Nurses' Performance Appraisal System and Its Association to Their Empowerment and Job Satisfaction

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Abstract

A performance appraisal system (PAS) is crucial to an organization's overall success. A proper rating system could boost nurses' job satisfaction and sense of empowerment to help them deliver better care to patients. **This study aimed to** assess Nurses' Performance Appraisal System and its association with Their Empowerment and Job satisfaction. **Design**: A descriptive correlation research design. **Setting**: The study was carried out in Sohag University Hospital. **Subjects**: A systemic random sample was used to select 300 staff nurses, and a convenience sampling technique was used. **Tools**: I) Nurse's personal data, II) Performance Appraisal Questionnaire, III) Nurse's empowerment Questionnaire, and IV) Job Satisfaction Questionnaire. **Results**: The majority of the study participants expressed satisfaction with the present performance appraisal form. Staff nurses expressed little job satisfaction. In the sample under investigation, there was a substantial correlation between the performance appraisal system and nurses' satisfaction. The power of nurses was moderate. Furthermore, there was a significant relationship between the performance appraisal system and nurses' empowerment. **Conclusion**: In the study setting, the performance appraisal system is successfully implemented, which has a good impact on the nurses' sense of empowerment and job satisfaction. **Recommendations**: It is advised that a system of performance evaluation will be adopted. Continuous training to deal with the changes that occur daily in the nursing field, developed performance appraisal systems, continuous supervision, and appraisal interviews should be held with nurses at least once a week to discuss their job performance and foster their empowerment and job satisfaction.

Keywords: Job satisfaction, Nurses' empowerment, Performance appraisal.

Introduction

One of the most significant HR practices is performance appraisal (PA). PA is becoming a more integral part of the strategic approach that effectively integrates human resource activities with corporate policies. It could be viewed as a general phrase that refers to a range of actions taken by organizations to evaluate their workforce, build their skills, improve performance, and give out awards (**Firzli &Nicolas, 2018**). An annual or semi-annual interview typically serves as the format for performance appraisals, which are organized formal interactions between a subordinate and superior. To identify the subordinates' strengths and limitations as well as potential growth areas, their efficacy is assessed and discussed (**Patro, 2018**).

Most modern organizations utilize specific performance appraisal formats intended to provide employees with feedback on how they performed during the appraisal period. Conversely, however, it is utilized to facilitate senior management's decision-making

on promotions and demotions within the company. Performance reviews are beneficial and necessary for both individuals and organizations. It helps with capacity building and skill development at the employee level. At the organizational level, it facilitates the effective and successful achievement of the organization's main goals and the streamlining of organizational planning (**Armstrong, 2019**).

Both the nursing personnel and the healthcare environments benefit from performance evaluation. It assists in enhancing nursing staff members' capacities and promoting the growth of their skills. Additionally, it helps the organization's core objectives to be accomplished successfully and effectively at the organizational level (**Youssif et al., 2017**).

While there are four broad metrics for evaluating output: number, quality, cost, and timeliness organizations typically decide how their employees' success will be assessed. Rating supervisors should, in theory, evaluate personnel with the utmost objectivity. Every assessment must fairly and impartially represent an employee's work, free from the prejudice of the supervisor. Naturally, it is difficult to accomplish this flawlessly because the majority of raters make mistakes—either knowingly or unknowingly. To mitigate or completely eradicate these biases' impact on the evaluations, raters must be aware of them (**Fahmy et al., 2020**).

Employee job satisfaction is the term used to describe the contentment, happiness, and pleasure one experiences at work. It's not only about the salary or perks; it's also about how the job makes the employees feel. It is a positive, joyful emotional state resulting from a review of one's professional background or career. It can also be defined as people's attitudes about their jobs and different aspects of them (**Asegid et al., 2014**).

Three categories of organizational policies and procedures, working conditions, and personal characteristics were used to categorize the variables impacting job satisfaction. Decision-making, supervision, and reward systems are all covered by organizational policies and procedures. Working conditions cover particular facets of a profession including workload, skill variety, autonomy, and the physical environment of the workplace. Personal traits include things like the capacity to withstand adversity. When people compare their accomplishments and the incentives they receive to those of others, and the results are balanced, we can talk about job satisfaction. Dissatisfaction will occur, however, if the results are unbalanced (**Baird et al., 2020**).

Encouraging civic engagement is the problem of empowerment; this is a fundamental idea. The notion of empowerment is becoming prevalent in the fields of self-help, continuing education, and management principles. It is described as a shift in perspective from one that is more strength-oriented to one that is deficit-oriented. The idea of promoting civic engagement in the conversation. In the domains of self-help and continuing education, as well as management concepts, the concept of empowerment which is defined as a change from a deficit-oriented to a strength-oriented perspective is gaining traction (**Firzli &Nicolas, 2018**).

Additionally, according **to Nermin, (2020)**, empowerment refers to a person or group's degree of autonomy and self-determination. As a result, they are qualified to represent their interests responsibly and impartially. It involves developing greater resiliency and self-assurance, particularly in terms of taking charge of one's life and defending one's rights. Empowerment as action refers to the process of an individual's self-empowerment and receiving professional support to overcome feelings of helplessness and low self-esteem.

Management that creates the required organizational climate, support, and incentive can empower nurses at all organizational levels. Strong self-esteem and empowerment in the workplace inspire employees to achieve (**Abd El-Salam et al., 2018**). Management procedures that encourage open communication and the distribution of information, authority, and rewards within the organization are necessary for empowerment.

The concept of empowerment has a broad context and can be seen from a variety of angles. It can be seen as a collection of managerial techniques designed to give employees more autonomy and accountability. Employees can carry out their duties or jobs more effectively and efficiently because of these procedures (**Chen, 2019**).

The extent of empowerment, lack of influence, and ability to recognize and make use of one's resources. The degree to which nursing staff members are empowered depends on how committed they are to the hospital's goals. This level of dedication is demonstrated by their acceptance of the organization's goals, willingness to work very hard for the organization, and want to continue working as a nurse at the hospital. It describes how strongly a person identifies with and is a member of a given group. Additionally, by improving both individual and organizational performance and reducing turnover intentions, Employee empowerment can be progressively increased by an efficient performance review system (**Hegazy, 2019**).

High self-esteem among nurses motivates them to provide high-quality care (Mahmoud et al., 2022). According to **Yldz (2018)**, there are many ways to interpret and interpret the concept of empowerment. If management provides the right organizational atmosphere, support, and motivation, nurses can be empowered at all organizational levels. It can be viewed as an assemblage of supervisory strategies intended to increase employee independence and responsibility. According to **Laurie et al. (2021)**, these protocols facilitate workers' completion of tasks or increase their productivity and effectiveness.

Significance of the study:-

Because all government healthcare settings now use a uniform, structured performance appraisal method that was developed, modern healthcare organizations decided to evaluate the impact of the current technique on the personal job satisfaction and sense of empowerment of staff nurses. However, unsatisfactory working circumstances for staff nurses result in their discontentment with their positions, which

negatively impacts productivity and care quality as well as their sense of empowerment and loyalty to the hospital and industry. Staff nurses therefore need a reliable system for evaluating their performance (**Reinbolt, 2019**).

The effectiveness of performance evaluation as a tool for managerial decision-making and how it affects enhanced staff performance has not been adequately demonstrated by research. Very little research has been published globally on nurses' PA (**Nachamba, 2018**). In addition, a search of the literature indicated that there aren't many other studies examining the connection between nurse empowerment and performance reviews. This study helped close this gap. In a preliminary analysis of the current performance evaluation system at the chosen study location, the researcher found that nurse managers were not aware of the instrument used to assess their performance and that they were unhappy with the performance appraisal method currently in use. Furthermore, the investigator conducted this study to assess nurses' performance appraisal system and its association with their empowerment and Job satisfaction.

Aim of the study:

This study aimed to assess nurses' performance appraisal system and its association with their empowerment and Job satisfaction.

Research Questions:

What are nurses know about the performance appraisal system?
Is there a relationship between nurses' performance appraisal system and their empowerment
Is there a relation between nurses' performance appraisal system and their Job satisfaction

Research hypotheses:

1. The chosen hospital conducts performance evaluations well.
2. The performance evaluation method and nurses' empowerment are significantly related.
3. The performance appraisal system and nurses' satisfaction are significantly related.

Material and Methods

Design:

The study adopted a descriptive correlation

design research design

Setting:

The study was carried out in Sohag University Hospital.

Subjects:

A systemic random sample was used to select 300 staff nurses, convenience sampling technique was used to collect them from the aforementioned hospital.

Tools for data collection:

Tool (1): Nurse's personal data sheet:

It included five questions about the demographics of the research participants, including age, gender, work unit, experience, and qualification.

Tool (2): The Performance Appraisal Questionnaire was created by Abu-Musa (2008), and the researcher adjusted it based on the most recent research in the field. This tool was designed to gauge nurses' perceptions of the actual performance evaluation process used in their institutions.

The scoring system of the Performance Appraisal Questionnaire:

On a Likert scale with 1 being disagree, 2 being uncertain, and 3 being agree, the respondents' response was graded. As a result, the highest score that could be achieved was 114. Nurses were regarded to have an effective performance appraisal system if they agreed on 70% or more of the questionnaire's elements.

Tool (3): Nurses' Empowerment Questionnaire:

The Conditions of Work Effectiveness Questionnaire (CWEQ-II) was one of two instruments used in this section. Staff nurses' impressions of their access to four workplace empowerment frameworks were evaluated using the CWEQ-II. The questionnaire's questions were taken from Kanter's (1993) original ethnographic study on job empowerment and adjusted by Chandler (1986) for use with nurses before being changed by the researcher. The second measure, which Spreitzer (1995), is the Psychological Empowerment measure. It served as a gauge for psychological empowerment. The four elements of psychological empowerment—meaning, competence, self-determination, and impact—that Thomas and Velthouse (17 conceptualized—are measured through a self-report questionnaire. Nine pieces make up this instrument. As a validation index, one additional global item was included in the survey.

The scoring system of the Nurses' Empowerment Questionnaire

Psychological Empowerment & Conditions of Work Effectiveness Questionnaire: The subscales have three possible responses: 1 (none), 2 (some), and 3 (a lot). Poor empowerment was defined as a score of less than 34%, moderate empowerment as a score of 35% to 68%, and good empowerment as a score of > 68%.

Tool (4): Job Satisfaction Questionnaire developed by the investigators based on the current related literature. The purpose of this survey was to gauge nurses' satisfaction with their performance appraisal process. There were 13 things in it.

The scoring system of the job satisfaction questionnaire:

This tool has a scoring system that varies from (1-3). A score of "one" was given for an unsatisfactory response, a score of "two" for an uncertain response, and a score of "three" for a satisfied response. The highest possible score was therefore 39, or 100%. If the nurse was satisfied with 60% or more of the items of the job satisfaction questionnaire, the nurse was considered satisfied with the hospital performance appraisal system.

Tools validity:

The research tools' content was approved by a jury group made up of five nursing administration department professionals. No changes were made in response to jury recommendations. The study questionnaires' face validity to make sure the questions were pertinent and thorough. No changes were made as a result, and the final shape was produced.

Tools reliability:

The Cronbach's Alpha coefficient test was used to determine the reliability, and it showed that the tools had reasonably homogenous items, as seen by the moderate to high dependability of each instrument. The reliability of the instrument was assessed using Cronbach's alpha, and the scores for the questionnaires were (= 0.939) for the Performance Appraisal System Questionnaire, (= 0.882) for the Nurses' Empowerment Questionnaire, and (= 0.870) for job satisfaction.

Pilot study:

After the tool's development and before the actual data gathering began, a pilot study was carried out. 10% of the sample (30) who were a part of the main study sample were given the questionnaire. It was expected that it would take each student between 10 and 15 minutes to complete the questionnaire. Based on the findings of the pilot study, no changes to the questions were made.

Fieldwork

Data collection took about three months from July to the end of September 2023 after securing the necessary permissions. The researcher met with the staff nurses and described the purpose, design, and methodology of the study, as well as how to complete the surveys. After receiving oral approval from the head nurse of each unit, and depending on the workload in each unit, this was done either on an individual basis or in a group meeting of the staff nurses during the morning shift. The study materials were distributed to the participating nursing staff after receiving verbal consent. Each participant completed the questions in about 30 minutes. The information was gathered three days a week between 9:30 and 12:00. The questionnaire can take between 10 and 15 minutes to complete. 20 staff nurses on average from the nursing staff answered the questionnaire for each day.

Administrative and ethical considerations:

Data collection from the study settings required written consent from the nursing college dean at Mansoura University. The following are some of the results of the study that were carried out with consideration for participant rights and ethical standards of research: The researcher explained the study's objectives to the staff nurses who were included in the study. During the implementation of the research, there was no risk to the participants. Privacy and confidentiality of the study participants' data were guaranteed. • Participants were given the assurance that leaving the study at any point is free of charge and that participation is voluntary.

Statistical design:

The statistical program SPSS version 22 was used to analyze the data. The information was examined. Descriptive statistics were used to calculate the frequency for categorical variables and the mean and standard deviation (SD) for continuous variables. The mean score between two or more groups was evaluated using the independent (t) test, chi-square test, and ANOVA test for comparing qualitative variables. Using the chi-square test (X2), differences with categorical variables were examined. Regression analysis was used to identify relationships between quantitative variables (e.g., the linear regression between PA and work satisfaction). The correlation coefficient (r) was used to evaluate the relationship between the variables under investigation. The p-value indicates how significant a study is. A p-value of less than 0.05 indicated non-significant results, while a p-value of less than 0.001 indicated highly significant results. These level values were applied to the data.

Results:

Table 1 showed that 60% of them were in the age range of 30 to under 40 years old. Nurses were mostly female (68%) when it came to gender. In terms of their educational level, the majority of nurses (52%) held a nursing diploma. In terms of experience years, (54%) had between 6 and 10 years.

The distribution of the nurses who were studied in terms of how they saw their performance reviews had the highest mean scores in terms of performance fairness

(28.66±7.33), according to **Table 2.** While the overall mean score for performance evaluation factors was (74.3±6.89).

Figure 1: It can be shown that the majority of the study's nurses (66%) have high perceptions of performance appraisals, while the remaining (24%) and (%) have moderate and low dimensions, respectively.

Figure 2: Demonstrated the empowerment of the nurses in the study, with the majority (82%) of the more empowered nurses. While this was going on, 18% of the nurses in the study lacked power.

There was a highly statistically significant difference between total performance appraisal and empowerment P-value (0.001) for all of the nurses in **Table (3),** which displayed the relationship between them. Furthermore, only 70% of the nurses who participated in the study had high levels of empowerment.

Table (4) shows that among the nurses who were the subject of the study, there was a very statistically significant positive association (P- value 0.001) between the performance levels system and job satisfaction.

Regression analysis between the performance evaluation system, empowerment, and work satisfaction is shown in **Table (5).** The table shows that there was a good regression between the performance appraisal system, empowerment, and work satisfaction and that the P-value between the total performance appraisal, empowerment, and job satisfaction was highly statistically significant (P 0.000).

Table (1): Distribution of studied nurses according to personal data (N=300)

Demographic characteristics	No.	%
Age/ years		
Less than 30	66	22.0
From 30 to less than 40	180	60.0
40 or more	54	18.0
Gender		
Male	96	32.0
Female	204	68.0
Educational Qualifications:		
Nursing's diploma	156	52.0
Technical Nursing InstituteBachelor of Nursing	90	30.0
	54	18.0
Year of experience:		
≤ 5 years	112	34.0
6-10 years	162	54.0
> 10 years	36	12.0

Table (2): The study nurses Mean score perception as regards to current performance appraisal (N=300)

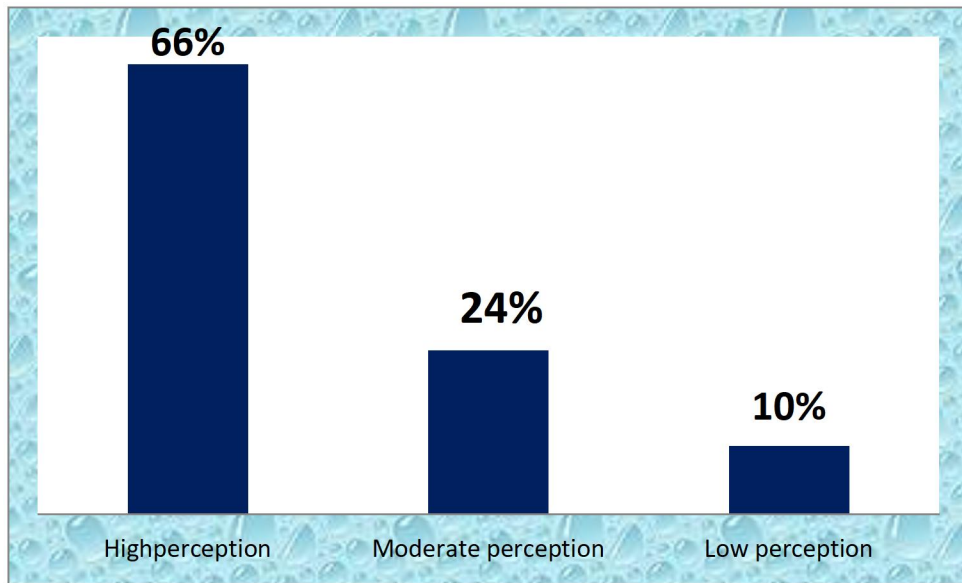| Determinants of performance Appraisal	Total score	Minimum Score	Maximum Score	Mean ± SD
Performance fairness	39	11	37	**28.66±7.33**
Performance incentives	9	5	9	**7.44±1.22**
Performance errors	24	9	23	**17.67±3.34**
Performance factors	27	10	26	**22.22±3.57**
Total agreement on performance appraisal system	**99**	**35**	**95**	**74.3±6.89**

Level of significance < 0.05

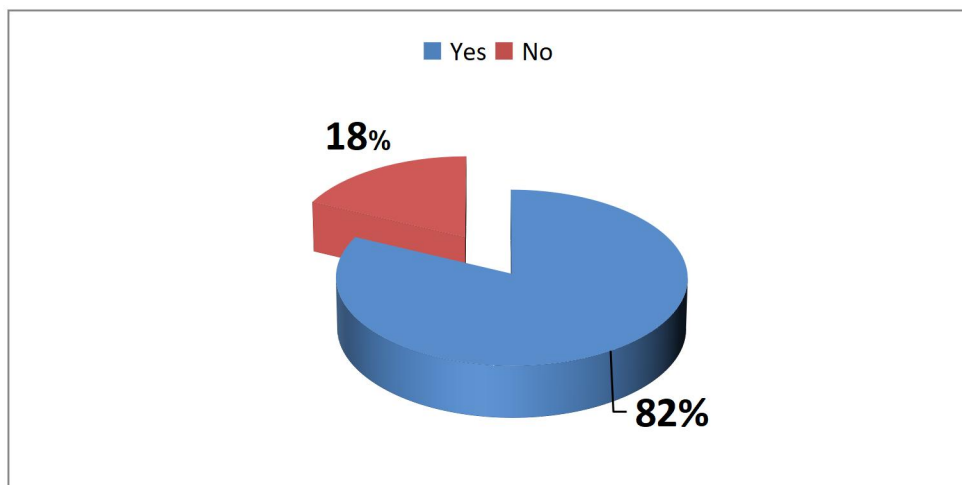**Figure (1): Percentage of studied staff nurses of performance appraisal levels**

Figure (2): Distribution of studied nurses' empowerment (N=300)

Table (3): Relationship between the studied nurses' total performance appraisal perception level score and their empowerment (N=300)

Items	Total performance Appraisal levels			P-value
	High	Moderate	Low	
	No. (%)	No. (%)	No. (%)	
Empowerment level	210(70)	54(18)	36(12)	**0.001**[**]

(*[**]) a high statistically significant difference*

Table (4): Correlation between the studied nurses' total performance appraisal perception score and total job satisfaction score

Variables	job satisfaction	
	R	P value
Total performance appraisal score	.393**	<0.001**

Table (5): Regression analysis between performance appraisal system, empowerment, and job satisfaction among study subjects

Variables	Performance appraisal system	
Empowerment	R Square	P- Value
	.674	0.000**
Job satisfaction	.735	0.000**

Discussion

Human resources play an increasingly important role in areas relating to personnel, including resource planning, performance rating systems, compensation, and employee relations (**Dechev, 2019**). One of the most important human resource tasks that helps a company succeed internationally is performance appraisal. It is also crucial to note that practitioners and scholars have found it difficult to evaluate the effectiveness of performance appraisal quality due to widespread unhappiness and dissatisfaction with the process (**Darehzereshki, 2018**). An assessment system is one of the core tactics that motivates workers to perform well; it assesses an employee's performance about a set of predetermined goals and considers both the employee's strengths and weaknesses. It is imperative that this procedure be followed promptly, fairly, and consistently (**Reinbolt, 2019).**

According to the study's findings, most of the nurses under investigation were female and had between 30 and fewer than 40 years of experience. The results contradict those of Baird, Tung, and **Su (2020)**, who carried out research on employee empowerment, performance appraisal quality, and performance and discovered that almost two-thirds of the sample they examined were between the ages of 20 and 25.

In terms of years of experience, the vast majority of participants had under ten years. The majority of the nurses in **Nassar's (2017)** study had one to five years of experience, which is consistent with the findings of this study. According to **Demerdash et al. (2013)**, the majority of the nurses under study had more than five years of experience. This conclusion is consistent with their findings.

Regarding qualifications, A nursing diploma was held by more than half of the subjects. The results of **Ageiz (2017)**, who claimed that most nurses have bachelor's degrees in nursing, do not align with those of this study. Similarly, **Elkholy's (2015)** research, which examined the relationship between nurses' organizational commitment, performance, and impact on patient satisfaction, also confirmed the findings, finding that the majority of nurses held a nursing diploma.

The current study's findings showed that nurses had a high level of agreement with the performance rating system and its components. From the perspective of the researcher, staff nurses who are subjected to performance appraisals serve as the real mirror in this situation for assessing the success of the process. The current study's findings aligned with those of (Al-Zawahreh & Khasawneh, 2019), who based on survey respondents' assessments of the study's results regarding the performance appraisal system used by Jordan's financial sector, concluded that the system is extremely effective.

However, these results are consistent with a study by **Nikpeyma et al. (2014)** concerning

issues with the clinical nurse performance appraisal system. The study's participants reported that the length of time between evaluations and the effect of time on the rater's assessment of employee performance were factors that nurses highlighted as the main causes of their issues with the performance appraisal system.

The current study's findings, on the other hand, are consistent with those of **Fahmy et al. (2020**) about the percentage of examined nurses who had a positive overall opinion of performance appraisal—that is, the majority of nursing staff held a high view of the process. Furthermore, **Youssif, et al. (2017)** disagrees with the study's conclusion that the staff nurses had a bad perception of performance reviews. Despite employing the identical performance rating technique in both research settings, the results of this study suggested that nurses at university hospitals are more empowered than nurses at general hospitals. The results are consistent with those of **Baird et al., (2020**), who investigated employee empowerment, performance assessment quality, and performance and discovered that the component of elements to be appraised had the highest mean score %. In contrast, **Youssif, et al., (2016**) found that the component of fairness of performance appraisal received the highest mean score percentage of the studied sample's perception of the system, and their findings contradicted the findings of this study regarding the relationship between the staff performance appraisal system and their job satisfaction and empowerment.

These findings are consistent with those of **Duffin, (2016**), which revealed that only six out of ten national health services in England ever had an appraisal or personal development review, indicating that assessment procedures are not properly implemented in the healthcare industry. According to **Tippins and Coverdale (2019**), the majority of employees view performance appraisals as a yearly ritual that evaluates their work and determines whether they receive rewards or penalties.

The current study's findings regarding nurses' empowerment showed that most staff nurses reported feeling somewhat empowered. through the lens of the researcher. The fact that nurses had higher mean scores for years of

experience, which improves their talents and skills at work, provides them self-confidence, and allows them to take part in decision-making regarding their work performance, maybe the cause of this outcome. This outcome is in line with the findings of (**Mishal et al., 2022),** which suggested that nurses can gain authority at all organizational levels if management gives staff members the support, encouragement, and organizational environment they need. To empower employees, management practices that promote candid communication and information sharing are essential.

The current investigation found a highly statistically significant difference between empowerment and overall performance rating. According to research by **Gurrettaz (2012**), which supports the findings of the current study, nurses must be respected in the workplace to receive recognition and rewards for their efforts. These factors can also help to reduce the nursing shortage by raising retention rates and drawing in new nurses. When nurses believe their hard work is appreciated and acknowledged, they are more likely to feel valued at work and, consequently, more in control of their careers.

Furthermore, **Youssef et al. (2017**) discovered a strong relationship between nurses' empowerment and the performance rating approach. Additionally, when nurses feel that their efforts are acknowledged and rewarded, they are more likely to feel respected at work and, consequently, more empowered, according to the findings of a study conducted by **Kumudhavalli & Karthi (2019**). The results of the current study made it evident that the vast majority of the nurses under investigation throughout all study settings stated that they had no intention of leaving the company.

According to research by **Onyango (2013**), which corroborated similar findings, most of the participants recommended that the performance appraisal form be improved. Furthermore, these results align with a study by **Nikpeyma et al. (2014**), in which the participants admitted that the performance assessment instruments are inappropriate for evaluating performance and, as a result, cannot be used to reliably grade and distinguish between nurses at different levels. Nurses were

deemed happy by the researcher because they received feedback on their performance during the evaluation period through the implementation of a performance appraisal system in this particular environment.

According to the current study's findings, job satisfaction and nurses' adherence to the performance level system were significantly correlated. This finding is consistent with research by **Brown et al. (2020)**, which asked 6,957 workers of a sizable Australian public sector organization about their thoughts and impressions of the caliber of performance reviews. The results of this study showed that employee outcomes, including job satisfaction among employees, and performance appraisal satisfaction were directly correlated.

According to the current research, there was a highly statistically significant difference between job satisfaction, empowerment, and the overall performance rating. This result is in line with the findings of **Baird et al. (2020)**, who state that employee empowerment and the dependability of the performance appraisal system are positively correlated. Employee empowerment is a measure of how much trust employees have in their supervisors' ability to evaluate their performance using a system. However, workers who believe they have the backing of their organization are less likely to look for other jobs and to be careless in their work, as per **Naina et al. (2020)**. According to the researcher, this indicates that staff nurses who feel that the hospital rewards them fairly for their work performance and that the organization's current performance appraisal system is free from intentional or unintentional errors also have strong feelings of attachment to the hospital. In this case, the staff nurses who are being evaluated are the real judges of the appraisal's efficacy. Nursing managers should assess staff members objectively and truthfully, free from supervisor bias, to meet the goals of work satisfaction, engagement, commitment to work, empowerment, and retention, respectively.

Conclusion:

Based on the study findings, the current study concluded that at the hospital that was chosen as the setting, the performance appraisal system is successfully implemented, which has a good impact on the nurses' sense of empowerment and job satisfaction.

Recommendations:

Based on the study's findings, the researchers recommended that:

• Adopting a performance evaluation system is encouraged.
• Performance appraisal methods that are designed to account for ongoing developments in the nursing industry; ongoing supervision; and ongoing training
• Nurses should participate in appraisal interviews at least once a week to talk about how they are performing on the job and to promote their empowerment and job satisfaction.

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