in accordance with their schedules to explain the study's aims and ask them to complete questionnaires. Following verbal consent, the study materials were given to the participating nursing staff to complete. It took each participant roughly 30 minutes to complete the questions. From May to August 2022, the total time for data collecting was around four months.

Statistical analysis:

Statistical Package for Social Science (SPSS) version 20 was used for data entry and analysis. Descriptive statistics, including frequencies and percentages, means, and standard deviations, were used to present the data. Descriptive statistics were used to present the collected data as frequencies and percentages. Correlation was determined by Pearson's correlation coefficient. Statistical significance was defined as $p < 0.05$.

Results:
Table (1): Distribution of studied nurses according to personal and occupational characteristics (N=540)

Socio-demographic characteristics	No.	%
Age/ years		
< 30 years	382	70.7
30 or more year	158	29.3
Age Mean ±SD	**29.41±7.32**	
Gender		
Male	163	30.2
Female	377	69.8
Hospital		
Main University hospital	340	62.9
Al-Eman Health governorate hospital	200	37.1
Educational Qualifications:		
Nursing's diploma	289	53.5
Technical nursing institute	154	28.6
Bachelor of nursing	97	17.9
Job title		
Nurses' staff	443	82.1
Nurses' manager	97	17.9
Year of experience:		
≤ 5 years	168	31.1
6-10 years	298	55.2
> 10 years	74	13.7

Table (2): Mean score of the study subjects perception as regards to current performance appraisal (N=540)

Determinants of performance appraisal	Total score	Minimum Score	Maximum Score	Mean ± SD
Fairness	39	10	35	**27.41±6.57**
Incentives	9	4	8	**7.32±1.32**
Raters Errors	24	8	23	**14.71±3.12**
Factors to be appraised	27	11	27	**20.83±4.45**
Total perception	**99**	**33**	**93**	**70.2±3.24**
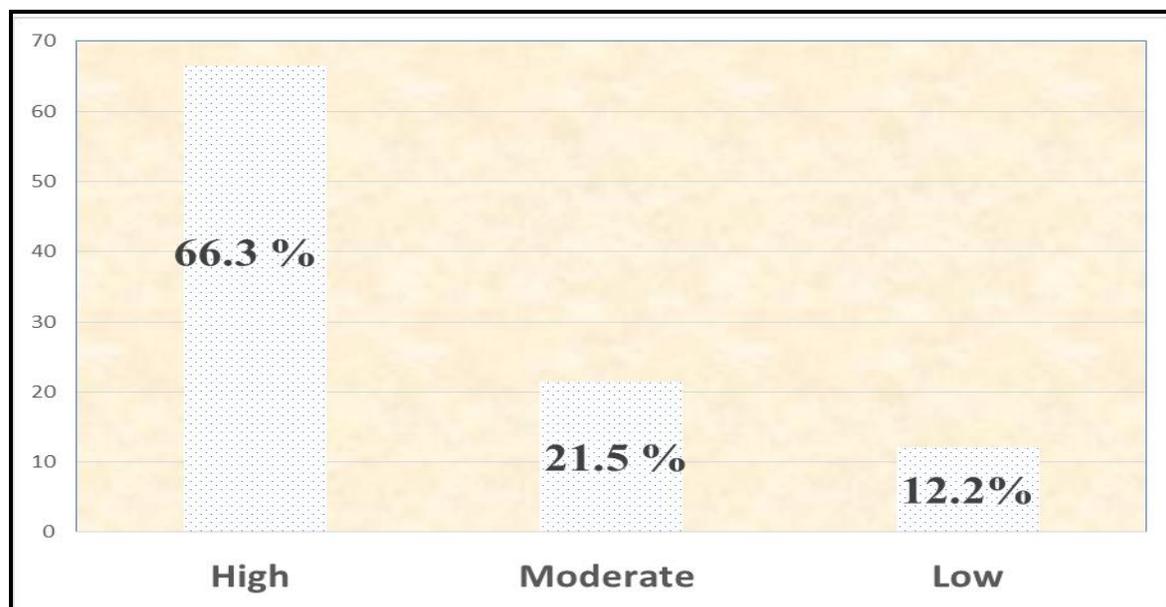
Figure (1): levels of performance appraisal determinants among study subjects (N=540)

Table (3): Distribution of studied nurses' empowerment and intention to leave (N=540)

Items	Main University Hospital		Al- Eman General Hospital	
	Yes	No	Yes	No
	N (%)	N (%)	N (%)	N (%)
• Empowerment	**278(81.8)**	62 (18.2)	124(62.1)	76(38.0)
• Intention to leave	31(9.1)	**309(90.9)**	26(13.0)	**174(87.0)**

Table (4): Relationship between study subjects' total performance appraisal perception level score, nurses' intention to leave and empowerment (N=540)

Items	Total performance Appraisal levels			P-value
	High	Moderate	Low	
	No. (%)	No. (%)	No. (%)	
Empowerment level				
▪ Main Assiut University Hospital	251(73.8)	37(10.9)	52(15.3)	**0.001**[**]
▪ Al-Eman General Hospital	31(15.5)	42(21.0)	127(63.5)	
Intent to leave				
▪ Main Assiut University Hospital	30(8.8)	48(14.1)	262(77.1)	**0.001**[**]
▪ Al-Eman General Hospital	133(66.5)	46(23.0)	21 (10.5)	

(**) high statistical significant difference

Table (5): Regression analysis between performance appraisal system, empowerment and intention to leave among study subjects

Variables	Performance appraisal system	
	R Square	P- Value
Empowerment	.652	0.000**
Intention to Leave	.767	0.000**

Table (1): Illustrated personal and occupational characteristics of studied nurses and reported that more than two thirds **(70.7%)** of them had more than 30 years with mean score **(29.41±7.32)**. Also, more than two thirds were females and married, More than half of the study's nurses had a nursing diploma in terms of training and years of experience **(53.5%)** and from 6-10 years of experience **(55.2%)** respectively. The majority of them **(82.1)** were nurse's staff.

Table (2): Showed that the distribution of the nurses who were studied in terms of how they saw their performance reviews had the highest mean ratings in terms of performance fairness **(27.41±6.57)**. While total mean score regard to performance appraisal determinants was **(70.2±3.24)**.

Figure (1): Demonstrated the degrees of perception of performance appraisal and found that just under two thirds of the nurses in the study **(66.3%)** had a high perception of performance appraisal, while more than one fifth **(21%)** and less than one six **(12.2%)** had moderate and low dimension respectively.

Table (3): Illustrated the studied nurses' empowerment, and showed that the majority **(81.8%)**

of studied nurses at university hospitals more empowered Meanwhile, the nearly two third **(62%)** of studied nurses at Al-Eman general hospital weren't empowered. Additionally this table revealed that the great majority **(90.0%)** and **(87.0%)** of study sample hadn't intent to leave in both two hospitals.

Table (4): Showed the relationship between total performance appraisal and intent to leave, empowerment among nursing staff, and reported that the, there was a highly statistical significance difference between total performance appraisal and intention to leave P-value (0.001) for all. Additionally, more than two third of nursing staff at Assiut university hospital had low as regarding to intent to leave level (77.1%) on the other hand about (66.5%) of nursing staff at Al-Eman general governance hospital had high as regarding to intent to leave level (66.5%). On the other hand this table clarified that there was a highly statistical significance difference between total performance appraisal and empowerment P-value < 0.01 for all. Additionally, more than two third of nursing staff at Assiut university hospital had high level as regarding to empowerment (73.1%) on the other hand about

(66.5%) of nursing staff at Al-Eman general hospital had low level as regarding to Empowerment (63.5%). **Table (5):** Showed regression analysis between performance appraisal system, empowerment and intention to leave. As revealed from the table, there was good regression between performance appraisal system and empowerment and intention to leave and reported that there was a highly statistical significance difference between total performance appraisal, empowerment and intention to leave P-value (P < 0.000).

Discussion:

An employee's performance is periodically assessed against the known or assumed requirements of the position. It is one of the fundamental strategies that encourage employees to work effectively; an assessment system evaluates a worker's performance in reference to a list of specified goals and takes into account both the worker's virtues and shortcomings. It is necessary to adhere to this process consistently, fairly, and quickly **Reinbolt, (2019)**.

From the present study findings, it appeared that the levels of performance appraisal perception, and reported that little about two-thirds of the nurses who were investigated had high determinants. This may be because staff nurses have high perception levels as a result of the performance appraisal system, which is conducted every month and three times a year (quarterly every three months, semiannually every six months, and annually).This finding consistent with **Dina & Schodl, (2015)** Who mentioned that employees only view performance reviews as an annual ritual in which they evaluate their own work and are then either rewarded or punished. In order to alter employees' perceptions, performance reviews should not be a one-time event but rather a continuous cycle of performance management.

In contrast, the majority of nursing staff had a high view of performance appraisal, according to the findings of the current study, which is consistent with **Fahmy, et al, (2020)** findings regarding the percentage of examined nurses' overall perception of performance appraisal. Additionally, **Youssif, et al., (2017)** disagree with the conclusion which discovered that the staff nurses in this study had a negative opinion of performance reviews.

From the findings of this study, it appeared that the studied nurses at university hospitals have more empowerment than nurses at general hospital despite the two study settings using the same performance appraisal system. According to the study, the university hospital gives its personnel ongoing training, information, rewards, and support, which improves their confidence, is boosted, and it gives them the opportunity to participate in decisions about

how well they perform at work. This result is consistent with **(Mishal et al., 2020)** who stated that nurses can become empowered at all organizational levels if management provides employees with the organizational environment, encouragement, and support. Management procedures that encourage open communication and knowledge exchange are necessary for empowerment.

Additionally, **Youssif et al., (2017)** found a strong correlation between the performance appraisal method and nurses' empowerment. Additionally, according to the results of a study done by **Kumudhavalli & Karthi., (2019),** the likelihood that nurses will feel respected at work and therefore more empowered is higher when they believe their efforts are valued and rewarded.

It was clear from the current study results that all studied nurses in all study setting reported that the great majority of them hadn't intent to leave the organization. From the researcher point of view that studied nurses satisfied because the performance appraisal system used in this setting providing nurses with feedback on how they performed during the evaluation period. On the other side, it is utilized to make it easier for the organization's senior management to decide fairly whether to promote or demote someone. This finding is in line with **Kumudhavalli & Karthi., (2019)** assertion that respect for nurses in the workplace requires them to get recognition and rewards for their performance. By increasing nurse retention rates and luring in new recruitment, these variables can also aid in addressing the nursing crisis.

It has been demonstrated that nurses' intention to leave is highly connected with their sense of fulfillment, contentment, and enjoyment at work, **Asegid et al., (2014).** The contentment, gratification, and delight that come from working are referred to as employee job satisfaction. It goes beyond only the pay or the perks; it is also how the work makes the workers feel. It is an enjoyable or happy emotional state brought on by an evaluation of one's career or professional experiences. It can also be summed up as people's attitudes toward their professions and various job-related characteristics.

The current findings show that the relation between total performance appraisal, empowerment and intention to leave, and reported that there was a highly statistical significance difference between them. This finding consistent with **Baird et al., (2020)** who mention that The trust that employees have in their supervisors' ability to assess their performance through the use of a performance appraisal system will be positively correlated with the level of employee empowerment, and employee

empowerment will be positively correlated with the reliability of the performance appraisal system.

On the other hand, according to **Naina et al., (2020)** employees who feel like they have the support of their company are less likely to hunt for other employment alternatives and display a lack of thoroughness at work. Thus, it is assumed that an organization will encourage an employee to stay with it when it demonstrates concern for their material and psychological well-being by making an effort to create a calm social environment and a positive work environment.

From the researcher point of view, the actual arbiters of the appraisal's effectiveness in this instance are the staff nurses who are subject to it, nursing managers should evaluate staff members with complete objectivity and each evaluation should accurately reflect a worker's performance, free from any supervisor bias to fulfill work satisfaction, engagement, commitment to work, empowered and retained at work respectively.

Conclusion:

Greater than two thirds of the study subjects had high perception of current performance evaluation system and most of them had more power at university hospitals than in health hospitals. Additionally, there was a statistically significant positive association between the empowerment and departure intention of staff nurses.

Recommendations:

- Conduct a formal orientation program that covers the most recent performance rating system for new employee.
- Utilize an appraising system which compatible with Egyptian sustainable development goals.
- Using more than one method of performance appraisal to support the current system.
- Conduct further researches to study the relation between performance appraisal system, empowerment and intent to leave.

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