

THE RELATIONSHIP BETWEEN QUALITY OF PERFORMANCE APPRAISAL PROCESS AND NURSES JOB SATISFACTION AS PERCEIVED BY STAFF NURSES AT A SELECTED HOSPITAL

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ABSTRACT:

Background: Every organization follows a performance appraisal system in one way or other and the same has some impact on the satisfaction level of the employees over a period of time. Managing performance of employees is challenge for every organization; also employee satisfaction plays a vital role for individual and organizational growth (Mathew and Johnson 2015).

Aim: The present study was conducted in order to assess the relationship between quality of performance appraisal process and nurses job satisfaction as perceived by staff nurses at a selected hospital. **Research question:** What is the relationship between quality of performance appraisal process and nurses job satisfaction as perceived by staff nurses at a selected hospital? **Setting:** This study was conducted at university hospital which is affiliated to Cairo University. **Research Design:** A descriptive correlation design was utilized to achieve the objective of the present study. **Sample:** All nurses who agreed to participate in the study at time of data collection will be included. Their total number was (N=150) nurses. **Tools:** Based on the literature review, the following tools were constructed by the researcher to collect data pertinent to the current study. These tools are: I: Socio-demographic and Performance Appraisal Quality Questionnaire, was developed by the investigator to collect data for the present study based on extensive review of related literature. The questionnaire covered 8 dimensions and contains (52) items. II: Job Satisfaction Questionnaire was developed by Spector, (1985). The questionnaire contains (36) items. **Results & Conclusion:** The present study concluded that there is a significant correlation between nurse's perception of the performance appraisal process subscales (the clarity of expectations, providing feedback, accuracy of rating, reaction toward performance appraisal rating, reaction toward supervisor & reaction to performance appraisal system) and their job satisfaction. Furthermore, research declared that there is a significant correlation between nurse's perception to the quality of performance appraisal process and their job satisfaction. **Recommendations:** More research is needed to clarify that either private or public sector organizations operating fair systems of employee performance appraisal or not, the organization should have to implement performance appraisal practice in the best possible way providing job related feedback other than reflecting personal bias. Providing feedback based career development to initiate the best performers.

Key words: Quality of Performance Appraisal Process, Job Satisfaction and Staff Nurses

INTRODUCTION

In this world of competition organizations exert more effort to stay competitive and sustainable, human resource (HR) professionals and strategic planners should cooperate hardly in designing strategies, which are more fruitful and useful. Based on many researches, the most winning organizations in the 21st century will be those to concentrate on integrated HR processes and systems. Therefore the role of human resource becomes more and more vital which involves personnel related areas as job design resource planning, the system performance appraisal, recruitment and selection. Among these functions, one of the most critical ones that compel global success is performance appraisal process (Amin, 2005 and Ahmed, Ramzan, Mohammad, & Islam, 2011). Furthermore

Torabi & Sutodeh (2010) mentioned that today, managers have found that employees are the most significant capital of an organization and have a valuable role in fulfilling strategic goals of their organization. Improvement of staff efficacy and effectiveness is only possible in light of their performance appraisal process. Performance appraisal is a key component of the employee's performance management. When effective, the appraisal process supports the individual's sense of personal worth and helps in developing his/her aspirations. Accurate appraisals are necessary for the evaluation of recruitment,

selection and training procedures. It can also increase employee motivation through the feedback process and may provide working conditions evaluation and it can improve the productivity of employees, by supporting the strong areas and changing the weak ones. Further, employee evaluation can improve managerial effectiveness by making supervisors more concerned with and observant of individual employees (Bekele, Shigutu and Tensay, 2014).

Performance appraisal is a discrete, formal, organizationally accepted event, usually not occurring more frequently than one or two times per year, which has clearly stated performance dimensions and/or criteria that are used in the process of evaluation. Moreover, it is an evaluation process, in that quantitative scores are often assigned based on the judged employee's job performance level on the dimensions or criteria used, and the scores are shared with the employee being evaluated (Denisi and Pritchard, 2006). According to Dessler (2008) performance appraisal can be defined as a system that includes setting employee standards, looking at the actual job performance of employees, assessing that performance against the standards, providing feedback to the employee on their performance, how to improve this performance in the future and putting new goals and expectations for another period.

Further, Alvi, Surani and Hirani (2013) mentioned that performance appraisal may be defined as a structured formal interaction between employees and supervisor, that usually in the form of periodic interview (annual or semiannual), in which the employees work performance is examined and discussed, to identify weaknesses and strengths as well as opportunities for improvement and development of skills. They added that the reviews of employee performance can be one of the best tools to enhance performance, improve morale and raise productivity. When practiced properly, performance appraisal is an effective planning tool for managers and provides essential feedback to employees.

Performance appraisal is one of the most important human resource tools and a vital part of every organization. An organization executes the performance appraisal system to determine rewards for the employee, provide development advice as well as to get their perspectives, and justice perception about their jobs, department, managers, and organization. Prior studies revealed that employee perception regarding to the fairness of performance appraisal is a significant component in employee acceptance and satisfaction of performance appraisal. A good perception will create a positive working environment in the organization, while a negative perception will affect the organization performance. These perceptions depend on the actions and behaviors of manager or supervisor toward the employee. If performance appraisals are perceived as unfair, therefore, the benefits can decrease rather than increase employee's positive attitudes and performance (Aquinis, 2007; Arbaiy & Suradi, 2007 and Awosanya & Ademola, 2012).

Employees in any organization are very important considering all the aspects of an organization. For this reason, from past few decades, researches and studies have concentrated a lot on employees, and everything related to them. Not only for this reason, but since the organizations have learnt to focus on human resources, they have started to give a lot of importance to every issue related to the employees. Getting far deep into the employee issues, it is considered necessary for the organizations to understand different factors which ultimately form an employee's behavior on his job. Job satisfaction is said to be the employee's attitude towards the employee's overall job and all the aspects related to his/her job (Arshad, Masood and Amin 2013).

Employee's satisfaction is considered a key to organizational success. One of the factors that leads to job satisfaction is recognition and encouragement where an organization has a good performance appraisal system and the employee's work is recognized and then the employee is encouraged and motivated to continue contributing to the organization. Performance appraisal process is highly related to job satisfaction as the compensation decision, benefits and rewards are given according to the performance appraisal of an employee. If there is a difference in ratings due to any causes, it will affect the reward system of the worker and the compensation which will ultimately affect the job satisfaction. Fair performance evaluations and frequent performance feedback make up a crucial estimator of job satisfaction at the workplace and also lead to personal growth. Effective managers recognize performance appraisal systems as a tool for managing, rather than a tool for measuring subordinates. They may utilize performance appraisals to motivate, direct and develop subordinates (Ali & Ahmad, 2004 and Brown, Hyatt & Benson, 2010).

Moreover, Arshad and Masood (2013) added that Job satisfaction represents one of the most complex areas facing today's managers and although thousands of papers and

research have been conducted on job satisfaction all over the world. Many studies have demonstrated an unusually large impact of job satisfaction on employee's motivation, while motivation level has an impact on productivity and thus on performance of many organizations.

Khan (2007) defines employee satisfaction with job as how well ones personal expectations at work are in line with outcomes. Malik, Bibi and Rahim (2010) state that people enjoy working, and struggle to work in those organizations that provide positive work environment where they feel they are making distinction and where most people in the organization are proficient and pulling together to proceed the organization forward. The organizations in this regard are struggling hard to keep their valued employees satisfied. Malik, Saleem and Ahmad (2010) explained that employee satisfaction with work as the degree to which an employee likes his or her job that motivates the employees to be present at their work places and carry out tasks to accomplish goals.

The widespread nursing shortage and nurses' high turnover has become a global issue which is of increasing significance to both the developed and developing countries. In light of this, concern about recruitment and retention of nursing staff is growing in a number of countries. While numerous factors have been linked to nurses' turnover, job satisfaction is the most repeatedly cited and therefore merits attention (While, 2005). These research assess the relationship between the quality of performance appraisal process and nurse's job satisfaction as perceived by staff nurses at a selected hospital.

Significance:

In an environment of tension and division of labor such as hospitals, the performance of nurses is one of the most basic challenges. Some organizations experience dissatisfaction with their performance appraisal procedures. This dissatisfaction may signal that performance appraisal is not fully successful as a mechanism for developing and motivating employees. Investigators acknowledge that there are a number of problems connected to performance appraisal. The reasons for this include poor design, unwillingness to confront issues of poor performance and time pressure.

Performance appraisal can be considered to be a technique that has a positive effect on work environment and quality of service. It is one of the essential tasks for nurses to achieve organizational goals and one of the factors necessary for job satisfaction. Moreover PA is described as a search for better, more accurate, more cost-effective communication techniques for measuring job performance and job satisfaction. Performance appraisal is considered to be an important technique for improving the performance of an organization.

Performance appraisal is a required process in healthcare organizations to ensure that the quality of care is achieved. This process uses methods to provide employees with the information necessary to determine whether they are achieving expectations or can perform better to improve their performance (Huber, 2006). Some of the purposes of nurse appraisal involve the following: determine professional competence, enhance staff development, motivate them toward higher achievement, enhance communications between managers and personnel and encourage better relationships among nurses, define training and developmental needs of nurses, select qualified nurses for advancement and salary increases (Tomey, 2004).

A review of previous research on performance appraisal indicates that it has focused mostly on its impact on motivation. Most studies have also been conducted in the developed world which creates a research gap that the study

would wish to fill in. Assessment of employee's performance is one of the major practices in almost every organization, a necessary phenomenon for the better performance of employees and the organizations. Satisfied employees play a vital role for better performance of the organizations (Karimi, Malik and Hussain, 2011).

The goal of any organization is to retain nurses through maintain their job satisfaction, nurses satisfaction is positively impact their quality of care they provide. Conversely, nurse's dissatisfaction leads to nurses turn over. There are many factors leads to nurse's job satisfaction, one of these factors is performance appraisal process. Performance appraisal process should be a motivational tool that leads to nurse's satisfaction. So the aim of this study is to assess the relationship between the quality of performance appraisal process and nurses job satisfaction as perceived by staff nurses at a selected hospital.

Subjects and Methods:

The present study was conducted in order to:

Assess the relationship between quality of performance appraisal process and nurses job satisfaction as perceived by staff nurses at a selected hospital. To fulfill this aim the following research question was formulated:

1. What is the relationship between quality of performance appraisal process and nurses job satisfaction as perceived by staff nurses at a selected hospital?

Research Design:

A descriptive correlation design was utilized to achieve the objective of the present study. Cross sectional design.

Sample:

All nurses who agreed to participate in the study at the time of data collection will be included. They divided as follows (115) female and (35) male, around half of the sample their age ranged from 25 to 35 years old, working in different departments. Most of them had diploma degree. Staff nurses with predetermined inclusion criteria which included all staff nurses with not less than one year of experience and providing direct patient care within the study settings and accepted to participate in the study. Their total number was (n=150) nurses.

Setting:

This study was conducted at a university hospital. Units within this hospital include: critical care units, medical units, surgical units, and other units such as kidney dialysis units, obstetric units, plastic surgery unit and general ward.

Tools for data collection:

To achieve the aim of the present study, data were collected during 2016 with duration of three months (July to September). Based on the extensive review of related literature the following tools were constructed by the researcher to collect data pertinent to the current study. These tools are:

1. The first tool was consists of two parts: A- Socio-demographic sheet: it includes nurses' demographic data such as age, sex, marital status, educational level, years of experience in nursing profession and years of experience in the current position. B- Performance Appraisal Quality Questionnaire, the questionnaire covered 8 dimensions and contains (52) items phrased positively and negatively and require reverse scoring as follows: Rater confidence (5 items), Clarity of expectations (5 items), Providing feedback (9items), Accuracy of rating (9 items), Relationship with supervisor (10items), Reaction toward performance appraisal rating (4items), Reaction toward supervisor (5items) and Reactions to performance appraisal system (5items). The scoring system was three point liker scale (agree=3, Indifferent =2 and disagree = 1).

2. The second tool was the Job Satisfaction Questionnaire. It was developed by the Spector, P. E. (1985) questionnaire contains (36) items phrased positively and negatively and require reverse scoring. The scoring system was three point liker scale (agree=3, Indifferent =2 and disagree = 1).

Tools Validity and Reliability

Validity:

Study tools content validity was established by a panel of three experts, two professors and one assistant professor from Faculty of Nursing Cairo University. Each expert on the panel was asked to examine the instrument for content coverage, clarity, wording, length, format and overall appearance.

Reliability:

Pearson correlation coefficient between study variables was used to compute correlation between the items of applied tools. Reliability test of the questionnaire of performance appraisal process quality was (0.91). Nurse's job satisfaction questionnaire reliability test was (0.89). This means that the two questionnaires were highly reliable.

Pilot Study:

The pilot study was carried out on (10%) of the current sample to ensure the clarity and applicability of the items, and to estimate the time needed to complete the questionnaire. The result showed that the time spent in filling the questionnaire was ranged between 20-30 minutes. Based on the pilot study analysis no modifications were done in the questionnaire.

Ethical Consideration:

Prior to the initial interview, verbal explanation of the nature and the aim of the study had been explained to the nurses included in the study, clarification of the nature and purpose of the study was done in the interview with each subject. They were given an opportunity to refuse or to participate, and they were assured that the information would be utilized confidentially and used for the research purpose only.

Procedures:

An official permission was obtained from the administrator of the hospital after explaining the nature of the work. The researcher fully explained the aim, nature, and significance of the study for every eligible nurse to obtain their acceptance to participate in the study and to the administrator to get better cooperation during the implementation phase of the research; also an individual oral consent was obtained from each participant in the study after explaining the purpose of the study. During data collection the investigator handed the questionnaire sheets individually to the participant nurses in their units, and then the investigator explained the questionnaire sheet to them and asked them to fill it. The time spent to fill the questionnaire ranged between 20 to 30 minutes. The researcher waited until the participants complete the sheet and was ready to answer any question. After completion of filling the questionnaire sheet the researcher collected them. Data was collected in a period of two months from April to May 2016.

Statistical Design:

Data entry and statistical analysis were performed using computer software [the statistical package for social studies (SPSS), version 16]. Suitable descriptive statistics were used such as frequencies, and percentages for qualitative variables, means, and standards deviations for quantitative variables. Correlation coefficient (r) test was used to estimate the closeness association between variables. For all the tests used, statistical significance was considered at p-value <0.05.

Results:

Table (1) Frequency Distribution of Nurses Demographic Characteristics (N=150)

Nurses Characteristics	No	%
1. Age:		
1. Less than 25 years	35	23.3
2. 25- Less than 35 years	60	40
3. 35- Less than 45 years	41	27.3
4. 45- Less than 55 years	8	5.3
5. 55 and more	6	4
X= 2.2667		SD= 1.00780
2. Sex:		
1. Male	35	23.3
2. Female	115	76.7
3. Social status:		
1. Married	106	70.7
2. Unmarried	44	29.3
4-Educational level:		
1. Secondary school	94	62.7
2. Bacca laurate degree	56	37.3
5. Years of experience in nursing		

profession:		
1. less than 1 year	4	2.7
2. 1 year to less than 3 years	56	37.3
3. 3 years to less than 6 years	22	14.7
4. 6 years and more	68	45.3
X= 3.0267		SD= .96896
6. Years of experience in the current position:		
1. less than 1 year	24	16
2. 1 year to less than 3 years	59	39.3
3. 3 years to less than 6 years	15	10
4. 6 years and more	52	34.7
X= 2.6333		SD= 1.11978

Table (1) shows that (76.7%) of staff nurses were female, (62.7%) of them had a secondary school degree and (70.7) were married. . As regards to the age of respondents, the mean age was 2.2667±1.00780, while the mean age of their years of experience in nursing profession was 3.0267±.96896 compared to 2.6333±1.11978 years of experience in their current position.

Table (2) Correlation between Demographic Characteristics of Staff Nurses and Their Perception to the Quality of Performance Appraisal Process and Job Satisfaction

Demographic characteristics	Quality of performance appraisal process				Job satisfaction			
	X	SD	r	p	X	SD	r	p
1. Age:	2.2667	1.00780	-.040	.629	2.2667	1.00780	-.096	.245
2. Years of experience in nursing profession:	3.0267	.96896	-.102	.215	3.0267	.96896	-.153	.062
3. Years of experience in the current position:	2.6333	1.11978	-.097	.239	2.6333	1.11978	-.059	.476

This table represents the correlation between staff nurse’s demographic characteristics and their perception to the quality of performance appraisal process and their job satisfaction. It is clear that there is no statistical significant correlation between study participants demographic characteristics and their perception to the quality of performance appraisal process and their job satisfaction.

Table (3) Comparison of Mean Scores of Study Participants Sex, Social Status & Educational Level and Their Perception to the Quality of Performance Appraisal Process and Job Satisfaction

Demographic Characteristics	Quality of Performance Appraisal Process				Job Satisfaction			
	X	SD	t	p	X	SD	t	p
1. Sex:								
1. Male	1.1914	22.218	2.016	.046	60.3714	6.76533	-.015	.988
2. Female	1.1129	19.536			60.3913	6.74042		
2. Social Status:								
1. Married	1.1212	19.35911	-.929	.354	60.2075	6.43164	-.505	.614
2. Unmarried	1.1552	22.74171			60.8182	7.44053		
3. Educational Level:								
1. Secondary school	1.1437	18.45715	.974	.331	60.2872	6.12526	-.234	.815
2. Bacca laurate degree	1.1102	23.30547			60.5536	7.67977		

Table (3) shows that there is a statistical significant difference between study participants perception to the quality of performance appraisal process and their sex (p=.046), while there is no statistical significant difference between study participants perception to the quality of performance appraisal process and their social status and their educational level. Also, there is no statistical significant difference between study participants sex, social status & educational level and their job satisfaction.

Table (4) Correlation between Nurses Perception of the Performance Appraisal Process Subscales and Their Job Satisfaction

Performance Appraisal Process Subscales	X	SD	Job Satisfaction	
			r	p
1. Rater confidence.	11.4867	2.84673	.121	.141
2. Clarity of expectations.	10.9733	2.70209	.205	.012
3. Providing feedback.	18.6867	4.69061	.297	.000
4. Accuracy of rating.	19.4333	3.79406	.324	.000
5. Relationship with supervisor	22.1400	3.89636	.101	.218
6. Reaction toward performance appraisal rating.	8.7000	2.26366	.250	.002
7. Reaction toward supervisor.	10.8733	2.69799	.342	.000

8. Reaction to performance appraisal system.	10.8267	1.99915	.228	.005
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This table represents the correlation between nurse's perception to the performance appraisal process subscales and their job satisfaction. It reveals that there is a significant correlation between the clarity of expectations subscale, providing feedback subscale, accuracy of rating subscale, reaction toward performance appraisal rating subscale, reaction toward supervisor subscale & reaction .to performance appraisal system subscale and their job satisfaction as follows $p=(.012, .000, .000, .002, .000$ and $.005$ respectively)

Table (5) Correlation between Nurses Perception of the Quality of Performance Appraisal Process and Their Job Satisfaction

Study Variables	Job Satisfaction	
	r	p
Quality of Performance Appraisal Process	.287	.000

This table represents the correlation between nurse's perception to the quality of performance appraisal process and their job satisfaction. It shows that there is a significant correlation between nurse's perception to the quality of performance appraisal process and their job satisfaction. ($p=.000$)

Discussion:

Today, health care organizations should improve the performance appraisal process to remove obstacles that hinder the nurses' satisfaction with the performance appraisal process. Nurses' satisfaction with performance appraisal is a critical and important aspect for achieving better work outcomes among nurses. The present study aimed to assess the relationship between quality of performance appraisal process and nurses job satisfaction as perceived by staff nurses at a selected hospital.

Regarding the correlation between demographic characteristics of staff nurses and their perception to the quality of performance appraisal process and job satisfaction. Data of the present study demonstrated that, there is no statistical significant correlation between study participant's demographic characteristics (Age, Years of experience in nursing profession, Years of experience in current position) and their perception to the quality of performance appraisal process and their job satisfaction. This was contrasted by , study of Samad (2011) who reported that demographic variables (tenure, pay and age) were significantly correlated with performance appraisal and job satisfaction .

Regarding the comparison of mean scores of study participant's sex, social status & educational level and their perception to the quality of performance appraisal process and job satisfaction. The finding of current study illustrated that there was a statistical significant difference between study participants perception to the quality of performance appraisal process and their sex ($p=.046$) in contrast to the present study result, a study carried out by Karimi , Malik, and Hussain, (2011) entitled " Examining the Relationship of Performance Appraisal System and Employee Satisfaction" whose research findings demonstrated that, there is no significant difference between male and female employees appraisal and satisfaction.

Moreover the present study revealed that there is no statistical significant difference between study participant's perception to the quality of performance appraisal process and their social status and their educational level. In accordance to this result, Poornima and John, (2013) reported that there is no statistical significant difference between employee perceptions towards Performance Appraisal and their educational level. Also, there is no statistical significant difference between study participants sex, social status & educational level and their job

satisfaction. This was supported by Ismail, Mohamed and Rayee (2016) who demonstrated that that there is no significant difference between study subjects sex, & educational level and their job satisfaction.

As regards to the correlation between nurses perception of the performance appraisal process subscales and their job satisfaction. The current study revealed that there is a significant correlation between Nurses Perception of the Performance Appraisal Process Subscales (the clarity of expectations, providing feedback, accuracy of rating, reaction toward performance appraisal rating, reaction toward supervisor & reaction .to performance appraisal system and their job satisfaction.

This finding were congruent with the study of Darehzereshki ,(2013)who revealed that clarity of performance expectations in performance appraisal had a greater influence on job satisfaction. Furthermore, Naji, Mansour and Leclerc,(2015) reported that the trust toward supervisors reinforced the link between the positive perception of the performance appraisal and employees' job satisfaction. Also suggests that fairness in performance appraisal maximizes employee's satisfaction or utility.

These result is was incongruent with the study of Mohamed and Moustafa, (2016) entitled (The Influence Of Performance Appraisal Satisfaction On Nurses' Motivation and Their Work Outcomes In Critical Care And Toxicology Units) whose research findings indicated that nurses' perceived obstacles that hinder their satisfaction with performance appraisal the majority of nurses had the perception that these resistance forces were a lack of performance appraisal feedback , inadequately structured performance appraisal form, using of performance appraisal for constraining the nurses and rejected performance appraisal policy. Furthermore, more than a half of the nurses complained of the unfairness of the performance appraisal process as well as the reluctance and lack of time needed for supervisors to complete the performance appraisal process.

Also the finding of current study inconsistent with the finding of Bekele, Shigutu and Tensay, (2014) who revealed that, the respondents are dissatisfied concerning with the current practice of the organization appraisal system, fairness and un biasness of a system, the seriousness of leaders to review performance appraisal, satisfaction with feedback, the relevant of performance feedback, the alignment of feedback with the actual achievement, the existence of appeal process , the implementation of performance appraisal, and the provision of positive feedback for good performers than criticizing the poor ones. Therefore, such remarked areas of dissatisfaction are the good indicators and the root causes for employees' negative perception regarding to the performance appraisal practice of their organization.

As regards the correlation between nurses perception of the quality of performance appraisal process and their job satisfaction. The current study results delineated, that there is a significant correlation between nurse's perception to the quality of performance appraisal process and their job satisfaction. this result was congruent with the study conducted by Ghamari , Purfarzad , Anoosheh, Seraji and Ghorbani (2013) entitled "The correlation between quality of performance appraisal and job satisfaction of nurses" which result that There was a significant relationship between a feeling of job satisfaction and nurses' perceptions of quality of performance appraisal ($P<0/05$). In the same line with Mathew and Johnson (2015) who's stated that, there was a significant

relationship between quality of performance appraisal and job satisfaction.

As well, in accordance with these findings, the study of, Karimi, Malik and Hussain (2011) entitled "Examining the Relationship of Performance Appraisal System and Employee Satisfaction" which result indicated that there is a positive relationship between employee performance appraisal and their satisfaction also. The results of the study are in line with Khan. (2007) and in contrast by the study's of Malik, Bibi and Rahim (2010), who found that employees performance appraisal satisfaction is low and they were dissatisfied with the performance appraisal systems.

Conclusion:

The presents study concluded that there is a significant correlation between nurse's perception of the performance appraisal process subscales (the clarity of expectations, providing feedback, accuracy of rating, reaction toward performance appraisal rating, reaction toward supervisor & reaction to performance appraisal system and their job satisfaction. Furthermore, research declared that there is a significant correlation between nurse's perception to the quality of performance appraisal process and their job satisfaction.

Recommendations:

1. More research is needed to clarify that either private or public sector organization operating fair systems of employee performance appraisal or not.
2. The organization should have to implement performance appraisal practice in the best possible way providing job related feedback other than reflecting personal bias. Providing feedback based career development to initiate the best performers.
3. Organizations should use multiple performance appraisal methods to evaluate their employees in order not to disadvantage some employees.
4. Employees should participate in the development and designing of performance appraisal system.

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