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THE EFFECTIVENESS OF PERFORMANCE APPRAISAL ON NURSING EMPLOYEES IN A TERTIARY CARE HOSPITAL, CHENGALPATTU DISTRICT

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Abstract
Background: A well-implemented performance appraisal can be a great asset in ensuring that nurses are suitably motivated, promoted, trained, and rewarded. An effective appraisal system determines how effectively a person performs on the job and also determines how to improve his or her performance. The study goal was to determine the effectiveness of the Performance appraisal in the hospital. **Materials and Methods:** This study was conducted at tertiary care hospital in Chengalpattu district using a descriptive cross-sectional design among 135 staff nurses. The study tool in this study is a Pre-designed semi-structured validated questionnaire with four variables. The data was statistically assessed using IBM SPSS Statistics for windows version 26, and the results were interpreted. **Result:** On evaluation of various demographic variables and scores of performance appraisal, effectiveness is substantially associated with years of experience and duration of service. Age and total score have a positive correlation. As age increases, total score also increases thus the effectiveness also increases. The Kruskal-Wallis test observed the significant link between years of experience, and also between service length in this institution and overall performance appraisal score. **Conclusion:** According to the study findings, 91.9 % of the staff nurses were happy and satisfied with the performance rating method. The performance appraisal procedure as it is today is satisfactory to the hospital & staff nurses. Some of them believe that performers are not recognized, thus they want it to be improved in some areas to distinguish between performers and non-performers.

INTRODUCTION

The healthcare sector has experienced considerable growth, necessitating the hiring of personnel who maintain their expertise and apply their abilities effectively and efficiently. Performance evaluation is a useful approach for assessing a person's knowledge and performance in clinical and non-clinical contexts. Performance appraisal is described as a structured formal interview or observation carried out by the organization's supervisors to discuss the job performed by the subordinates. It is often conducted on a regular basis (either monthly or annually) in order to gather data on the areas of strength and weakness in the workplace. Additionally, it will create the road for the workers' advancement and growth. Fairness in the evaluation process is crucial for employee happiness. Employee engagement is a key element for fair and ethical wellbeing. Only fair and acceptable results will be accepted by the workforce. Employee engagement and the success of the performance assessment are influenced by the quantity and calibre of informal feedback, goal-setting, performance criteria, the self-appraisal process, and interviewing techniques.

Only when employees are engaged at work do they have a good opinion of their jobs. Making staff nurses more engaged is crucial for every hospital since it may have an impact on organisational effectiveness, production, and competitive advantage in the

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healthcare sector. They are encouraged to take initiative and participate more actively in organisational tasks by using performance-appraisal procedures. Nursing supervisors and the charge nurse for the ward would create objectives with the staff nurses, offer proper coaching, support their needs for personal growth, and listen to them. They would also make comments on their own performance and offer helpful performance-appraisal feedback.[1]

In hospitals, nurses' work performance, interpersonal communication skills, and developing capacities are aided through performance appraisal. According to the organisational chart, nurses are reviewed by their direct supervisors and supervisors are evaluated by nurse managers. These assessment findings are primarily used by the human resources department of any organisation to make important decisions about promotions, transfers, incentives, etc. Many factors that come into play while evaluating a nurse's performance are identified in various studies, including power dynamics, social environment, and the interpersonal interaction between the nurse and nurse manager.[2]

The performance evaluation process for employees is managed by the assessment system. It includes both qualitative and quantitative feedback, which aids in transforming them into insights that can be put into practise. The team and task output may both benefit from this. Evaluation of performance is done in accordance with the organization's predetermined objectives. It is seen as an indicator of how devoted staff nurses are to their hospital and is defined by acceptance of the organization's ideals, willingness to put up effort on its behalf, and want to continue working as a nurse there. Efficient assessment processes aid in developing motivated and dedicated personnel.[3]

A managerial procedure called appraisal connects hospital goals, standards, and assessment to review performance. It is a process to assess how nurses perform, how they might develop, and how they contribute to the organization's overall success. It entails a variety of 3 procedures, including performance evaluation, goal setting, and incentive administration, which evaluates the accomplishments and flaws of nurses and determines if they will require further education or advancement in the future.[4]

Usage of performance reviews and its use in the workforce have significantly expanded in recent years. The rising prevalence of Performance appraisal in the health care and other public sectors has spurred calls for more accountability and efficiency. Therefore, it is essential to comprehend the performance assessment process itself, its effects in practise, and how well it evaluates nurses' work in a healthcare environment. This study focuses on nurses because they are the second-largest occupational group in healthcare after physicians, have a substantial influence on patient outcomes, and are more likely to communicate with patients than other healthcare professionals.[5]

A crucial factor in work performance and output is the job satisfaction and performance evaluation of nurses. These two are of utmost importance to healthcare providers since only content nurses seem to possess the physical and emotional stamina and effort required to complete their duties that will improve the calibre of care given to the patient. Numerous elements that affect productivity and workplace happiness have been identified in studies of performance reviews conducted in general nursing settings.[6]

A strong appraisal system may boost nurses' motivation, which would further improve services. In order to assist the hospital to enhance its present performance system, this study will be useful in learning what nurses think about the assessment system. Our aim of the study is to assess the effectiveness of performance appraisal towards work among nurses in a tertiary care hospital. The objectives of the study is to assess the effectiveness of nurse appraisal system in tertiary care hospital and assess whether the nurses are satisfied with current appraisal system.

MATERIALS AND METHODS

The Descriptive Cross-sectional study is adopted for this study. This study relies solely on respondent's answers to the research topic. The study is being conducted in tertiary care hospital, Chengalpattu among nurses from May 2022 to July 2022 for about 3 months. The inclusion criteria are the registered nurses who have more than a year experience are approached and considered as sample for the study. Nurses who are not willing to take part in the study and those who are giving resignation during my data collection are not involved in the study. The sample size is calculated as 135.[7]

Table 1: Scoring and interpretation

Level of satisfaction	Range
Very much satisfied	Above 50
Satisfied	30-50
Dissatisfied	Below 30

Informed consent will be taken from the study subjects and data will be collected. The registered nurses who have more than a year experience are included. Samples are selected by means of Simple random technique. A pre designed semi-structured validated questionnaire with four variables is the study tool through which the results are interpreted.

The data collection period will be from May 2nd week onwards. Prior permission from tertiary care hospital will be obtained. The study subjects will be selected according to the inclusion criteria mentioned above. Data will be collected by giving them pre-designed questionnaire. The questionnaire consists of section A (Demographic variables) and section B (Likert scale) 4 variables which consists of 12 parameters. This will be distributed among the study subjects and

ask them to response. The data will be analysed and interpreted using statistical analysis.

Participants were given some casual time to get to know one another before the tool was delivered in order to make them feel comfortable. Approximately 10 to 20 staff nurses were chosen each day using the simple random technique. They received a daily standardized questionnaire and were asked to respond truthfully to each statement.

Descriptive statistics were reported as mean (SD) for continuous variables, frequencies (percentage) for categorical variables. Chi-Square at 5% level of significance was used to find statistical significance. Kruskal Wallis test is when the expected cell count is less than 5. Data were statistically evaluated with IBM SPSS Statistics for Windows, Version 26., IBM Corp., Chicago, IL.

RESULTS

In 1-5 years' experience, 2(100%) were dissatisfied, 104(83.9%) were satisfied and 3(33.35%) were very much satisfied with the appraisal system. In 6-10 years experience, 12(9.7%) were satisfied and 6(66.7%) were very much satisfied with the appraisal system. In 11-15 years' experience, only 6(4.8%) were very much satisfied with the appraisal system. In 16-20 years' experience, only 2(1.6%) were satisfied with the appraisal system. There is significance between years of experience (P=0.0) and the total score of performance appraisal, which is less than 0.05 [Table 2].

Table 2: Frequency distribution of Effectiveness of performance appraisal among the study participants (N=135)

S. No	Years of experience	Dissatisfied	Satisfied	Very much satisfied	X2 (Df), p
1	1-5 years	2(100%)	104(83.9%)	3 (33.3%)	24.167(6), 0.0
2	6-10 years	0	12(9.7%)	6(66.7%)	
3	11-15 years	0	6(4.8%)	0	
4	16-20 years	0	2(1.6%)	0	

Table 3: shows that.

S.no	Score range	Frequency	Percentage (%)
1.	Below 30	2	1.5
2.	30-50	124	91.9
3.	Above 50	9	6.7

Table 4: Correlation of total scores with Demographic variables (N=135)

|			Age	Total score	Years of experience	Length of services in this hospital
Spearman's rho	Age	Correlation Coefficient	1.000	.187*	.847**	.727**
		Sig. (2-tailed)	.	.030	.000	.000
	Total score	Correlation Coefficient	.187*	1.000	.097	.060
		Sig. (2-tailed)	.030	.	.264	.490
	Years of experience	Correlation Coefficient	.847**	.097	1.000	.863**
		Sig. (2-tailed)	.000	.264	.	.000
	Length of services in this hospital	Correlation Coefficient	.727**	.060	.863**	1.000
		Sig. (2-tailed)	.000	.490	.000	

* Correlation is significant at the 0.05 level (2-tailed).
** Correlation is significant at the 0.01 level (2-tailed).
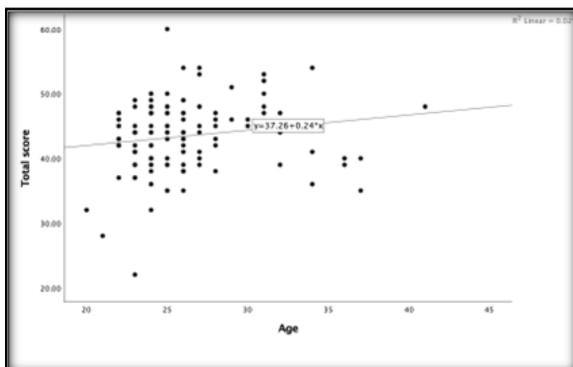
According to spearman's rho,
There is a positive correlation between age and total score at p=0.030, age and years of experience at p=<0.001 and age and length of services in this hospital at =<0.001 which are less than 0.05. There is a positive correlation between total score and age which is less than 0.05. There is a positive correlation between years of experience and age at p=<0.001 and years of experience and length of services in this hospital at p=<0.001. There is a positive correlation between length of services in this hospital and age at p=<0.001 and years of experience and length of services in this hospital at p=<0.001 [Table 4].

• Among 135 participants, 1.5% (2) was fall under the score of below 30 where they are dissatisfied with the performance appraisal.
• Among 135 participants, 91.9% (124) were fall under the score of 30 -50 where they are satisfied with the performance appraisal.
• Among 135 participants, 6.7 % (9) were fall under the score of above 50 where they are very much satisfied with the performance appraisal.

Association of Years of experience with performance appraisal among the study participants (N=135)
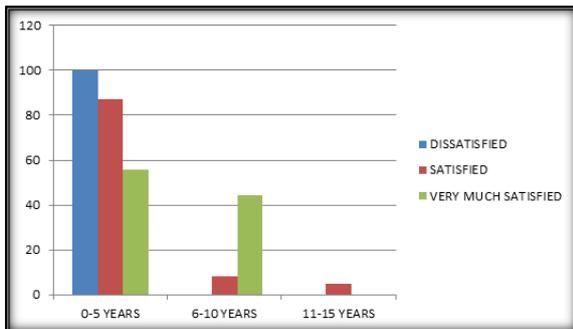
Figure 1: Association of Length of service in this hospital with performance appraisal among the study participants (N=135)

In 0-5 years', length of services, 2(100%) were dissatisfied,108 (87.1%) were satisfied and 5 (55.6%) were very much satisfied with the appraisal system. In 6-10 years', length of services, 10(8.1%) were satisfied and 4(44.4%) were very much satisfied with the appraisal system. In 11-15 years length of services, only 6(4.8%) were satisfied with the appraisal system. There is significance between length of services (P=0.014) in this hospital and the total score of performance appraisal, which is less than 0.005 [Figure 1].

Figure 2: Correlation of total scores with age (N=135)

Figure 2 depicts that there is a positive correlation between age and total score. As age increases, total score also increases.

According to Kruskal-Wallis test (p=0.004), There is significance between years of experience and the total score of performance appraisal. According to Kruskal-Wallis test (p=0.017), There is significance between length of services in this hospital and the total score of performance appraisal.

DISCUSSION

Iqbal in 2012 studied about the expanded dimensions of the purposes and uses of performance appraisal. The investigation was carried out in state-owned primary healthcare facilities. The primary goal of performance evaluation is to raise productivity, which will then improve service delivery in these institutions.[8]

The current study is carried out in tertiary care hospital to assess the effectiveness of performance appraisal among staff nurses. The satisfaction of nurses about the performance appraisal will increase the productivity and job performance.

The study on relationships among performance appraisal satisfaction, work–family conflict and job stress findings are respondents' gender, 59 % of respondents were men and 41% were women. In terms of respondents' ages, it was discovered that 17% of respondents were under the age of 20, 31% were between the ages of 20 and 29, 30% were between the ages of 30 and 39, 19% were between the ages of 40 and 49, and 3% were 50 years of age or above.[9]

The results showed that the participants' age was 21 to 36 years above (maximum 40). Maximum members who participated in this study were 52% and their ages were 26-30 years. Meanwhile, only 6% of participants were included above 36 years old. The study participants all were females. 64% were the maximum participants who had their work experience 4-8 years and the minimum 3% participants who had work experience 14-18 years were included in this study.[11]

The current study shows 59.3% were around 20-25 years, 28.1% were around 26-30 years, 9.6% were around 31-35 years and 3% were around 36-40 years of age. Mean age of the study participants were 25.88±3.63 years. 118 (87.3%) of the 135 participants were women, while 17 (12.4%) were men.

The statistical study on evaluation of organizational commitment among nurses in intensive care units revealed that all variables, with the exception of "Relations with peers and supervisors," have a substantial correlation with employee performance. In this regard, it has been determined that the consequences of employee performance are related to performance evaluation.[10]

The effectiveness of employee performance appraisal system in health sector: Evidence from Iranian organizations showed a significant correlation between nurses' performance and their performance evaluations. Using performance reviews to increase employee productivity and raise organisational effectiveness. An efficient performance appraisal system may encourage employees, improve job performance, boost job satisfaction, and give employees feedback.[12]

The study on job appraisal effects on nurses and output of their work showed the chances of promotion were very less because of less structured policies. Only 44% satisfied from the present policies. Just 9% of participants got satisfied from the developed professional skills. 16% of participants agreed with the work distribution. There were increased workload and limited resources. The study showed that nursing is a female dominant profession. The employees were not appreciated unless the organization had limited resources. The participants were not satisfied with the policies. Increased workload decreases their quality of work.[13]

To know the effectiveness of performance appraisal of hospital staff, Among 156 respondents Some are not satisfied because they believe that self-appraisal is not beneficial for employees and accordingly self-appraisal mismatch between the employees' performance and their appraisal. Top level management is biased for some employees in appraising the performance. Staffs believe that a conflict is not reduced because of the poor communication during formal feedback sessions and work burden is also not properly adjusted between employees.[14]

The influence of performance appraisal satisfaction on nurses' motivation and their work outcomes in critical care and toxicology units was assessed among 323 nurses and concluded that nurses' satisfaction with performance appraisal had an immensely considerable positive influence on nurse's intrinsic enthusiasm and nurses work outcome.[15]

This study express a significant relationship between years of experience and the overall performance appraisal score as well as a significant relationship between the length of services provided by this institution and the overall performance appraisal score.

In the current study, 1.5 % (2) scored less than 30 and expressed dissatisfaction with the performance evaluation. When given a performance evaluation score between 30 and 50, 91.9 % (124) of the participants are satisfied. 6.7 % (9) dropped below the threshold of 50, which indicates that they are extremely satisfied with the performance review. Participant scores range from a minimum of 22 to a maximum of 60.

The private hospital is the sole subject of the investigation. Since the study involves one hospital and staff nurses, the findings cannot be generalized to other places and rest of the employees. There is little research on performance evaluation in primary care hospitals, government hospitals, and other private healthcare facilities. Future research on performance evaluation in different hospital settings would therefore be helpful. The investigation was conducted in a little amount of time. Therefore, using the big and diverse sample, future researchers will have the option of extending the study's scope.

CONCLUSION

The study's goal was to determine how successful performance reviews were. According to the study's findings, 91.9% of the participants were happy and satisfied with the way the performance appraisal system was currently set up when it came to their experiences with its procedural structure. Annual performance reviews are only carried out for administrative reasons at private hospitals.

The study's findings provide us a solid grasp of how staff nurses see performance reviews fairly. The study's findings also show that staff nurses' performance levels in hospitals are impacted by performance reviews. This demonstrates that respondents believe that the results of performance reviews are reliable and important in determining employee performance.

The hospital's staff nurses are satisfied with the performance appraisal process as it is now, but some of them feel that the performers aren't acknowledged, thus they want it to be enhanced in some areas to distinguish between performers and non-performers. It is concluded that a healthcare system must have an effective and efficient appraisal system in order to meet its financial goals and other organisational objectives.

An effective performance appraisal system must be system driven, which necessitates the creation of a human resource manual to explain the system. Every employee in this organisation must understand how the system operates. To attain excellence in health care delivery, performance planning, monitoring, assessing, recognising, and motivating employees must be carried out in a systematic manner. An efficient performance appraisal system will motivate employees to give their all for the organization's success.

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