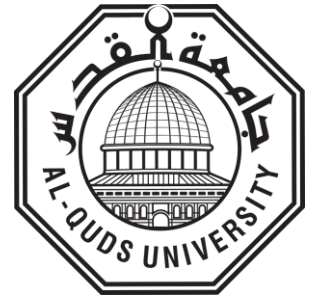


**Deanship of Graduate Studies
Al-Quds University**



**Satisfaction with Performance Appraisal System and its
Effect on Performance and Intention to Leave Work at Two
East Jerusalem Hospitals**

Nedaa Illyas Mousa Ghazawneh

M. Sc. Thesis

Jerusalem- Palestine

1444/2023

**Satisfaction with Performance Appraisal System and its
Effect on Performance and Intention to Leave Work at Two
East Jerusalem Hospitals**

Prepared By:

Nedaa Illyas Mousa Ghazawneh

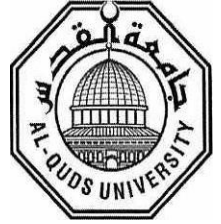
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**A Thesis Submitted in Partial Fulfillment of Requirements
for the Degree of Master of Health Policies and Management
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Deanship of Graduate Studies
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Jerusalem- Palestine

1444/2023

Dedication

I dedicate this thesis:

To my dear father, who gave his life for me and my siblings to be who we are now.

To my dear mother, my sunshine, the most prominent supporter in completing my educational career.

To my brothers and sisters.

To the love of my life, my husband, Mahmoud. He endured all the hardships with me until reaching this stage.

To my second family, especially my lovely mother-in-law.

To my friends and colleagues- in particular Reem Sharia.

To all who helped me complete this study.

With love and respect to all of you.

Nedaa Illyas Ghazawneh

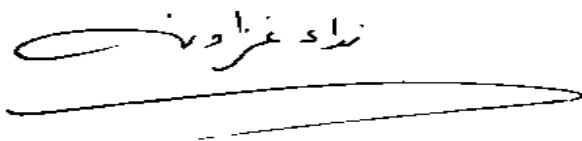
Declaration

I certify that this thesis submitted for the degree of Master is the result of my own research, except where otherwise acknowledged, and that this thesis (or any part of the same) has not been submitted for a higher degree to any other university or institution.

24/05/2023

Signed:

Nedaa Illyas Ghazawneh



Acknowledgments

At the outset, I thank God Almighty, who was always with me and gave me the strength to reach where I am today.

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From the heart, big thanks to the unknown soldier, my Master's colleague Reem Sharia, who helped me complete many things related to the dissertation process.

I'm very grateful to all those who have contributed to this study's completion and helped me make this research possible.

Abstract

Background: A performance management system involves all the organizational activities necessary to manage employees, including measuring performance. It is a tool for evaluating and improving performance and assessing the success of other human resources management functions. Performance appraisal (PA) is one of the critical practices of human resources management scheduled annually or semiannually to review and evaluate an individual or team's performance. Literature has revealed that satisfaction with the PA system affects employees' attitudes and behaviors. Also, employee satisfaction within the PA process would affect the effectiveness of the PA itself. The meant satisfaction could be with the system, implementation, perceived benefits, and the fairness and objectivity of PA. Employees who trust the PA process's fairness will be more likely to be satisfied and accept performance evaluation results.

Aim: The study aims to assess the extent of employees' satisfaction with the PA system (appraisal interview, process, and outcome) and explore its relationships with self-rated work performance and intention to leave at two East Jerusalem hospitals Al-Makassed and Augusta Victoria Hospitals.

Methods: A descriptive cross-sectional design was used for this study. A sample of 340 was drawn from the targeted population (nurses, pharmacists, and lab technicians), 204 from Al-Makassed Hospital, and 136 from AVH, with a response rate of 61.2%.

Results: About 53.5% of participants were males, and 46.5% were females. Their distribution according to their specialization was as follows: 288 from the nursing department, 20 from the pharmacy, and 32 from the labs. Most participants (87.1%) were staff with no managerial roles, and 89.7% had a full-time job working 37.5 hours per week or more. Also, 70.9% of respondents

had more than five years of hospital experience. And 64.1% of the total respondents worked for more than five years in their current position. The study illustrated that participants had moderate satisfaction with PA (mean of 3.17 and SD of 0.53). Also, the respondents' total level of intention to leave is moderate, with a total mean of 2.76.

On the other hand, the total level of self-rated work performance and organizational commitment is high, with a mean of 3.86 and 3.41, respectively. The results also indicated that organizational level and years of experience in the hospital affect organizational commitment and intention to leave. And there is a significant relationship between PA satisfaction and all the study domains. In addition, a significant positive relationship was found between PA satisfaction, self-rated work performance, and organizational commitment. And a significant negative relationship was found between PA satisfaction and intention to leave.

Conclusion: The study found a significant positive relationship between satisfaction with PA and self-rated work performance and organizational commitment. However, at the same time, a significant negative relationship was found between satisfaction with PA and intention to leave. The study illustrated that participants had moderate satisfaction with PA. Even though they rated their work performance high and had a high organizational commitment, they intended to leave their work. Therefore, organizations should increase employee satisfaction with PA, which can, in turn, decrease the intention to leave and increase commitment.

Keywords: performance appraisal system, performance appraisal satisfaction, organizational commitment, intention to leave, work performance, self-rated work performance.

الرضا عن نظام تقييم الأداء وأثره على الأداء والنية لترك العمل في مستشفيات في القدس الشرقية

إعداد: نداء الياس غزاونة

إشراف: الدكتورة أسمى إمام

ملخص

المقدمة: يتضمن نظام إدارة الأداء جميع الأنشطة التنظيمية اللازمة لإدارة الموظفين، بما في ذلك قياس الأداء. إنها أداة لتقييم و تحسين الأداء و تقييم نجاح وظائف إدارة الموارد البشرية الأخرى. تقييم الأداء هو أحد الممارسات الحاسمة لإدارة الموارد البشرية المجدولة سنوياً أو نصف سنوياً لمراجعة و تقييم أداء الفرد أو الفريق. أظهرت الدراسات السابقة أن الرضا عن نظام تقييم الأداء يؤثر على مواقف الموظفين و سلوكياتهم. كما أن رضا الموظفين عن عملية التقييم سيؤثر على فعالية التقييم نفسه. وهذا الرضا يقصد به الرضا عن النظام والتنفيذ والفوائد المتوقعه منه وعدالة وموضوعية نظام التقييم. من المرجح أن يكون الموظفون الذين يثقون في عدالة نظام التقييم المتبع هم الأكثر رضا عن عملهم كمان أنهم سيتقبلون نتائج تقييم الأداء برحابة صدر أكبر.

الهدف من الدراسة: تهدف الدراسة إلى تقييم مدى رضا موظفي مستشفى المقاصد و المطلع عن نظام التقييم و استكشاف علاقتها بالتقييم الذاتي لأداء العمل و النية في مغادرته.

المنهجية: تم إجراء دراسة مقطعية باستخدام استبيان. تكونت عينة الدراسة من موظفي القطاعات الصحية التالية: التمريض، الصيدلة، وفني المختبرات في مستشفى المقاصد وهم 553 موظفاً، أجاب على الاستبيان 340 مشارك، حيث كانت نسبة الاستجابة 61.2%.

النتائج: كان حوالي 53.5% من المشاركين ذكور و 46.5% إناث. وكان توزيعهم حسب تخصصهم على النحو التالي: 288 من قسم التمريض ، و 20 من الصيدلية ، و 32 من المختبرات. كان معظم المشاركين (87.1%) موظفين ليس لديهم أدوار إدارية ، و 89.7% يعملون بدوام كامل 37.5 ساعة في الأسبوع أو أكثر. كما أن 70.9% من المبحوثين لديهم أكثر من خمس سنوات من الخبرة في المستشفى. وعمل 64.1% من إجمالي المستجيبين لأكثر من خمس سنوات في مناصبهم الحالية.

أوضحت الدراسة أن المشاركين لديهم رضا معتدل عن نظام تقييم الأداء المتبع (بمتوسط حسابي 3.17 و انحراف معياري 0.53). كما أن المستوى الإجمالي لنية المستجيبين للمغادرة معتدل بمتوسط إجمالي قدره 2.76. من ناحية أخرى ، فإن المستوى الإجمالي لأداء العمل المصنف ذاتيًا والالتزام التنظيمي مرتفع بمتوسط 3.86 و 3.41 على التوالي. كما أشارت النتائج إلى أن المستوى التنظيمي وسنوات الخبرة في المستشفى تؤثر على الالتزام التنظيمي ونية المغادرة. وهناك علاقة ذات دلالة إحصائية بين الرضا عن نظام تقييم الأداء وجميع مجالات الدراسة وهي تقييم الأداء الذاتي، الالتزام بالعمل، و النية في مغادرة المؤسسة. بالإضافة إلى ذلك ، تم العثور على علاقة إيجابية ذات دلالة إحصائية بين الرضا عن نظام تقييم الأداء، وتقييم أداء العمل الذاتي ، والالتزام التنظيمي. ووجدت علاقة سلبية ذات دلالة إحصائية بين الرضا عن نظام تقييم الأداء والنية في المغادرة.

الخلاصة: خلصت الدراسة إلى وجود علاقة إيجابية ذات دلالة إحصائية بين الرضا عن نظام تقييم الأداء وأداء العمل والالتزام التنظيمي ووجود علاقة سلبية بين الرضا عن نظام تقييم الأداء ونية المغادرة. و على الرغم من أنهم صنفوا أداء عملهم على أنه مرتفع ولديهم التزام تنظيمي عالٍ ، إلا أنهم كانوا يعتزمون ترك عملهم. لذلك ، يجب على المؤسسات زيادة رضا الموظفين عن نظام تقييم أدائهم، والذي يمكن بدوره أن يقلل من نية المغادرة وزيادة الالتزام في العمل.

الكلمات المفتاحية: نظام تقييم الأداء، الرضا عن تقييم الأداء، الالتزام بالعمل في المؤسسة، أداء العمل، النية في المغادرة.

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List of Abbreviations

PM	Performance management
HRM	Human resources management
PA	Performance appraisal
HR	Human resources
AVH	Augusta Victoria Hospital
UNRWA	United Nations Relief and Works Agency
E.C.	Extraction Communalities
R	Pearson Correlation
ANOVA	One-Way Analysis of Variance
SD	Standard Deviation

Chapter One

Introduction

Chapter One

Introduction

1.1. Introduction

In the era of globalization, organizations work hard to perform effectively and efficiently to remain competitive in the dynamic environment. The recent experiences of structural adjustments made by different countries in the past two decades have indicated that " people " make the difference, and human capabilities can be infinite. Suppose the employee knows that his/her performance is being evaluated. They will desire to keep it high to maintain appropriate self-esteem and self-image. The organization's sustainability requires consistent, high-quality performance from its workforce, necessitating a good performance management (PM) system. The PM system becomes a powerful tool for linking its long-term strategy with daily business decisions (Parvez, 2013). A PM system involves all the organizational activities necessary to manage employees, including measuring performance. It is a tool for evaluating and improving performance and assessing other human resources management (HRM) functions. PM aims to set performance goals with employees, monitor and coach their progress to achieve them, and measure individual performance (Fried et al., 2004).

Performance appraisal (PA) is one of the critical practices of HRM scheduled annually or semiannually to review and evaluate an individual or team's performance. PA is used for both administrative and developmental purposes. The administrative purposes apply in using the performance information to make decisions about promotions, termination, and compensation. Developmental use focuses on the experiences and skills employees must acquire and can be identified using PA (e.g., training and development needs), which becomes the basis for developing improvement strategies (Kampkötter, 2014; Fried et al., 2004).

In a healthcare environment, the Joint Commission on Accreditation of Healthcare Institutions requires accredited healthcare organizations to evaluate, track, and improve the competence of all employees. It stated that accredited healthcare organizations must provide evidence that competency to perform job responsibilities is considered, demonstrated, and maintained and that the organization conducts performance evaluations periodically (Fried et al., 2004). Literature has revealed that satisfaction with the PA system affects employees' attitudes and behaviors. For example, it was reported that satisfaction with PA revealed by the appraisees determines their performance at work. Other studies have shown that employee satisfaction with PA affects other variables, such as productivity, motivation, and organizational commitment (Lira, 2014). Another research showed that employee satisfaction within the PA process would affect the effectiveness of the PA itself. The meant satisfaction could be with the system, implementation, perceived benefits, and the fairness and objectivity of PA. It is believed that if employees already trust the fairness of the PA process, they will be more likely to be satisfied and accept performance evaluation results (Gladisa & Susanty, 2019)

1.2. Problem Statement

Employee satisfaction is deemed necessary for the better performance of any organization. Therefore, successful organizations implement HRM policies and practices to promote employee productivity, efficiency, and staff retention. Satisfaction with performance appraisal as one of HR functions is an important factor in increasing productivity and motivation and positively influencing individual and long-lasting organizational effectiveness (Swanepoel et al., 2014; Khan et al., 2020).

According to researcher knowledge, in Palestine, no previous published studies regarding employees' satisfaction with the PA system and its effect on healthcare workers' performance,

commitment, and intention to leave work. Therefore, this study's findings may allow HR managers to improve their PA systems. It might also encourage researchers to explore other factors affecting satisfaction in different hospitals.

1.3. Justification of the Study

Healthcare organizations strive for superior employee performance to achieve their goals and remain steadfast in intensely competitive markets. It is hard for organizations to control the behavior of their employees; however, they oversee how employees perform their jobs. Additionally, PM research showed that many employees perform their jobs as part of their individual goals and demonstrate loyalty to the organization (Idowu, 2017).

Improving employees' job performance is an essential goal for any organization, and the PA is considered a necessary part of a successful performance improvement method. PA allows organizations to inform their employees about growth rates, competencies, and potential for development. In addition, it enables employees to purposefully create their individual developmental goals to help their personal growth. There is little dispute that if PA is done well, it plays a valuable role in reconciling the needs of the individual with the needs of the organization. In addition, it can focus each employee's mind on the organization's mission, vision, and core values (Andoh-Mensah et al., 2019). And in the case of healthcare organizations, this might lead to better health outcomes.

Meanwhile, according to Ochoti et al. (2012), building an adequate PA system that is relevant, unbiased, and does not contain the political interests of the organization is very important to increase employee satisfaction in PA (Ahmed et al., 2013). It can be said that the key to ensuring that employees perform well lies in providing them with the right work environment. This

environment generally includes fair treatment, support, effective communication, and cooperation. According to Mali (2013), these qualities are created by an adequate PA system (Idowu, 2017). Therefore, it is crucial to study employees' satisfaction with the PA system in East Jerusalem hospitals and its effect on healthcare workers' performance, commitment, and intention to leave work to deeply understand and utilize the study's findings in improving PA systems.

1.4. Aim of the Study

The study aimed to assess the extent of employees' satisfaction with the PA system (appraisal interview, process, and outcome) and explore its relationships with self-rated work performance, organizational commitment, and intention to leave. In addition, the findings of this study might contribute to raising the level of the PA systems at East Jerusalem hospitals (Al-Makassed and Augusta Victoria Hospitals) by providing suggestions to managers on how to enhance employees' satisfaction to achieve good work performance for better health outcomes.

1.5. Objectives of the Study

1. To identify East Jerusalem hospitals employees' satisfaction level with the PA system.
2. To assess the association between satisfaction with PA and perceptions of their work performance.
3. To examine the relationship between satisfaction with PA and organizational commitment.
4. To examine the relationship between satisfaction with PA and intention to leave.
5. To investigate whether demographic and job-related characteristics affect PA satisfaction.

1.6. Research Questions

1. What is the healthcare workers' satisfaction level (nurses, pharmacists, and lab technicians) with the PA system in East Jerusalem Hospitals?

2. Is there an association between the level of satisfaction with PA and perceptions of their work performance?
3. Is there a relationship between satisfaction with PA and affective commitment?
4. Is there a relationship between satisfaction with PA and intention to leave?
5. Is there a significant difference at the level of ($p \leq 0.05$) between demographics (sex and professions) and job-related variables (organizational level, full/part-time job, years of working with the current organization, and years of working in the current position) on the level of PA satisfaction, self-rated work performance, commitment to work, and intention to leave?

1.7. Summary

This chapter provides an overview of the importance of the PA system in all health organizations and how a good PA system might ensure healthcare workers' satisfaction to improve their work performance and work commitments, which could decrease their intention to leave work. It also contains the problem statement, study justification, aim and objectives, and research questions.

Chapter Two

Literature Review

Chapter Two

Literature Review

2.1. Introduction

This chapter introduces the topic of PA to reflect the literature's main findings and definitions until now. It also overviews PA satisfaction, work performance, organizational commitment, and intention to leave. Finally, it explores how PA satisfaction impacts employee work performance, organizational commitment, and intention to leave.

2.2. Search Strategy

A comprehensive and systematic search was conducted to retrieve relevant literature on Satisfaction with the Performance Appraisal System and its Effect on Performance and Intention to Leave Work. The search process targeted articles published in reviewed journals in English related to the topic. The search was completed on May 2023.

2.3. Performance Appraisal

In reality, several organizations still use informal and subjective performance evaluation practices to reward their employees, but nowadays, evidence gives superiority to objective evaluation. Therefore, PA aims to make accurate personnel decisions while evaluating an individual's work. It depends on obtaining, analyzing, and recording information that revolves around the relative value of the employee to the organization. It happens through the planned interaction between the supervisors of the organization and the employees, as the former evaluates the latter's performance. Therefore, the goal is to determine the strengths and weaknesses that form the basis for recommending actions to improve employee performance (Idowu, 2017).

Studies on PA indicated that HR practices influence organizational outcomes by shaping employee behaviors and attitudes. These HR practices increase organizational effectiveness by creating conditions where employees become highly engaged and work hard to achieve organizational goals. They are expected to affect both organization and employee performance through workforce capacity (e.g., use of selective hiring and training), motivation (e.g., pay-for-performance with PA), and opportunity to contribute (e.g., use of teams and systems). Furthermore, Amos, Ristow, and Pearse (2008) noted that the PA process offers several benefits, including improved functionality. PA is credited with improving performance and building job satisfaction and organizational commitment associated with lower turnover (Andoh-Mensah et al., 2019).

2.4. Satisfaction with Performance Appraisal

Employee satisfaction has been an exciting research subject throughout history, leading to several findings attracting more widespread examination. One of the fundamental findings is satisfaction with the appraisal system due to its impact on employee attitudes and behaviors (Mafini & Pooe, 2013; Ismail & Rishani, 2018). According to Nancy C. Morse's definition in 1997, satisfaction can be understood as the degree to which a person's needs, wants, and desires are fulfilled, primarily based on their expectations and actual experiences (Sageer, 2012). Employee satisfaction shows likeness and happiness with the job that positively motivates work and achieves organizational goals and objectives. The literature demonstrates that employee satisfaction is related to PA because it reflects performance. Other studies discovered a direct linkage between organizational productivity and customer satisfaction since these employees are more loyal and productive (Khan et al., 2020). Moreover, evidence proposes that employee satisfaction is one of the most significant reactions to PA. Thus, three components of the appraisal system are considered

predictors of PA satisfaction: the appraisal system (process), interview, and outcomes (Katavich, 2013; Khan et al., 2020).

When organizations and their employees refer to the appraisal system, they often refer to these components. Therefore, PA satisfaction positively reacts to the appraisal process, interview, and outcomes. In addition, most studies have used PA satisfaction predictors as a base to examine and explain the relationship between PA satisfaction, work performance, affective commitment, and intention to leave (Katavich, 2013).

Researchers like Saraih et al. (2017) suggested that employees' concerns regarding the evaluation process must be addressed to increase employee satisfaction regarding the appraisal process (Khan et al., 2020). According to Lee (2014), employee satisfaction is related to PA. Therefore, if employees exhibit satisfaction with the PA process, their satisfaction reflects their performance (Khan et al., 2020). Thus, the utmost critical reaction resulting from the appraisal can be expected to be satisfied with the PA system (Jawahar, 2007; Kithuku, 2012). When the employees perceive the evaluation process as fair, it produces a positive attitude and maximizes satisfaction and vice versa, which is the purpose of PA achievement (Erdogan et al., 2001; Palaiologos et al., 2011). At the same time, Bhatti & Qureshi (2007) believe that employee satisfaction can be better analyzed when employees feel happy with their PA and work environment. Therefore, the best way to examine and investigate employees' perceptions about the experiences of employee satisfaction is through their reactions (Brd Kuvaas, 2007). The benefits of employee satisfaction to organizations can be in different forms, like increased productivity and organizational success (Bhatti & Qureshi, 2007; Mafini & Poee, 2013).

It has also been found in the literature that perceptions of fairness are closely related to PA satisfaction. For example, many works demonstrate that employees know three types of fairness

regarding PA systems: distributive justice, procedural justice, and interpersonal justice. In addition, while research has typically examined fairness and PA satisfaction as separate constructs, some studies have revealed a connection between these variables (Cook & Crossman, 2004; Jawahar, 2007; Palaiologos et al., 2011).

2.5. Work Performance

Employee performance is argued to be the most significant contribution an employee can make to an organization as it contributes to achieving its strategic goals. Numerous studies show that a high-performing employee can produce two to ten times as much output as a low-performing employee. Although the amount of output a person makes is affected by other factors, i.e., the difficulty of the task, the differences between the performance of low performers and high performers give organizations the right to worry about the performance of their employees (Katavich, 2013).

A meta-analysis was conducted to ascertain consistent subjects that may support work performance models (Koopmans et al., 2011; Katavich, 2013). The results show that most work performance models have two factors in common: task performance and contextual performance. The terms task and contextual performance were initially developed by Borman and Motowildo (1997).

Task performance refers to the employee behaviors needed to carry out the tasks in their job description. Contextual performance is based on the concept of organizational citizenship behavior. It refers to behaviors that employees undertake to assist an organization but are not part of a formal job description, for example, volunteering to assist a new employee. Bormann and Mutwildo argue that as organizations continue to face external pressures, for example, global

competition, which can create internal organizational changes, teamwork, and restructuring, both types of performance are essential for organizations (Katavich, 2013). Therefore, this study will define work performance as a task-related behavior within and outside the employee's job description.

Research examining what predicts task and contextual performance demonstrates that organizational, functional, and individual factors can influence both types. Furthermore, it is evident from these studies that work performance is influenced by various factors. Consequently, organizations adopt a range of policies and practices to account for these factors, with one such policy being the PA system. While the main focus of the impact of these systems on work performance has been task-related activities, there is also evidence to suggest that these systems can influence the contextual performance of employees (Katavich, 2013).

Although several motivational theories explain why PA systems are associated with task performance, goal-setting theory is the choice theory, as the concept of goals is central to many theories. In addition, while goal-setting theory does not fully explain employee motivation to work, evidence accumulated over the past 40 years shows that goal-setting is essential in increasing employee task performance (Katavich, 2013).

Evidence accumulating regarding this theory shows that setting complex and specific goals affects task performance. The results of these studies show that this relationship exists primarily because setting complex, specific goals focus people's attention on what needs to be achieved (direction), energizes people into action (intensity), provides a reason to maintain effort over time (perseverance), and encourages a person to develop plans on how to achieve the goal(s). Furthermore, these systems offer immediate advantages to employees, such as a feeling of motivation and stimulation. Accomplishing these objectives can result in both intrinsic rewards

(such as self-worth and career satisfaction) and extrinsic rewards (such as salary increments and career advancements)(Katavich, 2013).

Moreover, subsequent studies have investigated factors that might influence the relationship between goal and performance. Although many findings have resulted from this additional research related to PA systems, there is no evidence to show that financial rewards, engagement, and feedback explain why goals increase task performance. To sum up, research has shown that both financial and engagement-based incentives can enhance an employee's dedication to achieving a goal. Although money serves as a motivator, clearly communicating the significance and direction of a goal and collaborating with the employee to establish action plans can also help increase their comprehension and commitment to the goal (Katavich, 2013).

Feedback is another crucial element that has been identified as contributing to the positive relationship between goal setting and work performance. Research has found that feedback explains unique differences in work performance and variance explained by goal setting. Therefore, it is crucial to provide feedback as the employee works toward a goal and upon completion. One illustration of the importance of feedback in goal-setting is that it enhances self-efficacy, which, in turn, increases the likelihood of a person setting more ambitious goals in the future. Additionally, providing ongoing feedback during the goal-pursuit process can enable a person to improve their capacity to devise new strategies for achieving their goals (Katavich, 2013).

Moreover, evidence suggests that setting goals and offering feedback can also impact contextual performance. For instance, by utilizing the social exchange theory that posits that two or more parties engage in a reciprocal relationship to benefit each other, research has demonstrated that when employees perceive the PA systems as procedurally fair, they reciprocate by exhibiting

behaviors outside their job duties. Specifically, studies have found that when employees believe that managers possess a comprehensive understanding of their daily performance and are allowed to discuss their past accomplishments and future objectives to ensure clear expectations, this is positively associated with contextual employee performance.

2.6. Performance Appraisal Satisfaction and Work Performance

Research has found that PA satisfaction predicts employees' motivation to upgrade work performance (Kuvaas, 2007). These previous studies also showed that employees' satisfaction with PA was higher when: managers used it to support developing action plans, feedback was perceived as developmental-focused, and employees gained clarity on what was expected. Although these studies showed that PA satisfaction might be a stronger predictor of performance motivation than actual work performance, many variables often determine work performance. Based on the existing evidence, it is anticipated that there is a relationship between appraisal satisfaction and work performance (Katavich, 2013).

2.7. Organizational Commitment

Organizational commitment typically refers to an employee's level of attachment to their organization. Initially, research in this domain viewed organizational commitment as a unidimensional construct, capturing either cognitive or affective reasons that drive employee commitment. However, subsequent studies have shown that organizational commitment is a multifaceted construct encompassing cognitive and affective factors that underpin employee commitment to the organization. Although numerous models exist, the most commonly utilized one is the model proposed by Meyer and Allen in 1984, as other models have raised concerns regarding their factor structure and predictive validity (Katavich, 2013).

The model devised by Meyer and Allen (1984) posits three distinct forms of organizational commitment: affective, continuance, and normative commitment. Each type provides a unique explanation for why an individual is committed to their organization. Affective commitment arises when employees are committed to an organization because they share its values and beliefs. Continuance commitment occurs when employees remain committed to an organization because they recognize the costs of leaving, such as loss of benefits, time, and effort invested in the organization. Finally, normative commitment refers to an employee's commitment to an organization because they feel a sense of obligation or responsibility to stay loyal (Katavich, 2013).

While all three forms of commitment are essential, research has shown that affective commitment is the most crucial for organizations to cultivate. That's because affective commitment is strongly linked to important organizational outcomes, such as job involvement and employee retention. Although there is a solid understanding of the factors that predict affective commitment, little is known about how HR systems, including PA, may be linked. It has been suggested that HR systems do not directly impact employees' affective commitment. Instead, the employees' perceptions of the management and use of these systems, such as their satisfaction with the PA process, can influence their attitudes towards the appraisal system and, consequently, their affective commitment to the organization (Katavich, 2013).

2.8. Performance Appraisal Satisfaction and Organizational Commitment

According to the literature, fairness and perceived support can help explain the relationship between PA satisfaction and affective commitment. A fair system that guarantees employees' rights and builds trust can help to create an emotional commitment to the organization. Therefore, organizations can increase employees' affective commitment by providing them with an appraisal system that offers valuable and timely feedback, allows for employee participation, ensures that

employees understand the rationale for the appraisal system, is based on objective information, and ensures that employees are aware of and understand the policies and procedures related to the system. On the other hand, perceived support involves the extent to which employees feel that the organization supports and cares about them. Therefore, an appraisal system demonstrating care and concern for employees can increase their affective commitment to the organization. Therefore, organizations should ensure that their PA system is designed to demonstrate employee support and care by providing resources and opportunities for employee development and growth (Katavich, 2013).

Several studies used procedural fairness to examine the relationship between PA satisfaction and affective commitment and found positive correlations (Katavich, 2013). For example, Kuvaas (2006) found a positive correlation between PA satisfaction and affective commitment when employees perceived the PA system as fair. Similarly, Thurston & McNall (2010) emphasized the importance of managers helping employees understand how decisions are made and communicating the fairness of the process to increase affective commitment.

The concept of organizational support can also explain the relationship between PA satisfaction and emotional commitment. Eisenberger et al. (1986) proposed that employees' perception of organizational support reflects the organization's commitment to them. According to the social exchange theory, the actions and behaviors of managers in an organization represent the actions and behaviors of the organization itself (Levinson, 1965). Thus, when employees perceive their organization as supportive and caring, they are more likely to reciprocate by exhibiting emotional commitment toward the organization (Katavich, 2013).

Studies indicate that PA systems can serve as a means of providing support to employees. Research findings suggest that employees feel supported when they receive regular feedback that

includes valuable information on their job performance and when their managers assist them in setting goals that align with organizational and individual needs. Moreover, employees who perceive higher levels of organizational support are more likely to develop an emotional attachment to the organization than those who perceive lower levels of organizational support (Katavich, 2013).

The use of the PA system by managers to collaboratively work with employees toward developing goals and action plans, and to provide them with clear, timely, and valuable feedback, has been found to have a positive association with PA satisfaction. Additionally, higher levels of perceived organizational support have been linked to greater emotional attachment to the organization among employees (Dipboye & Pontbriand, 1981; Eberhardt & Pooyan, 1988; Giles & Mossholder, 1990; Roberts & Reed, 1996; Lee & Son, 1998; Jawahar, 2010). Based on the available evidence, it can be inferred that the perception of the PA system as a supportive tool for employees can directly impact their affective commitment to the organization.

Thus, it is suggested that employees' affective commitment can be positively influenced when they perceive their PA as fair and supportive, resulting in higher satisfaction with the appraisal system.

2.9. Intention to Leave

In 2008, a nationwide study discovered that staff turnover in New Zealand was approximately 20%. The study also reported that the cost of staff turnover for organizations could range from 50% to 300% of a resigning employee's salary. That's supported by international statistics, which indicate that staff turnover is a common issue many countries face. When an employee leaves, both the organization and the individual face costs. For the organization, these

can include increased recruitment expenses, loss of organizational knowledge, potential damage to public image, and loss of competitive advantage. For the individual, costs can include relocation expenses, financial stress, and loss of organizational relationships (Katavich, 2013).

There are various reasons why people leave an organization, including individual factors such as age, job-related factors like role overload, organizational factors like company policies and practices, and social factors such as economic law reforms. These reasons are supported by research conducted by Boxall, Macky, and Rasmussen (2003), Cotton and Tuttle (1986), Griffeth et al. (2000), and Hom and Griffeth (1995). However, there is some positive news. For example, according to the quantitative findings of Boxall et al.'s (2003) research, many organizations can reduce turnover by implementing policies and practices that empower their employees (Katavich, 2013).

Studies conducted by Guthrie (2001) and Huselid (1995) have shown that PA can impact staff turnover, regardless of the size and industry sector of the organization. However, a criticism of these studies is that they tend to define the system as empowering from the organization's perspective, which may differ from the employees. As a result, how the employee perceives the system determines its effect on the employee, as Griffeth et al. (2000) and Meyer and Smith (2000) suggested. Therefore, to examine the relationship between PA and turnover from the employee's perspective, the research examines how employee satisfaction with the PA system can affect turnover (Katavich, 2013).

Furthermore, some argue that it is more beneficial for organizations to focus on predictors of intention to leave rather than actual turnover (Brown et al., 2010). This argument presupposes turnover is a gradual process, where employees start considering leaving and then exhibit more severe withdrawal behaviors, such as absenteeism and tardiness, before ultimately quitting the

organization (Katavich, 2013). Intention to leave is a strong indicator of actual turnover and is one of the latter stages in the withdrawal process. Given the potential costs associated with employee turnover, it is argued that it would be more beneficial for organizations to investigate how employee satisfaction with PA impacts their intention to leave (Brown et al., 2010).

2.10. Performance Appraisal Satisfaction and Intention to Leave

Investigations into the relationship between satisfaction with PA and intention to leave reveal that when people are satisfied with PA system rating and fairness, they tend to have fewer intentions of leaving their organizations (Dobbins et al., 1993; Poon, 2004; Kuvaas, 2006; Brown et al., 2010). Conversely, employers' failure to recognize employees' efforts or give them lower ratings would push them to leave (Katavich, 2013).

On the other hand, in the studies focused on rating, there is mixed evidence of a relationship between PA satisfaction and employees' intention to leave (Dobbins et al., 1993; Jawahar, 2006). For example, Jawahar (2006) found no evidence of a relationship, whereas Dobbins et al. (1993) found a significant association between PA satisfaction and intention to leave. Boxall et al. (2003) said this result difference is attributed to the gradual intention to leave. For example, the scale Jawahar (2006) used contained one clause asking employees about their immediate intentions to leave. In contrast, the seven elements criterion Dobbins et al. (1993) used demonstrated gradual intention to leave.

Although Dobbins et al. (1993) provided evidence that dissatisfaction with performance ratings can influence a person's intention to leave, their satisfaction will be pleasing if employees recognize its fairness (Katavich, 2013). PA systems play a vital role in the professional lives of employees, as they are often used to evaluate their performance, identify areas for growth, and

determine rewards such as salary increases, promotions, and training opportunities (Folger et al., 1992). Employees who realize how those decisions are made and implemented reasonably will perceive the organization as trustworthy and concerned, invoking trust (Pearce & Porter, 1986). Employee trust in the organization is crucial in determining why employees stay (Boxall et al., 2003).

The studies focused on fairness to explain why a relationship between PA satisfaction and intention to leave exists have found a correlation between these variables (Poon, 2004; Kuvaas, 2006; Brown et al., 2010). For example, in one study, Poon (2004) discovered that PA decisions influenced by personal biases and motives increased employees' intentions to leave the organization. In contrast, Kuvaas (2006) and Brown et al. (2010) found that employees' perception of fairness of policies and practices improves their appraisal system satisfaction, negatively affecting their intention to leave.

2.11. Summary

This chapter outlines the study literature from previous researchers in the field. In addition, studies regarding satisfaction with PA are presented. Also, studies about the relationship between satisfaction with PA and all the studies domains are included in this chapter.

Chapter Three

Conceptual Framework

Chapter Three

Conceptual Framework

3.1. Introduction

After reviewing the literature, some independent variables that might affect work performance and hence intention to leave were used as the building blocks for the conceptual study framework. The following paragraphs include the conceptual definitions of the study variables.

3.2. Conceptual Definitions

3.2.1 Perception of Fairness and Justice with the PA System: Organizational justice theory suggests that the effectiveness of a PA system relies on how it is perceived as fair by employees. Since people have different behaviors and interpretations, their perception of the system's fairness may vary. In addition, perception can be influenced by other factors related to the person's nature (attitudes, personality, motives, interests, experience, and expectations). Several studies have revealed that equality regarding the PA is essential in accepting the PA and the satisfaction it generates. A positive perception of the PA system can lead to a favorable work environment, while a negative perception can result in issues that negatively impact performance. Employees' perceptions can be influenced by the actions and interactions of their supervisors (Naji et al., 2015). Usually, employees perceive three types of fairness in the PA system: distributive justice, procedural justice, and interpersonal justice. Therefore, it is essential to explain how the rating was done, and there should be an appeal process and a judge based on evidence (Katavich, 2013).

3.2.2 Satisfaction with

3.2.2.1 The Appraisal Process involves the policies and procedures used to implement and administer the PA process (Katavich, 2013; Khan et al., 2020).

3.2.2.2 The Appraisal Interview is the formal meeting between the rater and the employee. It is typically used to provide employee feedback on their performance, discuss their performance, and define and discuss the performance goals needed to be achieved (Katavich, 2013; Khan et al., 2020).

3.2.2.3 The Appraisal Outcomes: despite the several appraisal process results, performance rating remains the most immediate outcome. Other examples are training opportunities, career development, and pay increases (Katavich, 2013; Khan et al., 2020).

3.2.3 Satisfaction with the Appraiser: Employees are typically evaluated by their direct managers or supervisors. The strength of the relationship between these employees and their supervisors can reinforce their perception of the PA system since the supervisor conducts the appraisal. However, the feelings created during the PA may persist and affect the employee's relationship with the supervisor. For example, if the evaluation causes the employee to feel defensive, critical, or frustrated, this may extend to the evaluation person. Therefore, the appraisal may create negative feelings towards the appraiser and arguably can harm the relationship. This analysis is especially true if the employee receives a low PA rating or perceives unfairness (Boswell & Boudreau, 2000; Naji et al., 2015).

3.2.4 Alignment of Personal Objectives with Organizational Goals: The management literature extensively emphasizes the crucial role of aligning personal and organizational objectives. This concept is evident across various management theories, as scholars believe that the coordination between individual and organizational goals is essential for an

organization's success. But, the more personal and organizational goals are aligned and achieved, the greater the organization's success will be. A deep interest in the work environment, a strong belief in organizational goals and values, and attentive consideration of employees' goals and expectations result in stronger personal, organizational, and social commitment. Therefore, aligning personal and organizational goals is a defining characteristic of learning organizations. A learning organization emerges when creative individuals' aspirations are harmonized with the organization's, leading to growth and acquiring knowledge or skills (Kheirandish, 2014).

3.2.5 Demographic and Job-Related Data

- **Sex:** Males and females.
- **Profession:** All pharmacists, nurses, and lab technicians.
- **Organizational level:** managers in their positions or ordinary staff with no managerial roles.
- **Full/part-time job:** working 37.5 hours or more per week as a full-time or less than 37.5 hours in a part-time job as per the job contract of each hospital.
- **Experience in the hospital** was defined as working for five years or more and less than five years.
- **Experience working in the current position** was defined as working for five years or more and less than five years.

3.2.6 The Intention to Leave Work is an employee's plan to leave their job shortly. In many studies on the causes of leaving intentions, job satisfaction was the most crucial antecedent. A significant dimension of job satisfaction relates to the organization's human resources policies and strategies. In addition, there is a general recognition that corporate

entrepreneurial activities are essential in maintaining the competitiveness of an organization's well-being (Alzayed & Murshid, 2017). Poon (2004) revealed that employees' dissatisfaction with existing PA procedures creates job dissatisfaction, increasing employees' intention to quit the job.

3.2.7 Organizational Commitment: refers to an individual's emotional attachment and identification with an organization. It reflects how much an employee feels a sense of loyalty toward the organization and its goals, values, and culture. Organizational commitment is typically defined by three distinct components: affective commitment, which is grounded in an emotional attachment to the organization; continuance commitment, which is rooted in the perceived costs associated with leaving the organization; and normative commitment, which is based on a sense of obligation or duty to the organization. High levels of affective organizational commitment are generally associated with positive outcomes such as reduced turnover, higher job satisfaction, and increased performance (Sujatha et al., 2013).

3.2.8 Work Performance: refers to an employee's ability to effectively carry out the tasks, duties, and responsibilities associated with their job. It measures how well an individual performs regarding the quality, quantity, and timeliness of work completed. Work performance is often assessed through various methods, such as supervisor evaluations, self-assessments, and performance appraisals. In addition, employee skills and abilities, job-related training, work environment, organizational culture, and job satisfaction can influence it. High work performance is typically associated with positive outcomes such as career advancement, job security, higher pay, and better health outcomes (Kuvaas, 2006).

3.3. Summary

To summarize, this chapter provides an overview of the conceptual framework developed based on reviewing previous studies focusing on satisfaction with PA. The chapter presents conceptual definitions for the main concepts within the framework. This chapter is the foundation for data analysis, discussion, and conclusion in the subsequent study sections.

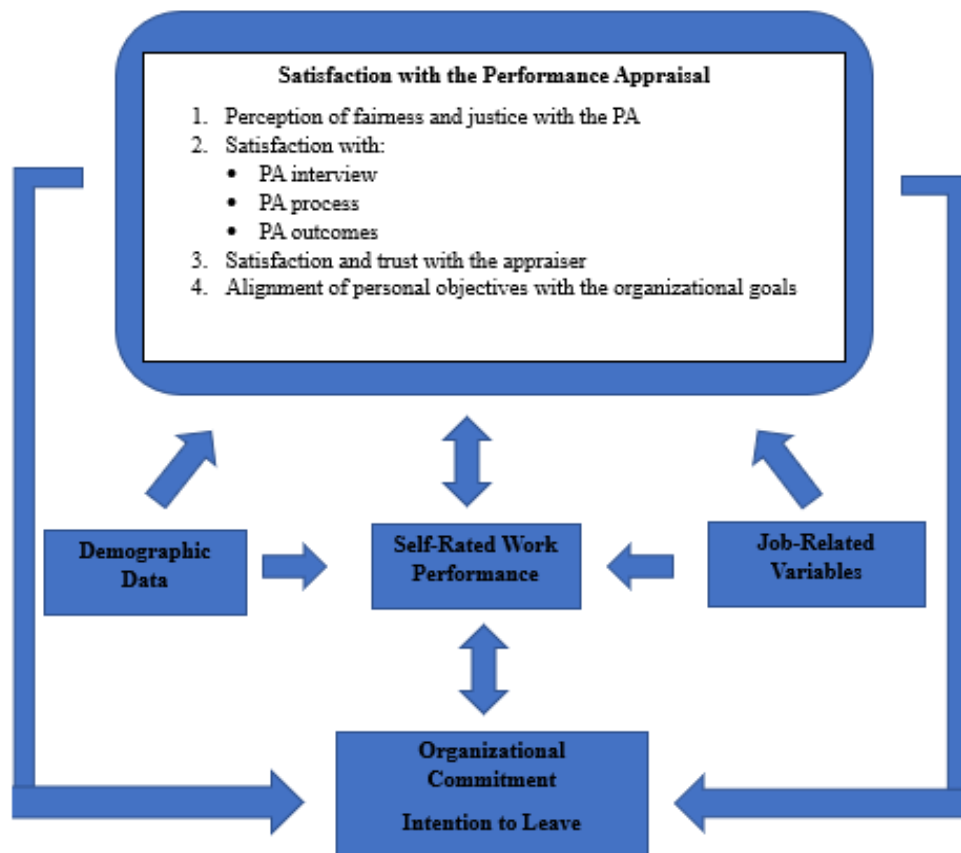


Figure (1): The Conceptual Study Framework

Chapter Four

Methodology

Chapter Four

Methodology

4.1. Introduction

This chapter introduces the study methodology, including the study design, setting, eligibility (inclusion and exclusion criteria), and study period. It also represents the study's population, sample, study tool, validity and reliability, data collection method, pilot study, ethical considerations, data analysis, and study's limitations.

4.2. Study Design

For this study, a quantitative descriptive cross-sectional design was used. Descriptive cross-sectional research was chosen because it is relatively quick, inexpensive, and the best to determine the associations between multiple exposures and outcomes. In addition, the participants are neither intentionally treated nor exposed, so there are seldom ethical difficulties. Finally, cross-sectional studies are done through relatively inexpensive questionnaires to reach a large sample of the population of interest (Wang & Cheng, 2020). In addition, quantitative research is helpful in testing for associations or relationships between two or more variables using statistical methods to measure the strength and significance of these relationships (Apuke, 2017).

4.3. Study Setting

The study was conducted in two East Jerusalem hospitals: Augusta Victoria Hospital (AVH) and Al Makassed Hospital. These hospitals got the Joint Commission International Accreditation and Certification (JCIA), which might allow for comparisons between the standards applied to each PA.

AVH is one of the Lutheran World Federated Department for World Service in Jerusalem. After the 1948 war, AVH started collaborating with the United Nations Relief and Works Agency (UNRWA) to care for Palestinian refugees. Today, AVH is the second-largest hospital in East Jerusalem, licensed for 171 beds. AVH offers chemotherapy, radiotherapy, and palliative care services for inpatients and outpatients diagnosed with cancer, and it has two kidney dialysis units for adults and pediatrics. In addition, AVH is becoming a specialized center of medical excellence and providing community programs promoting screening, early detection, and health education. As a result, AVH got the Joint Commission International Accreditation for quality and patient safety (AVH, 2019).

Al Makassed Islamic Charitable Society Hospital was established in East Jerusalem in 1968, has 250 beds, and is considered one of Palestine's most essential and leading medical institutions. The hospital is regarded as a referral hospital, receiving patients from all over the nation – the West Bank and the Gaza Strip. It is a hospital for treating standard or complex cases, but it is the main center for training medical and nursing students and resident doctors (Makassed Islamic Charitable Society, n.d.).

4.4. Period of the Study

The study was conducted in three academic semesters. The first two semesters were for preparing the proposal, translating the questionnaire, obtaining approvals from the hospitals to launch the research, and pilot study. The third semester was for data collection, data analysis, and completing writing the thesis. In dates, from February 2022 to May 2023.

4.5 Population

The targeted population was the healthcare workers, including nurses, lab technicians, and pharmacists of the two hospitals in East Jerusalem. These targeted groups' selection was based on the study's objective of not comparing the results by job profession. Additionally, it was anticipated that these particular categories would be more likely to participate in the study than other groups.

At the time of questionnaire distribution, the numbers of healthcare workers per each group who had experience for more than one year at each hospital were as represented in Table (4.1):

Table 4. 1: Population Size Distribution According to the Study Settings

Strata Hospitals	Pharmacists	Nurses	Lab Technicians	Total
AVH	13	154	21	188
Makassed	7	332	26	365
Total	20	486	47	553

4.6. Sample

The targeted sample size was 553, the same population size for all the strata of healthcare workers, to ensure the participation of the most significant healthcare workers from different specialties. The questionnaires were distributed according to the total number of department members.

4.6.1. Inclusion Criteria

The study included all the healthcare workers who are nurses, pharmacists, and lab technicians) who have been formally employed for over a year in AVH and AL-Makassed Hospital.

4.6.2. Exclusion Criteria

The study excluded healthcare workers with less than one year of experience in the hospital, such as nurses, pharmacists, lab technicians, volunteers, and students.

4.7. Study Tool

The questionnaire questions were abstracted from a survey used to study the importance of employee satisfaction with PA systems 2013 by Karen M. Katavich. And all the items within the questionnaire were taken from published research tools. In addition, these questions were modified when necessary to suit the East Jerusalem hospitals' context. Permission to utilize the questionnaire was sought from the authors. Furthermore, with the help of experts in the field, the questionnaire was translated into Arabic and then back-translated into English. Before beginning the formal data collection, a pilot study was conducted with 23 participants to test the validity and reliability of the questionnaire. Then, a paper-based survey was distributed to the healthcare workers to complete independently. (Annex 1) shows the questionnaire in Arabic; in contrast (Annex 2) shows it in the English language with the score criteria.

The study tool was divided into six parts, as follows, and Table (4.2) summarizes the domains and number of statements for each division:

1. The first part includes informed consent for accepting the participation while explaining the aims and objectives.
2. The second part is PA satisfaction, measured using a 25-item scale developed by Cook & Crossman, 2004. Then, on a five-point Likert scale ranging from "strongly disagree" to "strongly agree," the respondents answered how satisfied they were with aspects of their PA system (Katavich, 2013).

The scale is: 1= strongly disagree, 2 = disagree, 3= neither agree nor disagree, 4= agree, and 5= strongly agree.

3. Self-rate work performance was assessed using a five-item measure developed by Kuvaas, 2006. It asked participants how they perceived their work performance concerning the effort the organization expects of them on a five-point scale (1= strongly disagree, 2 = disagree, 3= neither agree nor disagree, 4= agree, and 5= strongly agree) (Katavich, 2013).
4. The organizational commitment was also measured using a five-point scale (1= strongly disagree, 2 = disagree, 3= neither agree nor disagree, 4= agree, and 5= strongly agree) (Katavich, 2013).
5. Intention to leave was indicated using a measure containing three items with a five-point scale (1= strongly disagree, 2 = disagree, 3= neither agree nor disagree, 4= agree, and 5= strongly agree) (Katavich, 2013).

The researcher added an optional four open-ended questions for other reasons for leaving.

6. Demographics and job-related data as the fifth part of the questionnaire.

Table 4. 2: Domains and Statements of the Questionnaire

No.	Domain	Number of Statements
1	Performance Appraisal Satisfaction	Twenty-five statements divided into two subsequent tables
2	Self-Rated Work Performance	Five statements
3	Organizational Commitment	Sixteen statements
4	Intention to Leave	Three statements and four open-ended questions
5	Demographics and Job-Related Variables	Six questions

4.8. Data collection

After receiving approval from the ethical committee at the School of public health/Al-Quds University, AVH, and al-Makassed Hospital, all the targeted healthcare workers in both hospitals

were invited to participate in the study by self-answering a paper-based survey. In total, 340 questionnaires were returned from the two hospitals, and the response rate was 61.5%.

4.9. Validity

A letter was sent to four experts in the academic and research-conducting fields (Annex 3) to validate the constructed tool and ensure relevance, clarity, and compliance. The letter includes the designed questionnaire, the study title, and the study's objectives. The purpose of this consultation was to get their expert opinion. They asked for some changes and modifications to the tool, and all were incorporated into the final version.

4.10. Pilot Study

To check the feasibility and to improve the study's design, a pilot study was conducted before the beginning of actual data collection. Technicians in the radiology and radiotherapy departments in AVH were chosen because the approval to conduct the pilot study was received first from the ethical committee in AVH. Piloting was for 23 employees, and this sample was not included in the final sample size because the participants were not from the same targeted sample.

4.11. Reliability

The technique of measuring variables must be reliable as this reflects the extent to which the questionnaire is stable and consistent. A measure is considered reliable if it gives the same result each time the situation or the factor is measured (Mohajan, 2017). Cronbachs' alpha coefficient was used to estimate the internal consistency of the main domains of the study's questionnaire, and the results are shown in Table (4.3).

Table 4. 3: Cronbachs' Alpha Coefficients for the Main Study Domains (N=340)

Domain	Number of Items	Cronbachs' Alpha
Performance appraisal satisfaction	25	0.88
Self-rated work performance	5	0.74
Organizational commitment	16	0.78
Intention to leave	3	0.86

The results in Table (4.3) show that the values of Cronbachs' alpha coefficients are ranged between (74%-88%), and these values are assumed acceptable since all of these values are greater than 70%, indicating good internal consistency and reliability.

4.12. Internal Consistency Reliability

The validity of the internal consistency of the questionnaire was verified by two methods: factor analysis based on the principal component method and computing the Pearson correlation between the total degree of each main domain and its items. These methods measure how much the items are related to their domains and the extent of validity. The following are the results of factor analysis and Pearson correlation using the entire sample of 340 respondents:

4.12.1. Factor Analysis Based on the Principal Component Method

The results showed 31.45%, 50.55%, 26.4%, and 78.31% explained variance as a single factor for the domains (performance appraisal satisfaction, self-rated work performance, organizational commitment, and intention to leave), respectively, as appears in Table (4.4). Most of the Extraction Communalities (E.C.) were higher than 0.5, and all of them were higher than 0.4, which means there is a high variance for each item; therefore, there is a high construct validity.

Table 4. 4: Extraction Communalities (E.C.) Results Based on Factor Analysis and the Principal Component Method (N=340)

Performance appraisal satisfaction		Self-rated work performance		Organizational commitment		Intention to leave	
Item No.	E.C.	Item No.	E.C.	Item No.	E.C.	Item No.	E.C.
1.	0.545	1.	0.433	1.	0.755	1.	0.693
2.	0.623	2.	0.621	2.	0.746	2.	0.876
3.	0.659	3.	0.431	3.	0.635	3.	0.780
4.	0.547	4.	0.440	4.	0.653		
5.	0.615	5.	0.604	5.	0.595		
6.	0.594			6.	0.687		
7.	0.648			7.	0.596		
8.	0.631			8.	0.644		
9.	0.727			9.	0.742		
10.	0.661			10.	0.823		
11.	0.661			11.	0.825		
12.	0.571			12.	0.696		
13.	0.748			13.	0.526		
14.	0.448			14.	0.481		
15.	0.711			15.	0.726		
16.	0.758			16.	0.696		
17.	0.514						
18.	0.633						
19.	0.492						
20.	0.588						
21.	0.619						
22.	0.696						
23.	0.592						
24.	0.601						
25.	0.655						

4.12.2. Pearson Correlation Method

Table (4.5) shows the Pearson correlation (R) results between the total degree of each main domain and its single items.

Table 4. 5: Pearson Correlation Results for Testing Validity (N=340)

Performance Appraisal Satisfaction			Self-Rated Work Performance			Organizational Commitment			Intention to Leave		
Item No.	R	P-value	Item No.	R	P-value	Item No.	R	P-value	Item No.	R	P-value
1.	0.637	0.000	1.	0.672	0.001	1.	0.596	0.000	1.	0.843	0.001
2.	0.616	0.000	2.	0.762	0.001	2.	0.468	0.000	2.	0.930	0.001
3.	0.016	0.762	3.	0.703	0.001	3.	0.574	0.000	3.	0.879	0.001
4.	0.528	0.000	4.	0.647	0.001	4.	0.425	0.000			
5.	0.455	0.000	5.	0.755	0.001	5.	0.563	0.000			
6.	0.657	0.000				6.	0.594	0.000			
7.	0.679	0.000				7.	0.653	0.000			
8.	0.630	0.000				8.	0.583	0.000			
9.	0.615	0.000				9.	0.439	0.000			
10.	0.583	0.000				10.	0.406	0.000			
11.	0.620	0.000				11.	0.448	0.000			
12.	0.037	0.492				12.	0.330	0.000			
13.	0.245	0.000				13.	0.640	0.000			
14.	0.517	0.000				14.	0.267	0.000			
15.	0.674	0.000				15.	0.306	0.001			
16.	0.679	0.000				16.	0.399	0.001			
17.	0.642	0.000									
18.	0.703	0.000									
19.	0.454	0.000									
20.	0.663	0.000									
21.	0.252	0.000									
22.	0.242	0.000									
23.	0.490	0.000									
24.	0.603	0.000									
25.	0.680	0.000									

Table (4.5) shows that all Pearson correlation coefficients are significant (P-values < 0.05) between the total degrees of each main domain and its items, except for two items (numbers 3 and 12 in the performance appraisal satisfaction domain), indicating a high degree of the construct validity of the study questionnaire.

4.13. Data Analysis

The first stage was data management which included overviewing the filled questionnaires, coding of questionnaires, and data entry and data cleaning. The second stage was data analysis using SPSS (Statistical Procedures for Social Sciences) version 20.

- Descriptive statistics were analyzed, including frequencies, percentages, means, and standard deviations.
- The following tests and methods were used to analyze the results based on the fact that the P-Value ≤ 0.05 is considered significant:
 1. Two independent samples t-test: to test the differences in performance appraisal satisfaction, self-rated work performance, organizational commitment, and intention to leave according to the organizational level, work time, years of experience in the hospital, years of work in the current position, and sex.
 2. One-way analysis of variance (ANOVA): to test the differences in performance appraisal satisfaction, self-rated work performance, organizational commitment, and intention to leave according to the healthcare profession.
 3. The Pearson correlation coefficients and the simple linear regression analysis: to test the relationships between the performance appraisal satisfaction from the one side as the independent variable and (self-rated work performance, organizational commitment, and intention to leave) from the other side as dependent variables.

4.14. Tests of Normality

The following Table (4.6) gives the results of normality tests for the continuous variables (the study domains) to decide using the parametric or the non-parametric statistical tests in the analysis of this study.

Table 4.6: Tests of Normality Results for the Study Domains

Tests of Normality							
	Healthcare profession	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Performance Appraisal Satisfaction	Nursing	0.111	288	0.000	0.959	288	0.000
	Pharmacy	0.155	20	0.200	0.972	20	0.806
	Labs	0.076	32	0.200	0.966	32	0.408
Self-Rated Work Performance	Nursing	0.152	288	0.000	0.942	288	0.000
	Pharmacy	0.165	20	0.158	0.971	20	0.786
	Labs	0.204	32	0.002	0.947	32	0.119
Organizational Commitment	Nursing	0.073	288	0.001	0.982	288	0.001
	Pharmacy	0.126	20	0.200	0.973	20	0.812
	Labs	0.093	32	0.200	0.977	32	0.704
Intention to Leave	Nursing	0.092	288	0.000	0.955	288	0.000
	Pharmacy	0.194	20	0.047	0.924	20	0.116
	Labs	0.109	32	0.200	0.973	32	0.595

The results of normality tests showed that some variables were not normally distributed (P-values < 0.05) while most of them were normally distributed (P-values > 0.05). However, the sample size allowed using parametric tests (ANOVA and t-test) in all the analyses (Kutner et al., 2005).

4.15. Answers Coding

The answers of respondents were coded as: (1 for strongly disagree), (2 for disagree), (3 for neither agree nor disagree), (4 for agree), and (5 for strongly agree), and after computing the total degrees of the study domains, the following Table (4.7) was used to express the levels of satisfaction or attitude based on the 5-Likert scale key answers.

Table 4.7: 5-Likert Scale Key Answers of Satisfaction Levels

Mean	Level of Satisfaction or attitude
Less than 1.8	Very Low
1.8 – less than 2.6	Low
2.6 – less than 3.4	Moderate
3.4 – less than 4.2	High
4.2 or More	Very High

4.17. Ethical Consideration

After discussing the proposal with the ethical committee, Al-Quds University- School of Public Health, and submitting all related documents and forms, an official approval letter to conduct the study was granted from the committee (Annex 4). Also, an official approval letter was obtained from the AL-Makassed hospital and AVH to conduct the study (Annex 5 and Annex 6, respectively). Moreover, informed consent with straightforward and simple language was attached to the questionnaire to clarify the study's purpose and to confirm confidentiality and anonymity (Annex 7).

4.18. Limitations of the Study

- Time limitation: there was a delay of more than a month in obtaining approvals from hospitals to conduct the pilot study.
- Lack of related local studies and literature about satisfaction with PA and its effect on work performance, organizational commitment, and intention to leave.

4.19. Summary

The chapter discussed the study methodology, including the study design, setting, eligibility, and study period. It also included information about the population and sampling, validity, and reliability of the study tool. The data collection method, pilot study, ethical consideration, data analysis, and study limitations were also presented.

Chapter Five

Results of the Study

Chapter Five

Results of the Study

5.1. Introduction

This chapter presents the statistical analysis of the data collected. It describes the participants' demographic and job-related characteristics and analyzes the study domains, which include satisfaction with PA, self-rated work performance, organizational commitment, and intention to leave. Additionally, the chapter determines whether a significant relationship exists between satisfaction with PA and all the study domains.

5.2. Demographic and Job-Related Characteristics

The following table shows frequencies and percentages of the demographic and job-related characteristics.

Table 5.1-a: Frequencies and Percentages of the Demographic and Job-Related Characteristics

Variable	Group	Frequency	Percentage
Healthcare profession	Nursing	288	84.7%
	Pharmacy	20	5.9%
	Labs	32	9.4%
	Total	340	100.0%
Organizational level	Management	44	12.9%
	Staff- no managerial role	296	87.1%
	Total	340	100.0%

Table 5.1-b: Frequencies and Percentages of the Demographic and Job-related Characteristics

Variable	Group	Frequency	Percentage
Work time	Full-time	304	89.4%
	Part-time	36	10.6%
	Total	340	100.0%
Years of experience in the hospital	Less than five years	99	29.1%
	Five years or more	241	70.9%
	Total	340	100.0%
Years of work in the current position	Less than five years	122	35.9%
	Five years or more	218	64.1%
	Total	340	100.0%
Sex	Male	158	46.5%
	Female	182	53.5%
	Total	340	100.0%
Hospital	Makassed	204	60.0%
	AVH	136	40.0%
	Total	340	100.0%

Table (5.1) shows that the study sample of 340 healthcare workers comprised 158(46.5%) males and 182(53.5%) females. In addition, the sample contained 288(84.7%) nurses, 20(5.9%) pharmacists, and 32(9.4%) lab technicians. 87.1% of the respondents were ordinary staff with no managerial roles, and 12.9% were from the managerial level.

Regarding work time, most respondents had a full-time job, with a percentage of 89.4%, while the remaining 10.6% had a part-time job. Moreover, 70.9% of the respondents worked in hospitals for over five years. And when asked about their years of work in the current position, 64.1% worked for five years or more.

5.3. The Analysis of the Items of the Questionnaire

In what follows, the analysis results of the respondents' attitudes toward performance appraisal satisfaction, self-rated work performance, organizational commitment, and intention to leave:

Table (5.2) shows the means and standard deviations of the total degrees of the respondents' attitudes toward the study domains.

Table 5.2: Means and Standard Deviations of the Total Degrees of the Respondents' Attitudes Toward the Study Domains (N=340)

Domain	Mean	SD	Level
Performance Appraisal Satisfaction	3.17	0.53	Moderate
Self-Rated Work Performance	3.86	0.62	High
Organizational Commitment	3.41	0.54	High
Intention to Leave	2.76	1.11	Moderate

Table (5.2) shows that the respondents' total level of PA satisfaction is moderate, with a mean of 3.17. Also, the respondents' total level of intention to leave is moderate, with a total mean of 2.76. On the other hand, the total level of self-rated work performance and organizational commitment is high, with a mean of 3.86 and 3.41, respectively.

5.3.1. Performance Appraisal Satisfaction

Table (5.3) shows the means and standard deviations of the respondents' attitudes toward the items of performance appraisal satisfaction. The items were arranged in descending order by the mean. The total value of the mean is 3.17 indicates that the total level of PA satisfaction for the respondents in the study sample is moderate.

From the results in Table 5.3, the highest mean is for the item (*Everyone who is involved in the performance appraisal system should receive training in how to do it, even if they are not a manager*) with a mean of 3.61 and SD of 1.03. The second highest item is (*The regular performance appraisal meetings I have with my manager include a discussion about the things my manager could do to help me in performing better*) with a mean of 3.53 and SD of 0.86, the third highest item is (*I don't believe that the performance appraisal system takes into account of all my work achievements*) with mean of 3.52 and SD of 0.97, and the fourth highest item is (*I believe the goals I had to achieve as part of my last performance appraisal were fair and achievable*) with mean of 3.47 and SD of 0.9.

In contrast, the lowest mean is for the item (*The system that my organization uses to allocate performance appraisal bonuses/incentives is fair*), with a mean of 2.59 and SD of 1.14. the second lowest item is (*My last annual performance appraisal review conflicted significantly with the feedback I received in my regular reviews throughout the year*) with a mean of 2.81 and SD of 1. The third lowest item is (*The result I received at my annual performance appraisal review determines my organizational pay*), with a mean of 2.83 and SD of 1.16. Finally, the fourth lowest item is (*My end-of-year performance appraisal review is the only time I get feedback about my performance*), with a mean of 2.94 and SD of 1.11.

Table 5.3: Means and Standard Deviations of the Respondents' Attitudes Toward the Items of Performance Appraisal Satisfaction (N=340)

The Respondents' Attitudes Toward the Items of Performance Appraisal Satisfaction	Mean	SD	Level
1. Everyone who is involved in the performance appraisal system should receive training in how to do it, even if they are not a manager	3.61	1.03	High
2. The regular performance appraisal meetings I have with my manager include a discussion about the things my manager could do to help me in performing better	3.53	0.86	High
3. I don't believe that the performance appraisal system takes into account all my work achievements*	3.52	0.97	High
4. I believe the goals I had to achieve as part of my last performance appraisal were fair and achievable	3.47	0.90	High
5. My view of my performance was taken into account by the manager when assessing my performance appraisal result for last year	3.47	0.95	High
6. When I do a good job, I receive positive feedback from my manager	3.47	1.01	High
7. My manager is fully committed to my performance appraisal reviews	3.39	0.94	Moderate
8. Overall, I'm satisfied with how my manager uses the performance appraisal system	3.33	1.00	Moderate
9. As part of my organization's performance appraisal system, I receive regular feedback about my performance	3.32	1.02	Moderate
10. I understand through my performance appraisal review how my job helps my organization to achieve its strategic goals	3.31	0.99	Moderate
11. The overall performance appraisal system helps me to identify areas to improve my work performance	3.31	1.07	Moderate
12. I decided upon the goals I had to achieve as part of my last performance appraisal in consultation with my manager	3.22	0.94	Moderate
13. The current performance appraisal system is fair and unbiased	3.19	1.05	Moderate
14. Overall, I'm satisfied with the performance appraisal system	3.16	1.08	Moderate
15. As part of my performance appraisal system, there is a discussion about the training I need to improve my performance	3.11	1.05	Moderate
16. My organization's performance appraisal process is a fair assessment of my performance in relation to other staff in my organization	3.05	1.09	Moderate
17. As part of my last performance appraisal, there was a discussion about my career and personal development	3.04	1.11	Moderate
18. The performance appraisal system that my organization uses allows input from other sources, such as work colleagues, about my performance	3.03	1.09	Moderate
19. The result I receive at my annual performance appraisal review determines my bonus/incentive	3.00	1.08	Moderate
20. If I disagree with the final result of my performance appraisal, there is a straightforward appeals process for me to use	2.96	1.13	Moderate
21. My manager doesn't know enough about my work to give me a fair performance appraisal result*	2.95	1.14	Moderate
22. My end-of-year performance appraisal review is the only time I get feedback about my performance*	2.94	1.11	Moderate
23. The result I receive at my annual performance appraisal review determines my pay at my organization	2.83	1.16	Moderate
24. My last annual performance appraisal review conflicted significantly with the feedback I received in my regular reviews throughout the year	2.81	1.00	Moderate
25. The system that my organization uses to allocate performance appraisal bonuses/incentives is fair*	2.59	1.14	Low
Total Degree	3.17	0.53	Moderate

* Statements 3, 21, 22, and 25 were negatively worded, and this was taken into consideration during data entry and analysis.

5.3.2. Self-Rated Work Performance

Table 5.4 shows the means and standard deviations of the respondents' attitudes toward the items of self-rated work performance.

Table 5.4: Means and Standard Deviations of the Respondents' Attitudes Toward the Items of Self-Rated Work Performance (N=340)

The Respondents' Attitudes Toward the Items of Self-Rated Work Performance	Mean	SD	Level
1. My work quality is generally considered acceptable	4.02	0.76	High
2. I often perform to a standard over and above what is expected of me	3.90	0.78	High
3. My work quality is generally considered to be over and above what is expected of me	3.84	0.88	High
4. I often perform tasks that are outside of my job description	3.77	1.06	High
5. I always perform to an acceptable standard	3.76	0.92	High
Total Degree	3.86	0.62	High

In Table (5.4) the items were arranged in descending order by means. The total value of the mean is 3.86, indicating that the total level of Self-rated work performance for the respondents in the study sample is high. The highest item is (*My work quality is generally considered acceptable*), with a mean of 4.02 and SD of 0.76. The second highest item is (*I often perform to a standard over and above what is expected of me*) with a mean and SD of 3.9 and 0.78, respectively.

5.3.3. Organizational Commitment

Table (5.5) shows the means and standard deviations of the respondents' attitudes toward the items of organizational commitment. The items were arranged in descending order by means. The total value of the mean is 3.41, indicating that the total level of organizational commitment for the respondents in the study sample is high.

The highest mean was for the item (*Right now, staying with my organization is a matter of necessity as much as desire*) with a mean of 3.67 and SD of 0.99. The second highest item was (*This organization has a great deal of personal meaning for me*) with a mean of 3.57 and SD of 1.1. The third highest item was (*One of the few severe consequences of leaving this organization would be the scarcity of available alternatives*) with a mean of 3.56 and SD of 1.13. Finally, the fourth highest item was (*One of the primary reasons I continue to work for this organization is that leaving would require considerable personal sacrifice- another organization may not match the overall benefits I have here*) with a mean of 3.49 and SD of 1.08.

On the other hand, the results showed that the lowest item was (*I don't feel a strong sense of belonging to my organization*), with a mean of 2.46 and SD of 1.17. The second lowest item was (*It would not be too costly for me to leave my organization now*), with a mean of 2.55 and SD of 1.14. The third lowest item was (*I don't feel like I am emotionally attached to this organization*) with a mean of 2.57 and SD of 1.13, and the fourth lowest item was (*I don't feel like part of the family at my organization*) with a mean of 2.6 and SD of 1.12.

Table 5.5: Means and Standard Deviations of the Respondents' Attitudes toward the Items of Organizational Commitment (N=340)

The Respondents' Attitudes Toward the Items of Organizational Commitment	Mean	SD	Level
1. Right now, staying with my organization is a matter of necessity as much as desire	3.67	0.99	High
2. This organization has a great deal of personal meaning for me	3.57	1.10	High
3. One of the few severe consequences of leaving this organization would be the scarcity of available alternatives	3.56	1.13	High
4. One of the primary reasons I continue to work for this organization is that leaving would require considerable personal sacrifice- another organization may not match the overall benefits I have here	3.49	1.08	High
5. It would be tough for me to leave my organization right now, even if I wanted to	3.45	1.15	High
6. I would be happy to stay with this organization for the foreseeable future	3.41	1.09	High
7. Too much in my life would be disrupted if I decided I wanted to leave my organization now	3.39	1.20	Moderate
8. I feel as if this organization's problems are my own	3.34	1.12	Moderate
9. I feel that I have too few options to consider leaving this organization	3.32	1.09	Moderate
10. I enjoy discussing my organization with people outside it	3.19	1.08	Moderate
11. I think that I could quickly become as attached to another organization as I am to this one*	3.01	1.10	Moderate
12. I am not afraid of what might happen if I quit my job without having another one lined up*	2.66	1.20	Moderate
13. I don't feel like part of the family at my organization*	2.60	1.12	Moderate
14. I don't feel like I am emotionally attached to this organization*	2.57	1.13	Low
15. It would not be too costly for me to leave my organization now*	2.55	1.14	Low
16. I don't feel a strong sense of belonging to my organization*	2.46	1.17	Low
Total degree	3.41	0.54	High

* Statements 11,12,13,14,15 and 16 were negatively worded, and this was taken into consideration during data entry and analysis.

5.3.4. Intention to Leave

Table (5.6) shows the means and standard deviations of the respondents' attitudes toward the items of Intention to leave.

Table 5.6: Means and Standard Deviations of the Respondents' Attitudes Toward the Items of Intention to Leave (N=340)

The Respondents' Attitudes Toward the Items of Intention to Leave	Mean	SD	Level
1. I have thought about leaving my job*	3.08	1.28	Moderate
2. I am actively searching for a new job outside the firm*	2.62	1.26	Moderate
3. I plan to look for a new job within the next 12 months*	2.59	1.24	Low
Total Degree	2.76	1.11	Moderate

* Statements 1,2, and 3 were negatively worded, which was considered during data entry and analysis.

Table (5.6) shows the respondents' attitudes toward the items of intention to leave. These items were arranged in descending order by means. The total value of the mean is 2.76, indicating that the total level of intention to leave for the respondents in the study sample is moderate. The highest item is (*I have thought about leaving my job*), with a mean of 3.08 and an SD of 1.28. The second highest item is (*I am actively searching for a new job outside the firm*), with a mean of 2.62 and SD of 1.26. On the other hand, the lowest item is (*I plan to look for a new job within the next 12 months*) with a mean of 2.59 and SD of 1.24, indicating that the respondents deny that they plan to look for a new job within the next 12 months.

5.4. Testing Differences in Performance Appraisal Satisfaction, Self-Rated Work Performance, Organizational Commitment, Intention to Leave, Demographic and Job Characteristics

The following are the results of testing for differences in performance appraisal satisfaction, self-rated work performance, organizational commitment, and intention to leave according to demographic and job characteristics:

5.4.1. Differences According to the Healthcare Profession

Table (5.7) shows the means, standard deviations, and results of the ANOVA test of differences in performance appraisal satisfaction, self-rated work performance, organizational commitment, and intention to leave according to the healthcare profession. It shows **no** significant differences at $p \leq 0.05$ level in performance appraisal satisfaction, self-rated work performance, organizational commitment, and intention to leave according to the healthcare profession; all the P-values are higher than 0.05.

5.4.2. Differences According to the Organizational Level

Table (5.8) shows means, standard deviations, and the results of the two independent samples t-test of differences in performance appraisal satisfaction, self-rated work performance, organizational commitment, and intention to leave according to the organizational level. It shows **no** significant differences at $p \leq 0.05$ level in performance appraisal satisfaction and self-rated work performance according to the Organizational level; the P-values are higher than 0.05. On the other hand, the results show significant differences $p \leq 0.05$ in the organizational commitment and intention to leave according to the organizational level; the P-values are less than 0.05.

Regarding organizational commitment, the mean of the respondents from the management level (Mean=3.59) is significantly **higher** than that of the respondents from staff- no managerial role level (Mean=3.38); the p-value of the test is 0.016. Whereas in the intention to leave, the mean of the respondents from the management level (Mean=2.45) is significantly **lower** than that of the respondents from staff- no managerial role level (Mean=2.81); the p-value of the test is 0.045.

5.4.3. Differences According to the Work Time

Table (5.9) shows the means, standard deviations, and the results of the two independent samples t-test of differences in performance appraisal satisfaction, self-rated work performance, organizational commitment, and intention to leave according to the work time. The results show **no** significant differences at $p \leq 0.05$ in performance appraisal satisfaction, self-rated work performance, organizational commitment, and intention to leave according to the work time; all the P-values are higher than 0.05.

5.4.4. Differences According to the Years of Experience in the Hospital

Table (5.10) shows means, standard deviations, and the results of the two independent samples t-test of differences in performance appraisal satisfaction, self-rated work performance, organizational commitment, and intention to leave according to the years of experience in the hospital. The results in Table (5.10) show **no** significant differences $p \leq 0.05$ level in performance appraisal satisfaction and self-rated work performance according to the years of experience in the hospital; the P-values are higher than 0.05. On the other hand, the results show significant differences $p \leq 0.05$ level in the organizational commitment and intention to leave according to the years of experience in the hospital; the P-values are less than 0.05.

Regarding organizational commitment, the mean of the respondents with less than five years is 3.28, significantly **lower** than that of those with years of experience in the hospital group (five years or more) (Mean=3.46), and the p-value of the test is 0.006. Whereas regarding the intention to leave, the mean of the respondents from the years of experience in the hospital group (less than five years) (Mean=2.95) is significantly **higher** than the mean of the respondents from the years of experience in the hospital group (five years or more) (Mean=2.68), the p-value of the test is 0.045.

5.4.5. Differences According to the Years of Work in the Current Position

Table (5.11) shows means, standard deviations, and the results of the two independent samples t-test of differences in performance appraisal satisfaction, self-rated work performance, organizational commitment, and intention to leave according to the years of work in the current position. It shows **no** significant differences at $p \leq 0.05$ in performance appraisal satisfaction, self-rated work performance, organizational commitment, and intention to leave according to the years of work in the current position; all the P-values are higher than 0.05.

5.4.6. Differences According to Sex

Table (5.12) shows means, standard deviations, and the results of the two independent samples t-test of differences in performance appraisal satisfaction, self-rated work performance, organizational commitment, and intention to leave according to Sex. It shows **no** significant differences at $p \leq 0.05$ level in performance appraisal satisfaction, self-rated work performance, organizational commitment, and intention to leave according to sex; all the P-values are higher than 0.05.

Table 5.7: Means, Standard Deviations, and the Results of ANOVA Test of Differences in the Study Domains According to the Healthcare Profession

Domain	Healthcare profession	N	Mean	SD	F	P-value
Performance Appraisal Satisfaction	Nursing	288	3.17	0.54	0.435	0.647
	Pharmacy	20	3.24	0.46		
	Labs	32	3.10	0.51		
	Total	340	3.17	0.53		
Self-Rated Work Performance	Nursing	288	3.88	0.64	1.510	0.222
	Pharmacy	20	3.63	0.54		
	Labs	32	3.83	0.52		
	Total	340	3.86	0.62		
Organizational Commitment	Nursing	288	3.40	0.54	0.804	0.448
	Pharmacy	20	3.56	0.41		
	Labs	32	3.39	0.58		
	Total	340	3.41	0.54		
Intention to Leave	Nursing	288	2.78	1.15	0.402	0.669
	Pharmacy	20	2.75	0.93		
	Labs	32	2.59	0.82		
	Total	340	2.76	1.11		

Table 5.8: Means, Standard Deviations, and the Results of the t-Test of Differences in the Study Domains According to the Organizational Level

Domain	Organizational level	N	Mean	SD	t	df	P-value
Performance Appraisal Satisfaction	Management position	44	3.28	0.50	1.514	338	0.131
	Non-management position	296	3.15	0.53			
Self-Rated Work Performance	Management position	44	3.90	0.58	0.416	338	0.677
	Non-management position	296	3.85	0.63			
Organizational Commitment	Management position	44	3.59	0.46	2.424	338	0.016*
	Non-management position	296	3.38	0.54			
Intention to Leave	Management position	44	2.45	1.08	-2.011	338	0.045*
	Non-management position	296	2.81	1.11			

Table 5.9: Means, Standard Deviations, and the Results of the t-Test of Differences in the Study Domains According to the Work Time

Domain	Work time	N	Mean	SD	t	df	P-value
Performance Appraisal Satisfaction	Full-time	304	3.16	0.53	-0.512	338	0.609
	Part-time	36	3.21	0.50			
Self-Rated Work Performance	Full-time	304	3.88	0.62	1.674	338	0.095
	Part-time	36	3.69	0.61			
Organizational Commitment	Full-time	304	3.39	0.54	-1.839	338	0.067
	Part-time	36	3.56	0.50			
Intention to Leave	Full-time	304	2.78	1.12	0.747	338	0.456
	Part-time	36	2.63	1.04			

Table 5.10: Means, Standard Deviations, and t-Test of Differences in the Study Domains According to the Years of Experience in the Hospital

Domain	Years of experience in the hospital	N	Mean	SD	t	df	P-value
Performance Appraisal Satisfaction	Less than five years	99	3.18	0.50	0.355	338	0.723
	Five years or more	241	3.16	0.54			
Self-Rated Work Performance	Less than five years	99	3.80	0.55	-1.190	338	0.235
	Five years or more	241	3.88	0.65			
Organizational Commitment	Less than five years	99	3.28	0.55	-2.774	338	0.006*
	Five years or more	241	3.46	0.52			
Intention to Leave	Less than five years	99	2.95	1.10	2.011	338	0.045*
	Five years or more	241	2.68	1.11			

Table 5.11: Means, Standard Deviations, and the t-Test of Differences in the Study Domains According to the Years of Work in the Current Position

Domain	Years of work in the current position	N	Mean	SD	t	df	P-value
Performance Appraisal Satisfaction	Less than five years	122	3.18	0.51	0.463	338	0.644
	Five years or more	218	3.16	0.55			
Self-Rated Work Performance	Less than five years	122	3.82	0.53	-0.937	338	0.350
	Five years or more	218	3.88	0.67			
Organizational Commitment	Less than five years	122	3.35	0.55	-1.480	338	0.140
	Five years or more	218	3.44	0.52			
Intention to Leave	Less than five years	122	2.88	1.09	1.476	338	0.141
	Five years or more	218	2.69	1.13			

Table 5.12: Means, Standard Deviations, and the t-Test of Differences in the Study Domains According to Sex

Domain	Sex	N	Mean	SD	t	df	P-value
Performance Appraisal Satisfaction	Male	158	3.21	0.50	1.469	338	0.143
	Female	182	3.13	0.56			
Self-Rated Work Performance	Male	158	3.87	0.63	0.436	338	0.663
	Female	182	3.85	0.62			
Organizational Commitment	Male	158	3.42	0.56	0.356	338	0.722
	Female	182	3.40	0.51			
Intention to Leave	Male	158	2.86	1.19	1.479	338	0.140
	Female	182	2.68	1.04			

5.5. Testing Relationships Between Performance Appraisal Satisfaction from the One Side and Self-Rated Work Performance, Organizational Commitment, and Intention to Leave from the Other Side

5.5.1. Testing Relationships by Pearson Correlation Matrix

Table (5.13) shows a **significant** positive relationship at $p \leq 0.05$ between performance appraisal satisfaction and self-rated work performance. The value of the Pearson correlation is (0.111). Furthermore, the results show a **significant** positive relationship at $p \leq 0.05$ level between performance appraisal satisfaction and organizational commitment. The value of the Pearson correlation is (0.305). Also, the results show a **significant** positive relationship at $p \leq 0.05$ level between self-rated work performance and organizational commitment. The value of the Pearson correlation is 0.122.

On the other hand, the results show a **significant** negative relationship $p \leq 0.05$ level between performance appraisal satisfaction and intention to leave. The value of the Pearson correlation is (-0.177).

Table 5.13: Pearson Correlation Matrix Between All the Study Domains

	Intention to leave	Organizational commitment	Self-rated work performance
Performance Appraisal Satisfaction	-0.177**	0.305**	0.111*
Self-Rated Work Performance	0.114*	0.122*	
Organizational Commitment	-0.576**		0.122*

* Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).

5.5.2. Testing Relationships by Linear Regression Models

Table 5.14 shows the results of the simple linear regression analysis (three simple linear regression models), assuming that performance appraisal satisfaction is the independent variable and (self-rated work performance, organizational commitment, and intention to leave) as the dependent variables.

Table 5.14: Results of Simple Linear Regression Analysis

Dependent Variable	Beta Coefficients	Std. Error	t	P-value	R Square
Self-Rated Work Performance	0.131	0.064	2.058	0.040	0.012
Organizational Commitment	0.307	0.052	5.879	0.000	0.093
Intention to Leave	-0.370	0.112	-3.300	0.001	0.031

***Independent variable: Performance Appraisal Satisfaction**

The simple linear regression analysis results in Table (5.14) show a **significant** positive relationship at $p \leq 0.05$ between performance appraisal satisfaction and self-rated work performance. Furthermore, the Beta Coefficient value is (0.131), indicating that as performance appraisal satisfaction increases by one unit, the expected self-rated work performance increases by 0.131, and the P-value of the test is (0.040) less than 0.05.

The results also show a **significant** positive $p \leq 0.05$ between performance appraisal satisfaction and organizational commitment. The Beta Coefficient value is (0.307), indicating that as performance appraisal satisfaction increases by one unit, the expected organizational commitment increases by 0.307. The P-value of the test is (<0.001), which is less than 0.05.

Also, a significant negative relationship at $p \leq 0.05$ level exists between performance appraisal satisfaction and intention to leave. The Beta Coefficient value is (-0.370), indicating that

as performance appraisal satisfaction increases by one unit, the expected intention to leave decreases by 0.370. The P-value of the test is (0.001), which is less than 0.05.

The values of R Square shown in Table (5.14) of simple linear regression analysis are low and range from (1.2%-9.3%); this means that there are other unstudied independent variables other than the (performance appraisal satisfaction) that are affecting the dependent variables (self-rated work performance, organizational commitment, and intention to leave).

5.6. Content Analysis

The questionnaire used in this study contained four open-ended questions, and the answers were as follows:

Question number one: Why did you intend to leave your current job?

One hundred ninety-one out of 340 participants answered this question; the answers were presented in Table (5.15). Forty-three respondents (22.5 %) complained that the salary might be the reason behind their intention to leave their current job. On the other hand, 35 respondents (18.3%) were satisfied with their job and had no reason to leave.

Table (5.15): Respondents' Answers to the Question: Why Did You Intend to Leave Your Current Job?

Reasons to Leave Current Job	Salary	No reasons	Insult, mistreatment, disrespect, and lack of appreciation	Family reasons	Enhance skills	Work-related stress	Injustice	Distance and workplace	Traveling abroad	Working in my own business	Others: Illness and retirement
No.	43	35	31	16	15	15	12	9	9	3	3
% ~	22.5	18.3	16.2	8.4	7.9	7.9	6.3	4.7	4.7	1.6	1.6

Question number two: Which job dissatisfaction facet influences your decision to leave the present position?

One hundred fifty-six out of 340 participants answered this question, and the answers were as presented in Table (5.16). Ninety-nine respondents (63.5%) indicated that irregular salaries and difficulty getting to the workplace were the main factors influencing the decision to leave the present position. Then comes the lack of benefits and commitment to ethics and employees' rights in the second place, with a percentage of 34.

Table 5.16: Respondents' Answers to the Question: Which Job Dissatisfaction Facet Influences Your Decision to Leave the Present Position?

Factors Influence Decision to Leave Present Position	Salary and accessibility to the organization	Benefits, ethics, and Rights	I'm satisfied with my job
Number of Respondents	99	53	4
% ~	63.5	34	2.6

Question three: What motivated you to continue working in your current organization?

One hundred sixty-two out of 340 participants answered this question, and the answers were as presented in Table (5.17). The main driving factor for the individuals surveyed to maintain their employment is the necessity of a salary (28.4%), as they have numerous financial responsibilities resulting from challenging living circumstances. Then came their feeling of emotional commitment and love for their profession and workplace (25.3%). Also, the lack of alternatives with the same or higher salary was another reason to continue working in their current organization.

Table 5.17: Respondents' Answers to Question: What Motivated You to Continue Working in Your Current Organization?

Motivation to Work/Continue Working in Current Organization	Financial obligations and the need for salary	Emotional commitment and belonging	Loving my profession and organization	Lack of alternatives	Gaining experience
Number of Respondents	46	41	37	33	2
% ~	28.4	25.3	22.8	20.3	1.2

Question four: Please share suggestions for your organization to retain productive workers.

Of the three hundred forty participants, 132 (38.8%) answered the question; their responses are displayed in Table (5.18). Furthermore, 60 participants (45.5%) suggested offering financial incentives and promotions for highly qualified employees while increasing the basic salary for all employees was considered necessary. Additionally, 45 participants (34.1%) emphasized the importance of managers respecting and valuing their employees' opinions and addressing their grievances. Finally, the remaining 27 participants (20.1%) expressed that providing training opportunities could significantly enhance employee and organizational performance.

Table 5.18: Respondents' Answers for Question Number Three: Please Share Suggestions for Your Organization to Retain the Current Productive Workers

Suggestions to Retain Current Productive Worker	Incentives, promotions, and increased salary	Respect and appreciation	Training and developments
Number of Respondents	60	45	27
% ~	45.5	34.1	20.1

Chapter Six

Discussion, Conclusion, and Recommendations

Chapter Six

Discussion, Conclusion, and Recommendations

6.1. Introduction

This chapter includes a discussion of the study findings concerning the previous studies, including performance appraisal satisfaction and its effect on employees' work performance, organizational commitment, and intention to leave. Finally, the chapter ends with a conclusion and recommendations.

6.2. Demographic and Job-Related Characteristics

About 53.5% of participants were males, and 46.5% were females. Their distribution according to their specialization was as follows: 288 (84.7%) from the nursing department, 20 (5.9%) from the pharmacy, and 32(9.4%) from the labs. Most participants (87.1%) were staff with no managerial roles, and 89.7% had a full-time job working 37.5 hours per week or more. Also, 70.9% of respondents had more than five years of hospital experience. And 64.1% of the total respondents worked for more than five years in their current position.

Testing the differences in all the study domains according to sex, healthcare professions, and working time gave no significant difference at the level of $p \leq 0.05$. On the other hand, there were significant differences at $p \leq 0.05$ when testing according to the organizational level and years of experience in the hospital. Still, this difference was only significant in organizational commitment and intention to leave domains. That means that organizational level and years of experience affect the organizational commitment and intention to leave.

The researcher believes that the more the employee develops in his work, gets promoted, and his practical experience increases, the more his commitment to work increases, and the chance of leaving it decreases. And this matches with a previous survey in 2013 that measured the impact of the term of experience on organizational commitment among employees and found that being tenured employee results in several outcomes. Firstly, employees will happily spend the rest of their careers with the organization. Secondly, it will create a sense of pride in working for the organization and a feeling as a part of a family. Thirdly, the employees and the organization will have an emotional attachment. Fourthly, employees will be more willing to take on challenges. Fifthly, employees will find it difficult to leave the organization. Finally, employees will believe in remaining loyal to the organization (Sujatha et al., 2013).

6.3. Attitudes Towards the Items of the Questionnaire

6.3.1. Satisfaction with Performance Appraisal

Respondents' attitudes towards satisfaction with PA were moderate, with a mean of 3.17. Their satisfaction with PA was not high, which required a deep look to find the reasons behind this moderate satisfaction. According to the highest attitudes of the respondents, as in Table (5.3), the following conclusions can be obtained: Everyone involved in the PA system should receive training in how to do it, even if they are not a manager. In addition, the regular PA meetings that the respondents have with their managers should include discussing what the managers could do to help them perform better. The respondents don't believe the PA system considers all their work achievements. However, the respondents believe the goals they had to achieve as part of their last PA were fair and achievable. The managers took the respondents' view of their performance when assessing their PA results for last year. When the respondents do a good job, they receive positive

feedback from their managers. On the other hand, the respondents don't accept that the system their organization uses to allocate PA bonuses/incentives is fair.

Organizations and their employees commonly use the term "appraisal system" to encompass three elements: the appraisal process, interview, and outcomes. Therefore, employees' satisfaction with these three components would increase their satisfaction with PA (Brown et al., 2010).

6.3.1.1. Satisfaction with Appraisal Process

While several factors have been identified as significant in predicting employee satisfaction with the appraisal process, such as offering training to educate individuals on system usage and establishing an appeals process for employees to challenge performance ratings, one crucial factor stands out: information. Providing employees with information is not a novel concept, as an early managerial guide emphasized the importance of organizational communication for implementing PA, aiming to enhance employees' trust and encourage their acceptance of the system (Katavich, 2013). Additional research has revealed that informing employees about various aspects of the PA system significantly influences employee satisfaction. That includes communicating the purpose of the PA, clarifying the expectations and requirements associated with the appraisal process, providing information about relevant policies and procedures, and informing employees about the monitoring mechanisms in place to ensure compliance with organizational policies. These factors have consistently emerged as important predictors of employee satisfaction with the appraisal system (Katavich, 2013).

Based on Table (5.3), respondents don't think that their appraiser received enough training to be qualified for evaluating them. Moreover, they are not qualified to use the PA system. As a

result, the appraiser doesn't assess their appraisee fairly. And there is no straightforward appeal process for the respondents to use if they disagree with the final results.

6.3.1.2. Satisfaction with Performance Interview

Most of the questionnaire's PA satisfaction domain items reflect satisfaction with the appraisal interview. The PA interview serves the dual purpose of evaluating and developing employees. Research has examined whether these different purposes have distinct impacts on PA satisfaction. While limited evidence suggests that using the appraisal interview for evaluative purposes, such as determining pay raises or promotions, significantly affects PA satisfaction, studies have consistently shown that motivational and developmental purposes have a significant relationship with appraisal satisfaction. When used for developmental purposes, employees are more likely to be satisfied with the appraisal system because managers focus on assisting employees in their professional growth and success within their roles (Katavich, 2013).

The appraisal interview also serves as a platform for discussing the goals that employees are expected to achieve. Research exploring the relationship between goals and appraisal system satisfaction has highlighted several key findings. Firstly, managers must explain to employees how their individual goals align with organizational strategies. This alignment helps employees grasp the significance of their goals within the larger context of the organization, leading to increased understanding and satisfaction. Secondly, studies have shown that satisfaction with the appraisal system is higher when goals are specific, enabling employees to comprehend what is required to attain those goals (Katavich, 2013).

Additionally, employing an open and participatory communication style during goal discussions has significantly impacted employee satisfaction with the PA process. Extensive

research has been conducted to examine the role of feedback in predicting PA satisfaction. The findings consistently indicate that certain feedback characteristics positively affect appraisal satisfaction. These characteristics include fairness, timeliness, relevance, and credibility. When employees perceive feedback as fair and receive timely and relevant information regarding their performance concerning their goals, it contributes to their satisfaction with the appraisal process (Boswell & Boudreau, 2000; Brown et al., 2010; Jawahar, 2010; Sujatha et al., 2013; Katavich, 2013; Roine, 2018).

Moreover, feedback provided by a credible source further enhances appraisal satisfaction. Furthermore, the frequency of feedback may also be a significant predictor of appraisal satisfaction, particularly for employees experiencing high levels of role ambiguity. That suggests that employees with unclear job expectations or responsibilities are more satisfied with the appraisal system when feedback is provided more frequently (Boswell & Boudreau, 2000; Brown et al., 2010; Jawahar, 2010; Sujatha et al., 2013; Katavich, 2013; Roine, 2018).

Indeed, the relationship between feedback and PA satisfaction is not always straightforward. The type of feedback given and the source of the feedback can significantly impact this relationship and, in some cases, determine if a relationship exists at all. Research has shown that positive or negative feedback can moderate the relationship between feedback and appraisal satisfaction (Katavich, 2013).

Moreover, it has been found that a negative relationship exists when employees perceive feedback on poor performance as controlling and punishment-oriented. In such cases, where negative feedback is perceived negatively, it can decrease PA interview satisfaction. However, it's important to note that negative feedback does not always lead to reduced appraisal satisfaction. It can still increase satisfaction if employees can discuss and develop action plans with their

managers to address and improve their performance. This constructive approach allows employees to rectify their performance, leading to higher satisfaction with the PA interview (Boswell & Boudreau, 2000; Brown et al., 2010; Jawahar, 2010; Sujatha et al., 2013; Katavich, 2013; Roine, 2018).

The source of feedback is another important factor that can influence the relationship between feedback and PA satisfaction. Feedback from different sources can provide a comprehensive view of an employee's overall performance. As a result, it may be perceived as fairer, as it incorporates ratings from multiple sources rather than solely relying on the supervisor's evaluation. However, there is a concern that employees might be less receptive to feedback from peers, as it could be perceived as being influenced by workplace friendships rather than objective performance assessments. Studies investigating this aspect have shown that when peer feedback is used for evaluative purposes, it does not significantly relate to PA satisfaction. However, when peer feedback is utilized for developmental purposes, it does contribute to appraisal satisfaction (Boswell & Boudreau, 2000; Brown et al., 2010; Jawahar, 2010; Sujatha et al., 2013; Katavich, 2013; Roine, 2018).

Table (5.3) shows that respondents' attitudes toward the items of the appraisal interview were generally moderate, with a mean of 2.99. Out of the twelve items, four items had a high mean as follows: respondents said that their regular PA meetings include discussions about suggestions to performing better from their managers, the goals of the last appraisal were fair and achievable, they received positive feedback from their managers, and their managers took into account their view of performance when assessing them. However, they don't believe all their work achievements were considered in their PA interview.

On the other hand, respondents were not satisfied with their PA feedback results as they don't receive regular feedback about their performance, they didn't clearly understand how their job helps in achieving the strategic goals, needed a system that identifies areas to improve their work performance, decided their goals in consultation with their managers. And the most important was that they weren't sure about the effect of input from other sources on their work performance.

6.3.1.3. Satisfaction with Performance Outcomes

The research on the appraisal system has primarily focused on the relationship between performance ratings and PA satisfaction, despite the various possible outcomes of the appraisal process, such as action plans, training, and ratings. Several studies have consistently found a positive correlation between an employee's rating and their attitude toward the PA process (Jawahar, 2006). Jawahar emphasizes that an employee's rating holds significance in making decisions that greatly impact them, such as pay raises or promotions. The positive correlation between employee rating and PA satisfaction is attributed to the value that a favorable rating holds for an employee. It is valuable because it can have tangible benefits and serve as recognition and validation of an employee's efforts and accomplishments within the organization (Jawahar, 2006; Katavich, 2013).

Unfortunately, respondents expressed their dissatisfaction about the items related to this part of satisfaction with PA. Therefore, their organizations should use a fair system that allocates PA bounces/incentives, give pay based on their appraisal results, and there should be a discussion about their career, personal development, and future training.

6.3.2. Self-Rated Work Performance

High self-rated work performance with a mean of 3.86 and SD of 0.62 can result from a combination of factors, including clarity of job responsibilities, achievement of goals, positive feedback, job satisfaction, and recognition (Kuvaas, 2007; Brown et al., 2010; Kithuku, 2012; Katavich, 2013; Ismail & Rishani, 2018). Based on this survey, the respondents think that their work quality is generally considered acceptable, they often perform to a standard over and above what is expected of them, and also their work quality is generally considered to be over and above what is expected of them, they often perform tasks that are outside of their job description, and they always perform to an acceptable standard.

However, it's important to note that self-ratings of performance should be considered in conjunction with supervisor ratings and objective performance measures to provide a more accurate assessment of an employee's performance. The researcher supposes that when employees clearly understand their responsibilities and expectations, they are more likely to rate their performance as high. Clear job responsibilities help employees know what to do to succeed. Employees are more inclined to rate their performance as high when they accomplish their goals, which can provide a sense of achievement and enhance their confidence in their abilities. Additionally, positive feedback from supervisors or coworkers can reinforce positive behaviors and validate their efforts, leading to higher performance ratings. Job satisfaction and contentment also play a crucial role in the likelihood of employees rating their performance as high, leading to increased motivation and pride in their work. Finally, recognition or rewards for their contributions to the organization can further reinforce the perception of high performance.

6.3.3. Organizational Commitment

The organizational commitment in this study was high, with a mean of 3.41 and SD of 0.54. This high organizational commitment can result from a combination of factors that create a positive work environment, clear goals and direction, opportunities for growth and development, fair and equitable treatment, strong leadership, and a robust organizational culture (Khanapi, 2003; Jawahar, 2006; Bhatti & Qureshi, 2007; Brown et al., 2010; Katavich, 2013; Sujatha et al., 2013).

The connection between PA satisfaction and affective commitment can be explained by two factors, namely fairness and perceived support, as indicated by studies that have explored this relationship. Establishing a fair system for employees conveys the organization's commitment to safeguarding employee rights and fosters trust, which catalyzes employees' emotional commitment to the organization. Enhancing an employee's emotional commitment to the organization can be accomplished by implementing an appraisal system that incorporates the following elements: delivering timely and constructive feedback, involving employees in the process, clarifying the reasoning behind the appraisal system, utilizing objective information, and ensuring employees are knowledgeable about and comprehend the policies and procedures associated with the system (Kuvaas, 2006; Brown et al., 2010; Thurston & McNall, 2010; Katavich, 2013).

According to the results of this survey, the respondents appeared to view staying with their organization as a combination of both desire and necessity. And their organization holds significant personal meaning for them. Furthermore, the scarcity of alternative options is considered one of the primary drawbacks of leaving this organization. The respondents also express a reluctance to leave because doing so would require significant personal sacrifice, and they may be unable to find a better overall benefits package with another organization. Finally, even if they wished to

leave, the prospect of doing so would be challenging. As a result, the respondents seem content to remain with their current organization for the foreseeable future.

On the other hand, the respondents denied that they don't feel like they are emotionally attached to this organization. Instead, they argued that leaving their organization would not be too costly now, and they don't feel a strong sense of belonging.

A previous study examined the impact of PA and job satisfaction on employee organizational commitment and found that the better the appraisal system, the higher the employee's commitment, and the higher the level of job satisfaction, the higher the employee's commitment. Moreover, the study concludes that job satisfaction and the PA system are the major factors affecting employee organizational commitment (Aryal et al., 2022). Another study found that employees who strongly commit to their organization will likely continue working with it because they want to. To foster organizational commitment, employers must help their employees appreciate the value of organizational involvement. When employees place a high value on being part of the organization, they are more inclined to remain with it (Sujatha et al., 2013).

6.3.4. Intention to Leave

Despite the high organizational commitment, employees still have a moderate intention to leave, with a mean and SD of 2.76 and 1.11, respectively. Organizational commitment and intention to leave are negatively related (Poon, 2004; Sujatha et al., 2013; Katavich, 2013; Kashmoola et al., 2017). But this survey showed many other factors that could affect employee turnover. The salary was the main reason behind the respondents' intention to leave, with a percentage of 22.5. Moreover, the irregular salary and difficulty getting to the workplace (63.5%) were also job dissatisfaction facets that could influence the decision to leave the work. Also, the

lack of motivation was a reason to leave the current workplace. Therefore, even with high organizational commitment, employees may still have a moderate intention to leave due to their aspirations for improved salaries, the need to overcome accessibility obstacles, the desire for increased incentives and promotions, a longing for respect and appreciation, as well as the pursuit of fresh experiences and developmental prospects.

Surprisingly, most participants indicated no intentions of seeking alternative employment in the upcoming year, which can be attributed to their strong emotional attachment and commitment to their current organizations. Additionally, they expressed satisfaction with the performance appraisal system, perceiving it as fair. Consequently, these factors collectively justify their positive attitude toward this particular aspect.

6.4. Relationships Between the Performance Appraisal Satisfaction and the Study Domains

Testing relationships between PA satisfaction and self-rated work performance, organizational commitment, and intention showed a significant relationship between PA satisfaction and all the study domains. In addition, a significant positive relationship was found between PA satisfaction, self-rated work performance, and organizational commitment. And a significant negative relationship was found between PA satisfaction and intention to leave.

According to the study's findings, employee satisfaction with their PA positively and significantly affects various performance elements, including affective commitment to the organization, reduced willingness to quit their job, and increased work performance. Employee satisfaction with PA directly increases their affective commitment to the organization. Suppose employees perceive the criteria for PA as clear and measurable and believe that the results are used to correct behavior and improve performance. In that case, they express greater satisfaction and a

better attitude toward the organization. As a result, their willingness to quit their job is reduced as they perceive the treatment of employees to be fair and based on competence. Moreover, employee satisfaction with PA affects work performance as it mostly influences employee motivation and efforts, which, in turn, can lead to improved quality and accuracy of work.

Previous research has found PA satisfaction to be a stronger predictor of motivation to perform than actual work performance, which matches the study findings between PA satisfaction and self-rated work performance (Katavich, 2013). And it should be noted that most of the participants in the current study reported high-performance levels, and the current study's results show a positive relationship between PA satisfaction and high levels of work performance.

Concerning organizational commitment and intention to leave, the same relationships have been found in other studies that have argued that when employees are satisfied with a PA system because they see it as a system that supports them, it is procedurally fair. Managers can use it to recognize employees' value. Then it explains why employees feel emotionally attached to their organization and are less likely to leave it (Kuvaas, 2006; Brown et al., 2010; Katavich, 2013; Fakhimi & Raisy, 2013).

Finding that PA satisfaction relates to employees' commitment and intention to leave presents practical implications that must be considered. Both organizational commitment and intention to leave can relate to other vital organizational outcomes. For instance, it has been observed that both factors can influence employee turnover, which can be a significant expense for organizations (Katavich, 2013). Although more research is needed to find if these relationships relate to other vital factors, it highlights that organizations may benefit from designing and implementing appraisal systems that employees are satisfied with. The previous discussion raises practical concerns for organizations: how managers design a PA system may not necessarily reflect

how it is implemented. Research has shown that managers often modify the PA process to address daily demands and challenges (Katavich, 2013).

6.5. Conclusion

This study aimed to investigate the extent of employees' satisfaction with the performance appraisal system and examine the relationship between satisfaction with the performance appraisal system and work performance, organizational commitment, and intention to leave. The study found a significant positive relationship between satisfaction with PA and work performance and organizational commitment. However, at the same time, a significant negative relationship was found between satisfaction with PA and intention to leave. Therefore, decision-makers in organizations should ensure that the PA process is a positive experience for employees, contributes to their development and growth, and decreases their turnover. And this could be through investing in training for managers and supervisors, incorporating employee feedback, communicating expectations, making the process more frequent and ongoing, providing resources for employee development, offering a range of PA methods, and ensuring fairness and objectivity.

The study illustrated that participants had moderate satisfaction with PA. Even though they rated their work performance high and had a high organizational commitment, they intended to leave their work. Therefore, organizations should increase employee satisfaction with PA, which can, in turn, decrease the intention to leave and increase commitment. Employees who feel that their work is valued, that they are being evaluated fairly, and that the organization is invested in their development are more likely to be committed to the organization and less likely to consider leaving.

6.6.Recommendations

This study provides valuable insights into the limited literature on performance appraisal, particularly in Palestine. The results highlight the importance of organizations improving performance appraisal systems to increase employee dedication and job satisfaction. It also suggests that employees who are content with the performance appraisal system are more motivated to perform their work to the best of their abilities, have a stronger sense of attachment to the organization, and are less likely to consider leaving their job. The study recommends the following based on its results:

1. To achieve employee satisfaction with the performance appraisal system, organizations should develop a system that explains why certain duties are assigned, and choices are made by implementing an appraisal system that provides detailed employee explanations.
2. Employee satisfaction with the performance appraisal process and its outcomes can serve as a significant factor in improving their behavior and performance. As a result, it is recommended that the organizations take the following steps: First, ensure that the performance appraisal criteria are well-defined and communicated clearly to all employees. Second, conduct the appraisals fairly and impartially. Third, inform employees of the appraisal results and utilize the findings to help improve their performance rather than solely as a basis for promotion or criticism. This approach will foster a continuous improvement culture and help create a positive and supportive work environment.
3. It is advisable to conduct employee surveys to gauge their satisfaction levels and investigate the reasons for dissatisfaction.

4. Searching for the reasons behind their intention to leave to retain top talent is essential for the long-term success of any organization, and investing in your employees can pay dividends in the form of increased productivity, higher morale, and greater loyalty.

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Annexes

Annex 1: Arabic Questionnaire

تقييمات الأداء:

يرجى الإجابة على الأسئلة مع وضع آخر تقييم سنوي للأداء ومكان العمل الحالي في الاعتبار.

القسم الأول: الرضا عن تقييم الأداء

الرجاء تحديد مدى معارضتك أو موافقتك للعبارة المكتوبة بوضع إشارة (V) في المكان المخصص

موافق بشدة	موافق	محايد (لا أوافق ولا أعارض)	أعارض	أعارض بشدة	الرضا عن تقييم الأداء
					تتضمن اجتماعات تقييم أدائي المنتظمة مع مديري مناقشة حول الأمور التي يمكن لمديري القيام بها لمساعدتي على الأداء بشكل أفضل
					نظام تقييم الأداء الحالي عادل وغير متحيز
					تتناقض آخر مراجعة سنوية لأدائي بشكل كبير مع التعليقات التي تلقيتها في مراجعاتي المنتظمة على مدار العام
					قام المدير بأخذ وجهة نظري عن أدائي بالاعتبار عند تقييم نتيجة تقييم أدائي للعام الماضي
					تحدد الدرجة التي أحصل عليها في مراجعة تقييم الأداء السنوية راتبي في مؤسستي
					من خلال مراجعة تقييم الأداء ، أفهم كيف تساعد وظيفتي

					مؤسستي على تحقيق أهدافها الاستراتيجية
					كجزء من نظام تقييم أداء مؤسستي ، أتلقى تعليقات منتظمة حول أدائي
					يمتثل مديري تمامًا لمراجعات تقييم الأداء الخاصة بي
					يساعدني نظام تقييم الأداء العام في تحديد المجالات التي من شأنها تحسين أداء عملي
					تحدد الدرجة التي أحصل عليها في مراجعة تقييم الأداء السنوية مكافأتي / حافزي
					لقد قررت الأهداف التي كان عليّ تحقيقها كجزء من آخر تقييم لأدائي بالتشاور مع مديري
					المرّة الوحيدة التي أحصل فيها على تعليقات على أدائي هي وقت مراجعة تقييم الأداء في نهاية العام
					يجب أن يتلقى كل من يشارك في نظام تقييم الأداء تدريباً على كيفية القيام بذلك ، حتى لو لم يكن مديرًا
					إذا كنت لا أتفق مع النتيجة النهائية لتقييم أدائي ، فهناك عملية استئناف مباشرة يمكنني استخدامها

القسم الأول- تابع: الرضا عن تقييم الأداء

الرجاء تحديد مدى معارضتك أو موافقتك للعبارة المكتوبة بوضع إشارة (٧) في المكان المخصص

الرضا عن تقييم الأداء- تكملة	أعارض بشدة	أعارض	محايد (لا أوافق ولا أعارض)	موافق	موافق بشدة
بشكل عام ، أنا راضٍ عن كيفية استخدام مديري لنظام تقييم الأداء					
بشكل عام ، أنا راضٍ عن نظام تقييم الأداء					
عندما أقوم بعمل جيد ، أتلقي ردود فعل إيجابية من مديري					
أعتقد أن الأهداف التي كان عليّ تحقيقها كجزء من آخر تقييم لأدائي كانت عادلة وقابلة للتحقيق					
يسمح نظام تقييم الأداء الذي تستخدمه مؤسستي بمدخلات من مصادر أخرى ، مثل زملاء العمل ، حول أدائي					
كجزء من نظام تقييم الأداء الخاص بي ، هناك مناقشة حول التدريب الذي أحتاجه لتحسين أدائي					
لا أعتقد أن نظام تقييم الأداء يأخذ في الاعتبار جميع إنجازات عملي					
لا يعرف مديري ما يكفي عن عملي ليمنحني درجة تقييم أداء عادلة					
النظام الذي تستخدمه مؤسستي لتخصيص مكافآت / حوافز تقييم الأداء هو نظام عادل					

					كجزء من تقييم أدائي الأخير، كان هناك نقاش حول مسيرتي وتطور شخصي
					عملية تقييم الأداء المتبعة في مؤسستي هي عملية تقييم عادلة لأدائي مقارنة بالموظفين الآخرين في نفس المؤسسة

القسم الثاني: التقييم الذاتي لأداء العمل

الرجاء تحديد مدى معارضتك أو موافقتك للعبارة المكتوبة بوضع إشارة (V) في المكان المخصص

التقييم الذاتي لأداء العمل	أعارض بشدة	أعارض	محايد (لا أوافق ولا أعارض)	موافق	موافق بشدة
أنا دائماً أؤدي إلى مستوى مقبول					
غالباً ما أؤدي أداءً بمستوى أعلى مما هو متوقع مني					
غالباً ما أقوم بمهام خارج وصف / مسمى وظيفتي					
تعتبر جودة عملي مقبولة بشكل عام					
تعتبر جودة عملي بشكل عام أعلى مما هو متوقع مني					

القسم الثالث: الالتزام بالعمل في مؤسستي

الرجاء تحديد مدى معارضتك أو موافقتك للعبارة المكتوبة بوضع إشارة (V) في المكان المخصص

أوافق بشدة	أوافق	محايد (لا أوافق ولا أعارض)	أعارض بشدة	ألتزام بالعمل في مؤسستي
				سأكون سعيداً للبقاء مع هذه المؤسسة في المستقبل المنظور
				أنا أستمع بمناقشة أمور متعلقة بمؤسستي مع أشخاص من خارجها
				أشعر كما لو أن مشاكل هذه المؤسسة هي مشاكلي
				أعتقد أنه يمكنني الارتباط سريعاً بمؤسسة أخرى مثلما أنا مرتبط مع هذا المكان
				لا أشعر بأنني جزء من العائلة في مؤسستي
				لا أشعر بالارتباط العاطفي بهذه المؤسسة
				هذه المؤسسة لها معنى شخصي عظيم بالنسبة لي
				لا أشعر بإحساس قوي بالانتماء إلى مؤسستي
				لست خائفاً مما قد يحدث إذا تركت وظيفتي دون الحصول على وظيفة أخرى
				سيكون من الصعب علي أن أترك مؤسستي الآن ، حتى لو أردت ذلك
				سيتعطل الكثير في حياتي إذا قررت مغادرة مؤسستي الآن
				لن يكون مكلفاً للغاية بالنسبة لي ترك مؤسستي الآن
				في الوقت الحالي ، بعد بقائي في مؤسستي أمراً ضرورياً بقدر ما هو رغبة أيضاً
				أشعر أن لدي خيارات قليلة جداً للنظر في ترك مؤسستي
				واحدة من العواقب الخطيرة القليلة لترك هذه المؤسسة هي ندرة البدائل المتاحة
				أحد الأسباب الرئيسية لمواصلة العمل في هذه المؤسسة هو أن المغادرة تتطلب تضحيات شخصية كبيرة - قد لا تتناسب مؤسسة أخرى مع الميزات الإجمالية التي أمتلكها هنا

القسم الرابع: النية في مغادرة العمل

الرجاء تحديد مدى معارضتك أو موافقتك للعبارة المكتوبة بوضع إشارة (V) في المكان المخصص

النية في مغادرة العمل	أعارض بشدة	أعارض	محايد (لا أوافق ولا أعارض)	أوافق	أوافق بشدة
لقد فكرت في ترك وظيفتي					
أخطط للبحث عن وظيفة جديدة خلال الـ 12 شهراً القادمة					
أنا أبحث بنشاط عن وظيفة جديدة خارج مكان عملي					

ما الأسباب الأخرى التي قد تؤدي بك الى ترك وظيفتك الحالية؟

ما الاسباب المتعلقة بالرضا الوظيفي التي قد يؤثر على قرارك بترك وظيفتك الحالية؟

ما الذي دفعك لمواصلة العمل في مؤسستك الحالية؟

يرجى مشاركة اقتراحاتك القيمة التي يجب أن تأخذها مؤسستك في الاعتبار للحفاظ على الموظفين المميزين الحاليين.

القسم الخامس: المعلومات الديموغرافية

الرجاء تحديد القسم الذي تعمل به:

- التمريض () - الصيدلة () - المختبرات ()

الرجاء تحديد مستوى العمل في مؤسستك:

- وظيفة إدارية () - وظيفة غير إدارية ()

هل وظيفتك :

دوام كامل: 37.5 ساعة في الأسبوع أو أكثر ()

دوام جزئي: أقل من 37.5 ساعة ()

منذ متى وأنت تعمل مع هذه المؤسسة؟

أقل من خمسة سنوات ()

خمس سنوات فأكثر ()

منذ متى وأنت تعمل في وظيفتك الحالية مع هذه المؤسسة؟

أقل من خمسة سنوات ()

خمس سنوات فأكثر ()

الجنس : - ذكر () - أنثى ()

شكراً للمشاركة في فهذا الاستبيان

Annex 2: English Questionnaire

Performance Appraisals:

Please answer questions with your last annual performance appraisal and current workplace in mind.

Performance appraisal satisfaction	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
The regular performance appraisal meetings I have with my manager include a discussion about the things my manager could do to help me in performing better	1	2	3	4	5
The current performance appraisal system is fair and unbiased	1	2	3	4	5
My last annual performance appraisal review conflicted significantly with the feedback I received in my regular reviews throughout the year	1	2	3	4	5
My view of my performance was taken into account by the manager when assessing my performance appraisal result for last year	1	2	3	4	5
The result I receive at my annual performance appraisal review determines my pay at my organization	1	2	3	4	5
I understand through my performance appraisal review how my job helps my organization to achieve its strategic goals	1	2	3	4	5

As part of my organization's performance appraisal system, I receive regular feedback about my performance	1	2	3	4	5
My manager is fully committed to my performance appraisal reviews	1	2	3	4	5
The overall performance appraisal system helps me to identify areas to improve my work performance	1	2	3	4	5
The result I receive at my annual performance appraisal review determines my bonus/incentive	1	2	3	4	5
I decided upon the goals I had to achieve as part of my last performance appraisal in consultation with my manager	1	2	3	4	5
My end-of-year performance appraisal review is the only time I get feedback about my performance	1	2	3	4	5
Everyone who is involved in the performance appraisal system should receive training in how to do it, even if they are not a manager	1	2	3	4	5
If I disagree with the final result of my performance appraisal, there is a straightforward appeals process for me to use	1	2	3	4	5

Performance appraisal satisfaction continued.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
Overall, I'm satisfied with how my manager uses the performance appraisal system	1	2	3	4	5
Overall, I'm satisfied with the performance appraisal system	1	2	3	4	5
When I do a good job, I receive positive feedback from my manager	1	2	3	4	5
I believe the goals I had to achieve as part of my last performance appraisal were fair and achievable	1	2	3	4	5
The performance appraisal system that my organization uses allows input from other sources, such as work colleagues, about my performance	1	2	3	4	5
As part of my performance appraisal system, there is a discussion about the training I need to improve my performance	1	2	3	4	5
I don't believe that the performance appraisal system takes account of all my work achievements	1	2	3	4	5
My manager doesn't know enough about my work to give me a fair performance appraisal result	1	2	3	4	5
The system that my organization uses to allocate performance appraisal bonuses/incentives is fair	1	2	3	4	5

As part of my last performance appraisal, there was a discussion about my career and personal development	1	2	3	4	5
My organization's performance appraisal process is a fair assessment of my performance in relation to other staff in my organization	1	2	3	4	5

Self-rated work performance	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
I always perform to an acceptable standard	1	2	3	4	5
I often perform to a standard over and above what is expected of me	1	2	3	4	5
I often perform tasks that are outside of my job description	1	2	3	4	5
My work quality is generally considered acceptable	1	2	3	4	5
My work quality is generally considered to be over and above what is expected of me	1	2	3	4	5

Organizational commitment	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
I would be happy to stay with this organization for the foreseeable future	1	2	3	4	5
I enjoy discussing my organization with people outside it	1	2	3	4	5
I feel as if this organization's problems are my own	1	2	3	4	5
I think that I could quickly become as attached to another organization as I am to this one	1	2	3	4	5
I don't feel like 'part of the family at my organization	1	2	3	4	5
I don't feel like I am 'emotionally attached to this organization	1	2	3	4	5
This organization has a great deal of personal meaning for me	1	2	3	4	5
I don't feel a strong sense of belonging to my organization	1	2	3	4	5

I am not afraid of what might happen if I quit my job without having another one lined up	1	2	3	4	5
It would be tough for me to leave my organization right now, even if I wanted to	1	2	3	4	5
Too much in my life would be disrupted if I decided I wanted to leave my organization now	1	2	3	4	5
It would not be too costly for me to leave my organization now	1	2	3	4	5
Right now, staying with my organization is a matter of necessity as much as desire	1	2	3	4	5
I feel that I have too few options to consider leaving this organization	1	2	3	4	5
One of the few severe consequences of leaving this organization would be the scarcity of available alternatives	1	2	3	4	5

One of the primary reasons I continue to work for this organization is that leaving would require considerable personal sacrifice- another organization may not match the overall benefits I have here	1	2	3	4	5
--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---	---	---	---	---

Intention to leave	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
I have thought about leaving my job	1	2	3	4	5
I plan to look for a new job within the next 12 months	1	2	3	4	5
I am actively searching for a new job outside the firm	1	2	3	4	5

- Why did you intend to leave your current job?

- Which job dissatisfaction facet is influencing your decision to leave the present position?

- What motivated you to work again/continue working in your current organization?

Please share suggestions that your organization must consider to retain productive workers.

Demographic information:

• **Please indicate your department:**

- Nursing (_____)
- Pharmacy (_____)
- Labs (_____)

• **Please indicate your organizational level:**

- Management position (_____)
- Non-management position (_____)

• **Is your job**

- Full-time 37.5 hours per week or more (_____)
- Part-time less than 37.5 hours (_____)

• **How long have you worked with this organization?**

- 1- Less than five years (_____)
- 2- Five years and more (_____)

• **How long have you been in your current job with this organization?**

- 1- Less than five years (_____)
- 2- Five years and more (_____)

• **Sex:**

- Male (_____) Female (_____)

Annex 3: Panel of Experts

No.	Name	Work Place	Qualifications
1	Dr. Asma Imam	AL-Quds University	Asma Imam, BSN, MSN, Ph.D. Associate Professor in Health Management Coordinator, the Ph.D. program in Public Health Coordinator, Health Policy and Management Master's Program
2	Dr. Motasem Hamdan	AL-Quds University	Motasem Hamdan, PhD Prof. Health Policy and Management Vice President for Academic Affairs
3	Dr. Nuha EL Sharif	AL-Quds University	Associate Professor of Medical Sciences/Epidemiology Master of Public Health coordinator Master of Infectious Diseases Prevention and Control Coordinator Faculty of Public Health
4	Dr. Maysaa Osta	AL-Quds University	Maysa Al Usta, RN, MPH, PhD. Coordinator of Graduate Studies, Nursing Department College of Health Professions.

Annex 4: Approval of the Scientific Research Ethics Committee

Al-Quds University
Jerusalem
School of Public Health

جامعة القدس
القدس
كلية الصحة العامة

التاريخ : 6/6/2022

عزيزتي الطالبة نداء غزاونه المحترمة
برنامج ماجستير: السياسات والإدارة الصحية

الموضوع: موافقة لجنة الأخلاقيات البحث العلمي

قامت اللجنة الفرعية لأخلاقيات البحث التابعة لكلية الصحة العامة بمراجعة مشروع الرسالة

بعنوان:
" Satisfaction with Performance Appraisal System and its effect on
performance and intention to leave work at East Jerusalem Hospitals"

المقدم من (مشرف الرسالة/ د. اسمي الامام).
يعتبر مشروعك مستوفياً لمتطلبات أخلاقيات البحث في جامعة القدس.
نتمنى لكم كل التوفيق في تسيير المشروع.

رئيسة لجنة أخلاقيات البحث
د. نهى الشريف

Family of Public Health
Faculty of Public Health

لمنحة/ أعضاء لجنة البحث
نسخة/ الملف

Annex 5: Approval from AL-Makassed Hospital

Al-Quds University Jerusalem School of Public Health		جامعة القدس القدس كلية الصحة العامة
التاريخ: 2022/12/6		
حضرة الدكتور عدنان فرهود المحترم المدير التنفيذي لمستشفى جمعية المقاصد الإسلامية		
<u>الموضوع: تسهيل مهمة للطالبة نداء غزلونة</u>		
تحية طيبة وبعد،،		
تقوم الطالبة نداء غزلونة/ برنامج ماجستير السياسات والإدارة الصحية/ كلية الصحة العامة/ جامعة القدس بإجراء بحث الرسالة بعنوان:		
Satisfaction with performance appraisal and its effect on performance and intention to leave at East Jerusalem Hospitals		
وهي دراسة تستهدف الممرضين والصيادلة وفي المختبرات في مستشفيات القدس الشرقية، وهي بحاجة إلى توزيع استبانة الدراسة في مستشفى جمعية المقاصد الخيرية إلكترونياً حيث سيتم توزيع الروابط الإلكترونية على مجموعات الواس من خلال مدراء الأقسام لكل قسم مستهدف، نرجو من حضرتك السماح لها بتوزيع الاستبانة على عينة الدراسة علماً بأن المعلومات ستكون لأغراض البحث العلمي فقط.		
مرفق طيه ملخص الدراسة والاستبانة		
ونفضلوا بالقبول فائق الاحترام،		
 		
نسبة: الملف		
Jerusalem P.O.Box 51000 Telefax +970-2-2799234 Email: sphealth@eduin.alquds.edu		فرع القدس / تليفون 02-2799234 ص.ب. 51000 القدس بريد إلكتروني: sphealth@eduin.alquds.edu

Annex 6: Approval from Augusta Victoria Hospital

Al-Quds University
Jerusalem
School of Public Health



جامعة القدس
القدس
كلية الصحة العامة

التاريخ: 2022/12/12

حضرة الدكتور هاني غابدين المحترم
المدير الطبي لمستشفى المطمع

الموضوع: تسهيل مهمة للطالبة نداء غزلونة

تحية طيبة وبعد،،،

تقوم الطالبة نداء غزلونة/ برنامج ماجستير السياسات والإدارة الصحية/ كلية الصحة العامة/ جامعة القدس بإجراء بحث الرسالة بعنوان:

Satisfaction with performance appraisal and its effect on performance and intention to leave
at East Jerusalem Hospitals

وهي دراسة تستهدف الممرضين والمسائله ولقي المختبرات في مستشفيات القدس الشرقية، وهي بحاجة إلى توزيع استبانة الدراسة في مستشفى المطمع إلكترونياً حيث سيتم توزيع الروابط الإلكترونية على مجموعات الواتس من خلال مدراء الأقسام لكل قسم مستهدف، نرجو من حضراتكم السماح لها بتوزيع الاستبانة على عينة الدراسة طمأ بأن المعلومات ستكون لأغراض البحث العلمي فقط.

وتفضلوا بقبول فائق الاحترام،

د. هاني غابدين
عميد كلية الصحة العامة
Faculty of Public Health

نسخة: الملف

Jerusalem
P.O. Box 51000
Telefax +970-2-2796234
Email: sphealth@alquds.edu

فرع القدس / القدس 02-2799254
ص.ب. 51000 القدس
البريد الإلكتروني: sphealth@alquds.edu

Annex 7: Consent Form

أنا الطالبة نداء الياس غزاونة في برنامج ماجستير سياسات وإدارة صحية في جامعة القدس ، وأود أن أدعوكم للمشاركة في هذا البحث الذي يقيس مدى رضا العاملين في مستشفيات القدس الشرقية عن نظام تقييم الأداء في مؤسساتهم وكيف يؤثر ذلك على تصوراتهم عن أدائهم في العمل وعزمهم على مغادرة مكان عملهم حالياً أو في المستقبل القريب.

هذا البحث يستهدف كل من الممرضين والصيادلة و فني المختبرات في مستشفيات القدس الشرقية من خلال إكمال استطلاع مدته أقل من 15 دقيقة. المشاركة في هذا الاستطلاع طوعية ولن يؤثر اختيار المشاركة أو عدمها على عملك.

هذا الاستبيان سري ولن يتم الإشارة الى معلومات تدل على المشاركة كما انه سيتم التعامل مع كل المعلومات بشكل جمعي ولغايات البحث فقط.

إكمال هذا الاستبيان يعني الموافقة الشخصية على استخدامه كجزء من البحث.




الطالبة: نداء الياس غزاونة


nedaaig@gmail.com




Annex 8: Approval to Use the Study's Published Questionnaire

I tried contacting Karen M. Katavich to get her approval to use her questionnaire, published online with her thesis. Still, unfortunately, I got no response after two reminder emails. So then, I emailed her thesis supervisor to check if the questionnaire items were taken from published measures, and I received a response from her.

Approval to use a published survey

**Nedaa Ghazawneh** <nedaa.ghazawneh@students.alquds.edu>
to karenkatavich.survey@xtra.co.nz

Tue, May 17, 2022, 9:10 PM   

Dear Karen Katavich;




My name is Nedaa Ghazawneh, a Master's degree student in Policies and health management


I am doing my thesis entitled (Satisfaction with Performance Appraisal System and its effect on performance and intention to leave work), similar to your published thesis (The Importance of Employee Satisfaction with Performance Appraisal Systems). Therefore, I'm asking for your approval to use your survey after translating it into the Arabic language.




I hope to get your approval so I can start working on.

Regards,
Nedaa

Asking for help External Inbox x

**Nedaa Ghazawneh** <nedaa.ghazawneh@students.alquds.edu>
to D.H.Gardner, karenkatavich.survey


Mon, May 30, 2022, 7:08 PM   





Dear Dr. Dianne Gardner,

I am trying to contact Karen M. Katavich to have her approval on using her questionnaire of The Importance of Employee Satisfaction with Performance Appraisal Systems (2013) but she doesn't answer my email.

therefore, I'm sending this email for you since you were her advisor at that time and i will be thankful if you help me to contact her

thank you
regards,
Nedaa

**Dianne Gardner** <D.H.Gardner@massey.ac.nz>
to me

 Tue, May 31, 2022, 1:21AM   

Hi Nedaa,

I'm not in contact with Karen these days, however her questionnaire items were all taken from published measures.

I have attached a copy of her Masters thesis, which has the details.

Best regards,
Dianne.
