

UNIVERSITY OF MALAWI

KAMUZU COLLEGE OF NURSING

**NURSES PERCEPTIONS TOWARDS PERFORMANCE APPRAISAL AT BWAILA
DISTRICT HOSPITAL IN LILONGWE**

BY

JEREMIA CHAVULA

**RESEARCH DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
BACHELOR OF SCIENCE DEGREE IN NURSING
(HEALTH SERVICES MANAGEMENT).**

SUPERVISED

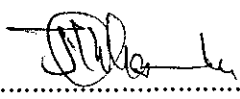
BY

MRS. C.G. CHITSULO

16TH JANUARY 2014

DECLARATION

I Jeremia Chavula hereby declare that the research dissertation is my own work and has not been presented for any other award at the University of Malawi or any other University.

Student: JEREMIA CHAVULA. Signature.......... Date.....16/01/14

Supervisor: MRS C.G CHITSULO. Signature.......... Date.....16/01/14

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DEDICATION

To my beloved wife Thandie and my two sons Christopher and Nathan. It was not easy throughout but your encouragement and understanding pushed me forward during my studies. My wife Thandie I was not there when you were taking care of our children. Rejoice in Jesus Christ name that we can now see light at the end of this thick and thin, but very long tunnel.

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Heartfelt gratitude should go to God the Almighty for helping me to come up with this research dissertation. It would have been impossible for me to develop this document without Gods guidance. Similarly I acknowledge Mrs C.G Chitsulo, my supervisor for the effort rendered in guidance to come up with this document. I sincerely thank the following for their respective efforts towards this document: Mr Ngwale, Mr Muotcha and Mr Simwaka for their respective lecturers in research and statistics.

ABSTRACT

This qualitative descriptive study was done to explore nurse's perceptions towards performance appraisal at Bwaila District Hospital. A sample of ten participants was recruited using purposive sampling. Data was analyzed manually using content analysis. Ethical consideration was observed to ensure that participant's rights are not violated. Findings indicated that, lack of motivation by managers, fear by participants, lack of training by some of the appraisers, bias by some appraisers, inadequate time, during PA, ineffective preparation were some of the major factors which contributed to low participation of nurses in PA. Therefore, it is recommended that Lilongwe District Health Office should consider putting in place some motivating factors for its nurses. Nurse Managers should make it clear that PA is not fault finding but it is one way of promoting provision of quality care to the patients and clients through improving on shortfalls and continuing where we are already doing well. Lilongwe District Health Office should also put into consideration that all appraisers should go through at least an orientation of the appraisal process to improve the quality of PA.

ABBREVIATIONS

ART.....Ante-retro viral Therapy

CPD.....Continued Professional Development

ENM.....Enrolled Nurse Midwife

HIV.....Human Immunodeficiency Virus

MoH.....Ministry of Health

NMT.....Nurse Midwife Technician

NO.....Nursing Officer

OPD.....Out Patient Department

PA.....Performance Appraisal

SRNM.....State Registered Nurse Midwie

VMMC.....Voluntary Medical Male Circumcision

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CHAPTER ONE

1.0 INTRODUCTION

Dessler (2005) defined performance appraisal (PA) as “evaluating an employee’s current and past performance relative to his / her performance standards”. Therefore, if PA is successfully carried out in an organization, the employees would be able to know how well they are performing and what is expected of them in future in terms of effort and task direction. Employee acceptance to participate in the appraisal process is valuable in the generation of appraisal system satisfaction, motivation and productivity. If nurses do not take an initiative to participate in performance appraisal, then the health delivery system would be ineffective irrespective of providing the nursing care because they might be providing care below the standards. Low participation of nurses in performance appraisal risks resistance and reduction in changing for the evidence based nursing practices. Employees are more likely to participate in performance appraisal if they understand the appraisal system and oriented to performance measurement process. Employees need to know exactly what is expected of them, and the yardsticks by which their performance and results will be measured. The absence of well structured performance appraisal, managers will therefore have a tendency of judging employee work performance informally and also arbitrarily. The significance of PA is in threefold, that is to the nurses, appraiser and the organization. PA helps in evaluating, managing and eventually improving employees’ performance. The appraiser will be able to know which PA format is applicable to the employees of the organisation. The organisation also benefits in achieving its goals in such a way that if nurse’s performance is evaluated, there will be quality services provided by the organisation hence more clients will be seeking services from that health facility.

1.1 BACKGROUND

Bwaila hospital was previously known as Bottom hospital during the time when the British ruled Malawi. The name Bottom is reported to have originated from the identification of the two hospitals that existed in Lilongwe during that time. There was a Whites only hospital located in Area 3 which was called a Top hospital and the other one for Blacks was the one called the Bottom hospital located in Area 2 (healthcare/bottom-hospital, n.d). Bottom hospital changed the name to Bwaila hospital in 2009 after the modern maternity wing was built and opened by the Rose Project. It has a bed capacity of 255 and serves as the referral hospital for all the health centres in Lilongwe district. Currently, there are approximately 130 Nurses (43 registered nurse midwives, 71 nurse midwife technicians and 15 community health nurses), 21 Clinicians and 4 Anaesthetists. Bwaila hospital operates under Ministry of Health (MoH) and provides secondary health services which include: Sexually Transmitted Infection (STI) treatment, Out Patient Department (OPD), In-patient for TB, Dental, Skin Department, Psychiatric Department Ophthalmic treatment, Ante-natal, labour and delivery Post-natal care, Under-five clinic, Family planning, Human Immunodeficiency Virus (HIV) testing and counselling, Cancer screening, Voluntary Medical Male Circumcision (VMMC), Ante-Retro Viral Treatment (ART) and Obstetric Fistula repairs. Performance appraisal is now part of the continued professional development programme (CPD) which was initiated by the Nurses and Midwives Council of Malawi in the year 2009. In 2009, The Nurses and Midwives Council of Malawi initiated continued professional development programme (CPD) which includes performance appraisal. As such it is a requirement that every nurse's performance is appraised as part of the CPD. However, it has been observed that some nurses at Bwaila District Hospital do not take an initiative to participate in the performance appraisal process with their nursing managers, as evidenced by low turn up when they have been scheduled for the appraisal exercise. According to records at Bwaila District Hospital, performance appraisal is done annually. In 2010 out of the 65 nurses eligible to be appraised, 48 nurses attended the performance appraisal representing 74%. In 2011, out of 73 eligible nurses to be appraised, 52 nurses attended the appraisal process representing 71%. In 2012, out of 75 eligible nurses for performance appraisal, 50 nurses attended the appraisal process representing 67%. On average only 70% of eligible nurses attended the performance appraisal for the past three years and 30% did not attend performance appraisal. It is also observed that the Percentage of performance appraisal attendance decreases with time which is a negative sign because everybody has to undergo the appraisal process.

It is expected of all nurses to participate in PA at an institution as it is stipulated by the Nurses and Midwives Council of Malawi and also for managers to make decisions. Low attendance to performance appraisal has the following implications to the nurses; they will not be able to know their performance gaps and chances of promotion are reduced since results of performance appraisal are also used as a basis for consideration for promotion of employees. It is the low turn up of nurses to attend performance appraisal process with their respective managers that have prompted the researcher to conduct a study aimed at exploring the nurse's perceptions towards performance appraisal at Bwaila District Hospital.

1.3 PROBLEM STATEMENT

Performance appraisal is one of the essential management tools used in human resource management applied in performance management of employees. It is only through performance appraisal that a manager can identify the gaps in the performance of his or her employees. This was not the case at Bwaila District Hospital because According to performance appraisal records; in 2010 out of 65 nurses eligible to be appraised, 48 nurses attended the performance appraisal representing 74%. In 2011, out of 73 eligible nurses to be appraised, 52 nurses attended the appraisal process representing 71%. In 2012, out of 75 eligible nurses for performance appraisal, 50 nurses attended the appraisal process representing 67%. It was observed that, a good number of nurses were not attending performance appraisal for no apparent reasons despite nursing officer's efforts to arrange with them for the fruitful exercise. Non attendance to performance appraisal has the following implications to the nurses; they will not be able to know their performance gaps and chances of promotion are reduced since results of performance appraisal are also used as a basis for consideration for promotion of employees.

1.4 SIGNIFICANCE OF THE STUDY

Findings of the study will furnish information on the perceptions of nurses towards performance appraisal at Bwaila District Hospital. Results will help nursing managers to identify the gaps in the whole performance appraisal system and develop strategies for improvement. The organisation will also benefit in such a way that if nurses are skilled and competent the productivity of the organisation will also be high since there will be reduced errors which are very costly. Therefore if nurses do not attend performance appraisal, the organisation will not be productive as expected. Therefore, it is important that all nurses undergo performance appraisal, because it is the yardstick for measuring personal performance and professional development. The study will help nurses especially those who do not take an initiative to undergo performance appraisal with their managers to clearly understand its benefits for their personal and professional development.

1.5 STUDY OBJECTIVES

1.5.1 BROAD OBJECTIVE

To understand nurses perceptions towards performance appraisal at Bwaila District Hospital.

1.5. 2 SPECIFIC OBJECTIVES

- To assess nurses knowledge on performance appraisal at Bwaila District Hospital.
- To describe the performance appraisal process at Bwaila District Hospital.
- To determine nurses' attitudes towards performance appraisal at Bwaila District Hospital.
- To assess challenges faced by nurses as they undergo performance appraisal at Bwaila District Hospital

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 INTRODUCTION

Literature review provides the researcher with the opportunity to determine how much material is available concerning the potential study. It is defined as a piece of discursive prose, not a list describing or summarizing one piece of literature after another rather synthesize and evaluate it according to the guiding concept of your thesis or research question (Friedman,2008). It involves written information relevant to the topic of interest. It helps the researcher to understand findings and form conclusions about the published research and theory as well as presenting it in an organized manner.

This chapter will discuss related studies done on performance appraisal of nurses and other employees in health related institutions.

2.2. Nurses' attitudes and knowledge on performance appraisal

Vasset, Marnburg, and Furuness (2011) did a study in Norwegian municipal health services whose aim was to investigate the effects of performance appraisal on nurses and other health care providers. Findings indicated that PA had positively brought motivation and job satisfaction to nurses. Furthermore, the study indicated that generally nurses had driven the most job motivation through the performance appraisals.

Songstad, Lindkvist, Moland, Chimhutu and Blystad (2012) did a study in the public health sector of Tanzania aimed at addressing health workers'(nurses and clinical officers) experiences with the open performance appraisal system. Findings showed that nurses had positive perceptions towards PA. This is because the interviewed nurses said that with PA individual goals were set and performance measured. The results also indicated that PA guided their practice. However, a study in Cumbria by Regshaw (2008) showed that, nurses expressed nervousness towards performance appraisal, and feared criticism due to negative feedback. Furthermore findings indicated that feedback should be given immediately after performance appraisal.

2.3 Performance appraisal process in health care institutions

Kalb, Cherry, Kauzloric, Brender, Green, Miyagawa, and Shinoda-Mettler (2006) did a study in Washington whose purpose was to develop a competency based nurse's performance appraisal process tool. Study findings indicated that an effective nurse's performance appraisal tool should include the following components: self assessment, policy development skills, evaluation of events / nursing activities skills, communication skills, cultural competency, partnership and collaboration skills, infection prevention skills, and leadership skills. The results further indicated that the tool was easy to use and provided opportunity for real communication between employee and supervisor.

Similarly, a study in Saudi Arabia aimed at constructing a unified nurse appraisal format showed that the performance appraisal process should incorporate the following areas: good staff relations and interpersonal skills, problem solving skills, work attendance and punctuality and effective oral communication (Zaghloul & AlSokair 2008).

Songstad, Lindkvist, Moland, Chimhutu and Blystad (2012) did a study in the public health sector of Tanzania aimed at addressing health workers'(nurses and clinical officers) experiences with the open performance appraisal system. Results indicated that the system was not providing immediate feedback to the nurses. It was concluded that the system should have sections which will be providing immediate feedback to the nurses.

Aneshansley, Baffaro, Castellano, Goins, Largaespada, Payne and Stinson (2008) did a study whose purpose was to investigate key aspects required in implementation, and outcomes of a performance appraisal designed to support the development of nursing staff from advanced-beginner to expert-level practice. Results of the study indicated that inclusion of competency skills in nursing practice and setting developmental goals were paramount in the PA process. An effective nurse should have competency skills in the delivery of nursing care. That is why it is important to include it in the PA of nurses in order to achieve personal and organisational goals.

2.4. Challenges nurses face as they undergo performance appraisal.

Chandra and Frank (2004) did a study to investigate utilisation of performance appraisal as a tool for managing health care providers (Nurses, Doctors and Para-medics), Findings indicated that lack of conducive environment and objectivity in conducting PA hindered health workers from participating in PA. However, Suliman and Sabri (2009) in their study which aimed at examining health workers PA and job satisfaction, identified lack of motivation as one of the challenges health workers face with work performance appraisal. Findings also indicated that lack of motivation in work performance contributed to poor quality delivery of health services.

Results from a study conducted in three regions of Ghanaian hospitals indicated that health workers faced challenges such as ; lack of regular PA interviews, too long Performance appraisal interviews (93 minutes on average) per health worker, and lack of formal training in appraising health workers among managers (Quality Health Partners,2005).

2.5. SUMMARY OF LITERATURE REVIEW

Literature review has shown that some nurses had positive attitude towards PA while others had expressed nervousness due to negative feedback. Lack of PA fairness caused negative attitude towards PA which was taken as a drawback for them to participate in the PA process. Fairness has to be observed during the PA process to promote employee participation. However it has been indicated that there was lack of communication on the appraisal process to the nurses. PA process, methods should be communicated to all employees, to promote employee participation in the PA. Literature has also revealed that nurses face various challenges along PA process which discourage them for participating in the process. Lack of conducive environment, objectivity in conducting PA, and reward recognition in PA systems were some of the challenges mentioned.

CHAPTER THREE

3.0 CONCEPTUAL FRAMEWORK

3.1 INTRODUCTION

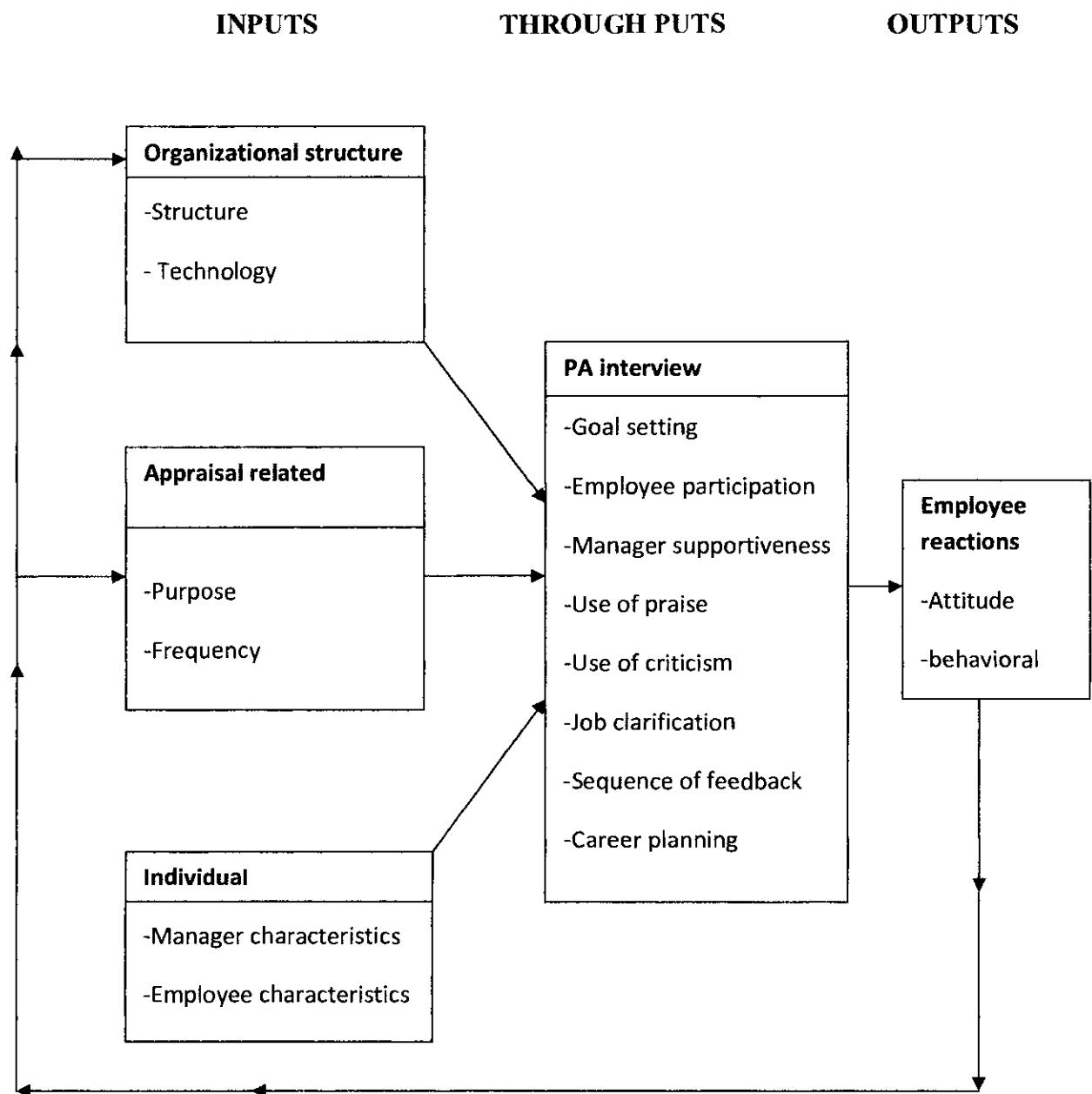
A conceptual model is an underlying structure that comprises concepts and the relationships among them (Macnee, 2008). It provides a description of the proposed relationships among abstract components that are aspects of the research problem of interest. Usually it is based upon the researcher's explanation of how concepts are related and include the researcher's underlying assumptions. According to Burns and Grove (2003) conceptual model is a term used to describe phenomena of interests. It serves to guide research by providing clear description of variables, suggesting ways or methods to conduct the study and guiding interpretation, evaluation and integration of study findings. In this study, systems model of the performance appraisal interview has been used.

3.2 DESCRIPTION OF SYSTEMS MODEL FOR PERFORMANCE APPRAISAL INTERVIEW PROCESS.

Systems model of performance appraisal interview was developed by Klein, Wexely and Snell in 1987. An open systems perspective assumes that individuals do not exist in a social vacuum, events and behaviours are viewed as functions of interactions among individuals and situational contexts (Klein Wexely et al, 2001). The system uses the terms inputs, throughput and outputs to describe general classes of variables and their relationships in determining the system character.

The conceptual model constitutes inputs, throughput and outputs to describe general classes of variables used in PA interview. The inputs in a performance appraisal systems model are categorized into three groups: organizational, individual and appraisal related characteristics. The throughputs are those activities which actually transpire during the interview. The outputs refer to the attitudinal and behavioural reactions of the individuals involved in the performance appraisal interview context (Klein Wexely et al, 2001).

3.3 DIAGRAMATIC PRESANTATION OF SYSTEMS MODEL FOR PERFORMAMNCE APPRAISAL PROCESS.



Figure, 1. Systems Model of performance Appraisal interview process.

(Developed by: Klein et al 1987).

Involvement of employee in goal setting in the performance appraisal motivates the employees to participate in the performance appraisal. Goal setting with employees is associated with positive employee reactions to performance appraisal. Using praise in the appraisal interview appears to be beneficial as long as the praise is presented effectively. Managers need to have constructive criticism to avoid demining participants. The appraisers need to have a clarification of the PA participants if there is to be effective PA interviews. Lack of knowledge on the job description and clarification of the PA participants can lead to missing important points specific to a particular job of an employee. In addition to this, feedback should be given immediately after the performance appraisal. This will help the appraiser not to forget important points which the employee needs to improve. Career planning has to be discussed basing on the gaps of the employee found during the process of the PA.

3.4.3. THE OUTPUTS

The outputs refer to employees' reactions following the appraisal process (through put); measured in terms of behaviour and attitude. If there was good interaction during PA interview, then nurses will have positive attitude and behaviour towards performance appraisal. Hence the probability of participating in next performance would be high. On the other side, if interaction was poor during the PA interviews, then the probability of the nurse participating in the PA interview next time would be very low.

3.4.4 APPLICATION OF SYSTEMS MODELS OF PERFORMANCE APPRAISAL THE STUDY.

The inputs variables of the performance appraisal which include the organisational structure, appraisal and individual related inputs have direct impact on the conduction of PA at a hospital. This is because if the organisational structure is supportive to PA by giving feedback, constructive criticism, promotion if a nurse performs well, then nurses will be more than willing to participate in the PA. However if the hospital structure is not supportive to PA of nurses then the nurses will not be willing to participate in the PA. As a result it will have negative impact on the delivery of nursing care since they cannot meet the required standards of nursing care.

Similarly, the purpose of the PA like identifying gaps for improvement, promotions, trainings, meeting organisational goals has to be communicated to the nurses prior to the PA date. This will help to have valid understanding of the need to participate in the PA.

Lack of communication on the purpose and frequency of the PA to the nurses has negative implication on participation of nurses in PA. This is because nurses will not be able to know the importance of the PA. Manager and nurse characteristics have profound effect on participation in PA. If both managers and nurses have positive perceptions and attitudes towards PA then it will be very easy for the nurse to participate in the PA. Similarly the managers will be able to provide the best PA to the nurses. As a result nurses will have the urge to participate in the next PA in order to improve even more in their discharge of nursing duties.

Professional handling of the through puts has also effects on nurses' participation in PA at a health facility. Managers should make sure that nurses are involved in setting individual goals prior to PA. Similarly the organisation should have goals on how the nurses will be assisted after PA. Nurses' involvement in goal setting will make them feel as part of the institution as a result it will be very easy for the nurses to participate in the PA. On the other hand if nurses are not informed to set goals then they will lose direction on their need to be involved in the PA.

Equally, manager's supportiveness through the PA has also effect on nurse's participation in PA. If nurses are praised on areas which they are doing well in the PA, then they are motivated to participate in the next PA. Likewise, if nurses are criticised constructively during the PA then they can be equally motivated to participate in PA. Timely feedback has to be given to the nurses, as feedback is the back bone for one to improve from where he or she is not doing well to the better. Involvement of nurses in career planning after PA is one of the crucial areas where effort has to be applied in order to assist nurses develop their career path according to the identified gaps.

PA out puts needs to be observed with interest by the managers. Nurse's reactions to the outcomes could indicate the possibility of the nurse's participation in the next PA sessions. Therefore managers should be able to identifying nurse's reactions towards PA. From these observations the manager and the nurses should discuss interventions according to the outputs of the PA.

CHAPTER FOUR

4.0 METHODOLOGY

4.1 INTRODUCTION

This chapter focuses on research methodology that guided the study. Research methodology described research design, sampling and setting, plan for data collection and instruments to be used, pilot study, data analysis, ethical considerations and dissemination of results.

4.2 STUDY DESIGN

According to Polit and Beck (2008) research design is an overall plan of how to obtain answers to the question being studied and how to handle some difficulties encountered during the research process. Qualitative descriptive study design was used in understanding nurse's perceptions towards performance appraisal at Bwaila District Hospital. A descriptive study design allows the subjects to express their views fully from their perspectives, and provides the opportunity for the researcher to seek clarification from the study participants (Burns & Grove 2005).

4.3 STUDY SETTING

A study setting is the physical location and conditions in which data collection takes place in a study (Polit & Beck, 2010). In this study participants were recruited from Ante-natal Clinic, Labour Ward, Post-natal Ward, Gynaecology Ward, Out Patient Department and Nursery Ward at Bwaila District Hospital in Lilongwe. The site was chosen for easy accessibility since the researcher works at Likoma hospital which is very far from the main land.

4.4 STUDY POPULATION

Study population is defined as the entire set of individuals (or objects) having some common characteristics and sometimes is called universe (Polit & Beck, 2010). A population is the entire aggregation of cases in which a researcher is interested and the target population is the aggregate of cases about which the researcher would like to make generalizations. It is where the sample is drawn from. The study population comprised all the nurses who had worked for not less than two years and had participated in performance appraisal conducted at Bwaila District Hospital.

4.5 SAMPLE SIZE

A sample is a subset of the population that is selected to participate in a particular study and members of the sample are the subjects (Burns & Grove 2005). A sample size of 10 nurses was used to get a reasonable representation of eligible nurses on PA at Bwaila district Hospital. Nurses were selected in the wards as follows: 1 nurse from Ante-natal Clinic, 2 Nurses from Labour Ward, 3 nurses from Post-natal Ward, 1 Nurse from Gynaecology ward, 2 Nurses from Nursery Ward and 1 Nurse from Out Patient Department.

4.6 SAMPLING METHODS

According to Polit and Beck, (2008) sampling is the process of selecting a portion of the population to represent the entire population so that inferences about the population are made. Purposive sampling was used to recruit study participants. This sampling method was chosen because it enables the researcher make a judgment regarding the type of subjects and that would provide most useful information about the studied phenomenon. Thus nurses who had worked for not less than two years, and participated in performance appraisal at Bwaila Hospital were best informed to provide the required information as regards to PA at Bwaila hospital.

4.7 DATA COLLECTION METHOD

Data collection is the gathering of information to address a research problem (Polit & Beck 2008). An interview guide was used to collect data. The researcher conducted interviews on his own to ensure consistency in asking questions. This was done in nurse's respective wards. Each interview took a range of 12 to 20 minutes; however the rate and type of responses determined the actual amount of time spent on each participant. An interview guide was developed and used as a data collecting instrument. The interview guide was composed of the following sections; demographic data, questions on Nurses knowledge and attitudes towards performance appraisal, performance appraisal process, and challenges nurses' face when participating in performance appraisal.

4.8 PILOT STUDY

According to Burns and Grove (2005) a pilot study is a smaller version of a proposed study. The purpose of conducting a pilot study is to identify weaknesses on the data collection tool and make changes where necessary before being used on a larger scale. The pilot study was conducted at Likuni Mission Hospital in Lilongwe on 27th and 28th December 2013. Five participants were recruited from the wards as follows: paediatrics 2 Nurses, Postnatal 1 Nurse, Male / Female Wards 1 Nurse and Labour Ward 1 Nurse. After testing the data collection tool during the pilot study I discovered that some questions were just a repetition and they were removed. Additionally some questions were not relevant to the subject matter and were also removed.

4.9 DATA ANALYSIS

Analysis of data in qualitative studies involves an examination of words in the form of written words or videotapes, audiotapes and photographs (Brink, 2007). Analysis is the separation of data into parts for the purpose of answering a research question and communicating that answer to others. Data was analyzed manually using content analysis. Content analysis is a data analysis method that uses interpretation of the meaning in verbal responses (Houser, 2008). In this study themes were analysed and interpreted in relation to the verbal responses of the participants.

4.10 ETHICAL CONSIDERATIONS

According to Brink (2007), researcher has responsibility of considering whether the study at hand will be ethical or not. The research proposal passed through the Kamuzu college of nursing (KCN) Publications Committee for approval. Upon approval, letters seeking permission to conduct research were addressed to Bwaila District Hospital. Participants were informed about the nature, purpose, benefits and risks of the study and they were asked to give informed consent prior to their participation. Nurses had the right to withdraw from the study at any time without any consequences. An explanation was given to the nurses that there would be no direct benefits for the participation. However it was stressed that their contribution would assist in identification of gaps and development of strategies to improve performance appraisal at Bwaila District Hospital. Additionally nurses were assured that confidentiality of information obtained will be maintained by ensuring anonymity through use of identification numbers instead of names of participants. Kavanagh, & Benson (2007) also asserted that PA, is likely to be subjectively biased by appraiser's emotions. Therefore nursing managers and researchers should consider use of code numbers to avoid bias hence

promoting validity and reliability of results. Code numbers were used to ensure privacy and confidentiality in this study.

4.11 DISSEMINATION OF RESULTS

Results of the research study will be in form of a written report. The report will be sent to research and publications committee (Kamuzu College of Nursing) and Lilongwe District Health Office (Bwaila District Hospital) where researcher was conducting the research.

4.12 LIMITATION OF THE STUDY

According to Burns and Grove (2011) study limitations are restrictions that may decrease the credibility and generalizability of the findings. The following are some of the limitations which the researcher is likely to face: limited time to conduct the research study since the researcher is a student working on deadlines. Monetary constraint is another limitation which can alter the credibility of the study findings. Money is required for transportation, buying stationary, and dealing with agent issues arising in the process of researching. Lack of experience in carrying out a research study by the researcher since it is for the first time to do such an academic activity.

Time was a major limitation in this study because the time which was allocated for data collection, it was the very same time when officers were on public holiday. It was difficult to get authorised to collect data in a hospital without formal communication.

CHAPTER FIVE

5.0 PRESENTATION OF FINDINGS

This chapter presents the results of the study. The findings which are presented are on demographic data of nurses, nurses' attitudes and knowledge towards performance appraisal, the process of PA and challenges nurses faced during the PA process at Bwaila District Hospital.

5.1 DEMOGRAPHIC DATA OF NURSES PARTICIPATING IN THE STUDY

The information below provides the general demographic data of participants:

TABLE 1: DEMOGRAPHIC DISTRIBUTION OF PARTICIPANTS ACCORDING TO: SEX, WORK EXPERIENCE, CADRE, WARD AND PA ATTENDED

CHARACTERISTICS	N
SEX	
MALE	(N=2)
FEMALE	(N=7)
CADRE	
SRNM	(N=1)
ENM	(N=1)
NO	(N=3)
NMT	(N=6)
PA ATTENDED	
1-2	(N=9)
3-4	(N=1)
WARD	
POSTINATAL	(N=3)
GYNAECOLOGY	(N=1)
NURSERY	(N=2)
OPD	(N=1)
ANTENATAL CLINIC	(N=1)
LABOUR WARD	(N=2)
WORK EXPERIENCE (IN YEARS)	
2-10	(N=7)
11-18	(N=2)
19-27	(N=0)
28-36	(N=0)
37-45	(N=1)

The information in table 1 is showing the correlation and the numbers of participants according to the following demographic variables:

(N=2) of the participants were males while (N=7) of the participants were females. However (N=1) was an SRNM, (N=10) was an ENM, (N=3) were NO's and (N=6) were NMT'

(N=9) of the participants had attended 1 to 2 Pas, and (N=1) had attended 3 to 4 PAs. (N=3) were recruited from Postnatal Ward, (N=1) were recruited from Gynaecology Ward, (N=2) of the participants were recruited from Nursery Ward, (N=1) of the participants was recruited from Out Patient Department, (N=2) of the participants were recruited from Labour ward and (N=10) was recruited from Antenatal Clinic.

(N=7) of the participants had worked for 2 to 10 years, (N=2) had worked for 11 to 18 years, and (N=10) of the participants had worked for 37 to 45 years.

5.2 NURSES'S KNOWLEDGE AND ATTITUDE TOWARDS PA AT BWAILA DISTRICT HOSPITAL.

Participants were asked if they knew something about performance appraisal, (N=9) of the participants said that it is like an assessment whereby the appraiser evaluates employees work performance. However one nurse seemed she did not clearly know what PA is all about. One participant said that *"PA is about how long one has been working in the ward, experiences, interests, gains observed in the ward and whether one is happy or not"*.

Participants were also asked on the benefits of performance appraisal to an individual, institution and to the nursing profession. (N=8) of the participants said that PA is beneficial to a nurse, in such a way that it helps the nurse to know strengths and areas which need improvement. One participant said that *"PA assists the nurse to be considered for promotion if she or he is doing better in his / her discharge of duties"*. Similarly on the importance of PA to the institution one participant said that *"PA promotes good image of the hospital / institution"*.

Responding to the question as to what is expected immediately after PA, (N=4) of the participants knew that one has to be given feedback immediately after PA. On the other hand (N=6) of the participants showed that they did not know what is expected immediately after PA. One participant said that *"immediately after PA a nurse has to be promoted"*. Another participant said that she didn't know what is expected immediately after PA.

Participants were also asked on what they think motivates nurses to participate in PA at Bwaila District Hospital. (N=3) of the participants said that sometimes those who have done well they are recognised. For example best midwife of the month which is co-ordinated by Farmers World Malawi. On the other hand, (N=7) said that there were no motivating factors to foster nurses participation in PA at Bwaila Hospital. One participant said this *“Majority of the nurses participate in PA just to renew their licences with the Nurses and Midwives Council of Malawi”. Always it is the nursing managers pushing nurses to participate in PA. Nurses do not take an initiative on their own to be appraised by their nursing managers. So I think there are no motivating factors for nurses to participate in PA”* said one of the respondents.

Nurses were also asked on their role during PA session, (N=5) of the participants said that one of their roles in PA is to answer questions. Conversely (N=5) were not sure of their role in PA.

When participants were asked on how they perceive performance appraisal conducted at Bwaila District Hospital (N=6) of the participants said that they perceive PA positively because it helps them work on their weaknesses. On the other hand (N=4) said that they perceive it negatively. One respondent said that PA done at Bwaila does not reflect the work a particular nurse does but it is just an opinion. *“At one point in time it happened that I scored high marks than the managers expected, the marks were reduced to the minimum arguing that it was not expected of me to score such marks in PA”*.

(N=10) participants said that PA indeed has a role in identifying gaps on performance of a nurse. One participant said this *“a nurse is able to identify strengths and areas which need improvement”*.

Responding to effects of PA on interpersonal relationship with the appraiser (N=5) of the participants said that most of the times PA brings good interpersonal relationship if there is truth telling during the PA process. On the other hand (N=5) of the participants said that PA brings negative interpersonal relationship with the appraiser especially when PA process was not done in the right way.

Findings indicated that; (N=3) of the participants were satisfied with PA practised at Bwaila District Hospital. One participant said this *"managers allow discussions during PA process"*. However (N=5) of the participants said that they were not satisfied with the current PA being conducted at the hospital arguing that they were not informed about expectations and objectives of the PA. Similarly one of the participants said that he was not satisfied with the PA because he thought some of the appraisers were not *trained* in PA that is why may be they were not following the right procedures in appraising nurses. Additionally (N=1) said she was half satisfied and half dissatisfied. The participant argued that sometimes nurses are appraised by managers whom they have not worked with them, so it becomes very difficult for that manager to know the areas where the nurse does well and the areas where the nurse needs improvement.

5.3 DISCRPTION OF PA SYSTEM AT BWAILA DISTRICT HOSPITAL

(N=6) of the participants new that prior to PA there is need to prepare in form of activities since PA is a process. One participant said this; *"prior to PA there is need to do self assessment"*. Another participant said this, *"Prior to PA we reassess previous objectives if achieved or not, filling forms, and reviewing CPD books"*. However (N=4) did not know if there are any activities which are supposed to be carried out prior to PA.

Responding to activities that are done after PA; (N=3) of the participants said that they prepare for the next PA, mapping the way forward, writing objectives and signing for the results. On the other hand (N=7) of the participants said that there is no specific activity which happens after PA. one participant said this *"After PA nothing happens"*.

5.4 CHALLENGES FACED BY NURSES AS THEY UNDERGO PA AT BWAILA DISTRICT HOSPITAL.

(N=7) of the participants said that lack of motivation was one of the challenges nurses faced. One participant said this *"motivation here I don't mean money or material, words only from the nursing manager, thanking us for the job we are doing is enough to motivate us, but most of the times it's the opposite"*.

According to findings (N=4) of the participants expressed fear to be criticised and to be given negative feedback of the challenges. one participant said this *"Some nurses know that their*

performance is not good that is why they do delay tactics so that they should not participate in PA”.

(N=1) of the participants indicated that lack of training in PA by some appraisers is one of the challenges which the respondents pointed out that frustrate them during PA process. One participant said this *“Appraisal process is not being followed properly because of lack of training in PA by some of the appraisers”*,

(N=4) of the participants complained about bias during PA. One of the participants said this *“sometimes appraisers are biased to friends”*. Another participant said this *“PA assessment and results are not based on the way a nurse discharges his or her duties but rather based on personality of the person. At one time when I was appraised by my manager, I scored high marks but surprisingly when my results were seen by other managers they said this one cannot score up to this far, and my score / grade was trimmed, said one of the respondents”*

(N=3) of the participants said that time factor is another area which posed to be a challenge when participating in PA. One of the participants said this *“Usually, the time allocated to us during PA is very short, maybe it's because the appraisers are few and busy I don't know”*.

Disorganised arrangement for the PA was one of the challenges highlighted to be affecting PA at Bwaila District Hospital. Agenda for the PA is not communicated to the nurse date prior to date of the PA. one participant said this; *“Some nurses do not know the purpose of the PA, therefore managers should be making sure that the agenda is explained to the participants so that they should have a clear understanding of PA, otherwise the trend of not participating in PA might continue if the main purpose of the exercise is not known”*

CHAPTER SIX

6.0 DISCUSSION OF FINDINGS.

This chapter discusses the significant findings of the study. The discussion is in relation to available literature and is guided by the systems model of the Performance Appraisal Process. Demographic findings have no significance in this study; hence they have not been included in chapter six for discussion.

6.1 DEMOGRAPHIC CHARACTERISTICS.

Findings have shown that demographic characteristics have no significance in this study.

6.2 NURSES KNOWLEDGE AND ATTITUDES TOWARDS PA AT BWAILA DISTRICT HOSPITAL

The findings showed that (N=9) of the participants said that PA is like an assessment whereby the appraiser evaluates employees work performance. Dessler (2005) defined performance appraisal (PA) as “evaluating an employee’s current and past performance relative to his / her performance standards”. Another participant said this; *PA also assists nurses to be motivated if they are doing well*” In a study done by Suliman and Sabri (2009) findings indicated that lack of motivation in work performance contributed to poor quality delivery of health services. If participants knew that PA can bring motivation then it means that they had knowledge of PA. Therefore, lack of knowledge could not be the cause of nurses not participating in PA at Bwaila Hospital.

During the study, nurses were asked if they know any importance of PA. Results showed that; (N=10) participants knew that PA helps in identification of strengths and areas which need improvement, helps in considering employees for promotion if a particular employee is doing better as well as promoting good image of the hospital. One participant said this; *“PA helps a nurse to improve on skills”*. In a study done by Aneshansley, Baffaro, Castellano, Goins, Largaespada, Payne and Stinson (2008) results indicated that; an effective PA help nurses to improve on *competency skills*. Therefore most nurses knew the importance of PA. This is an indication of that lack of knowledge on the importance of PA could not be the reason for nurses not participating in PA at the hospital.

Immediately after PA nurses or PA participants need to be given feedback. When nurses were asked what they expected immediately after PA; (N=3) were aware of what is supposed to happen immediately after PA. This means that a larger number (N=7) were not aware of what is supposed to happen immediately after PA. One participant said this "*most of the times after PA there is no specific thing that happens*", participants who were not aware of what to happen immediately after PA, is easy for them to lose interest to participate in PA than those who expect and get feedback at the end of the PA. Study done by Redshaw (2008) findings indicated that feedback should be given immediately after performance appraisal. Therefore, without immediate feedback PA can be viewed as not beneficial. This could also be an indication that nurse managers do not understand and value the purpose for conducting PA.

(N=6) of the nurses said that they perceive positively PA done at Bwaila District Hospital because it helps them work on their weaknesses. The findings at Bwaila Hospital are similar to the findings of a study done by Songstad, Lindkvist, Moland, Chimhutu and Blystad (2012) which indicated that, *nurses had positive perceptions towards PA because their performance was measured and individual goals achieved*. Therefore, (N=6) had positive attitude towards PA. Nevertheless (N=4) of the participants at Bwaila Hospital said that they perceive PA negatively. This is what one participant said "*At one point in time it happened that I scored high marks than the expectation of the manager, the marks were reduced to the minimum arguing that it was not expected of me to score such marks in PA*". Therefore negative perception of PA by participant could be one of the reasons for nurses not to participate in PA even though the percentage (N=4) is smaller to (N=6).

Responding to effects of PA on interpersonal relationship, (N=5) of the participants said that PA brings good interpersonal relationship. One participant said this; "*yes PA brings good interpersonal relationship if there is truth telling during the PA process*". On the other hand (N=5) of the participants said that PA brings negative interpersonal relationship with the appraiser especially when PA process was not done in the right way. In a study done by Zaghloul and AlSokair (2008) results indicated that PA brought good staff and interpersonal relations. Furthermore, Thurston & McNall, (2010) said that there should be an environment of trust and supportiveness between raters and rates. Therefore, for those who said that PA brings negative interpersonal relationship could be in a group who do not like to be taking an initiative to participate in PA. Hence it is suggested that there should be truth telling by both

appraisers and appraisees to promote good interpersonal relationship hence promoting PA participation.

6.3 DESCRIPTIOTN OF PA AT BWAILA DISTRICT HOSPITAL

Results indicated that (N=6) of the participants respondents new that prior to PA both participants and the appraisers need to prepare. One participant said this; *"prior to PA we do self assessment which help to know strengths and areas which need improvement"*. This means that a good number of the participants knew that there is need to prepare prior to PA. A study done by Kalb, Cherry, Kauzloric, Brender, Green, Miyagawa, and Shinoda-Mettler (2006) indicated that self assessment is one of the components of PA preparation prior to PA interview. However (N=4) did not know that prior to PA there is need to prepare. Therefore, lack of knowledge on preparation prior to PA could not be the reason for nurses not participating in PA at Bwaila. However, (N=4) of the participants could contribute to a minimal failure to PA participation. It is suggested that nurse managers should be making sure that preparation prior to PA is initiated in time. This is because if the purpose and procedure of PA is not communicated, then very few nurses / employees can be willing to participate in the PA process.

(N=3) of the participants said that after PA they prepare for the next PA through mapping the way forward. One participant said this; *"after PA, we write goals and objectives and signing for the results"*. In a study done by Aneshansley, Baffaro, Castellano, Goins, Largaespada, Payne and Stinson (2008) results indicated that setting developmental goals and objectives after PA were paramount in the PA process. On the other hand, (N=7) of the participants said that there is no specific activity which happens after PA. One participant said this *"After PA nothing happens"*. Therefore, the reason that they knew nothing that was supposed to happen after PA could be one of the reasons contributing to low tum up to PA participation at Bwaila District Hospital. This is because one can't be interested to participate in an activity which its way forward is not known.

6.4 CHALLENGES FACED BY NURSES AS THEY UNDERGO PA AT BWAILA DISTRICT HOSPITAL

Motivation is one of the driving forces to accomplish tasks. "It is important to assess employees and develop their competencies, enhance performance and distribute rewards" (Fletcher, 2001). When respondents were asked what they think motivates them to participate in PA, (N=7) said that there were no motivating factors to foster nurses to participate in PA at Bwaila Hospital. One participant said this "*Majority of the nurses participate in PA just to renew their licences with the Nurses and Midwives Council of Malawi*". *Always it is the nursing managers pushing nurses to participate in PA. Nurses do not take an initiative on their own to be appraised by their nursing managers. So I think there are no motivating factors for nurses to participate in PA*" said one of the respondents. According to Armstrong & Brown (2005) linking PA with reward increases the levels of participation in PA by employees and they get encouraged to be appraised. A study done by Vasset, Marnburg, and Furuness (2011) in Norwegian municipal health services, findings indicated that, PA had positively brought motivation and job satisfaction to nurses. This is an indication of that lack of motivation could be one of challenges nurses face when participating in PA at Bwaila Hospital. Therefore, I suggest that Lilongwe District Health Office should include incentives after conducting PA which would motivate nurses to participate in PA.

Fear of unknown was another challenge highlighted by the respondents. One participant said this; "*some nurses fear to be appraised because they know that their work performance is not good, so they fear to be given negative feedback*". A study done by Redshaw (2008) in Cumbria indicated that fear of criticism due to negative feedback and nervousness were some of the challenges nurses faced as they participate in PA. Fear by participants might be an indication of that there was no clear information communicated to the nurses. This is because some nurses might be thinking that PA is there to find mistakes, but it's the opposite. Therefore it is the responsibility of the nursing managers to clearly explain the purpose and the procedure itself.

Bias when conducting PA is one of the factors which could bring frustration to PA participants. (N=4) of the participants indicated that bias during PA was common among appraisers at the hospital. Therefore if P participants see to it that there is bias in the PA process, then they might not be willing to be appraised, hence bias could be one of the reasons nurses do not want to participate in PA.

(N=3) of the participants knew that one has to be given feedback immediately after PA. This is in contrast to the study finding which was done by Songstad, Lindkvist, Moland, Chimhutu and Blystad (2012) in the public health sector of Tanzania. The results indicated that PA system which was used did not provide immediate feedback to the nurses. On the other hand (N=7) of the participants showed that they did not know what is expected immediately after PA. One participant said this "*I don't know what is expected immediately after PA*". Lack of immediate feedback could be one of the leading causes of low turn up to PA at Bwaila Hospital since immediate feedback can be also a motivator to participate in PA.

Respondents also complained about inadequate time allocated per PA participant. However this is in contrast to a study done by Quality Health Partners, (2005) in Ghanaian hospitals where the results indicated that there was too long time allocated per participant during PA interviews (93 minutes on average). Too long time might mean that the PA was not well planned, or both parties (appraiser and participant) do not know what is expected to be done during the PA process. Therefore if participants see to it that the appraiser is not well organised it reduces the urge to participate in PA the next time. As a result the number of participants in PA could be reducing each and every year. Therefore, it is suggested that nurse managers should be communicating specific time to be spent by one participant to avoid favouritism and bias.

CONCLUSION

The study found that nurses at Bwaila had knowledge of PA. However there were some challenges which were contributing to low participation of nurses in PA. The nurses mentioned: lack of motivation by managers, fear to be criticised by participants, bias by some appraisers, and inadequate time allocated per participant during PA as major challenges. It is important that the appraisers and the nurses should discuss ways of dealing with these challenges in order to improve the process of PA at Bwaila Hospital. this will also help to improve the attitude of nurses towards PA.

CHAPTER SEVEN

7.0 RECOMMENDATIONS

Lilongwe District Health Office should consider putting in place some motivating factors for its nurses in form of rewards. However, motivation can not only be achieved by money or material awards. Words of encouragement to nurses / employees could also work.

Nursing managers should ensure that feedback is immediately given to PA participants. Feedback helps PA participants to know their level of performance hence assist in setting new goals to fill the gaps identified.

Nursing Managers / appraisers should be acting professionally during the performance appraisal process to avoid bias.

AREAS FOR FURTHER RESEARCH

Assessing nurse managers' readiness to conduct PA at Bwaila Hospital

Further research should also be undertaken to determine quality assurance measures that can be put in place to avoid bias when conducting PA.

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APPENDIX I

1.0 INTERVIEW GUIDE:

1.1 DEMOGRAPHIC DATA

Code number.....

Ward.....

Sex.....

Working experience.....

What is your cadre in nursing profession?

What position are you currently holding at this facility?

How many performance appraisals have you attended since you joined Bwaila hospital?

Nurses knowledge on performance appraisal at Bwaila District Hospital.

1. What do you know about performance appraisal?
2. What do you think are the benefits of performance appraisal to:
 - a. Individual?
 - b. Institution?
 - d. Profession?
3. What do you expect immediately after performance appraisal?
4. What motivates nurse's to participate in performance appraisal?
5. What is your role in performance appraisal?

Description of the performance appraisal process at Bwila District Hospital.

1. Explain activities that occur in preparation for performance appraisal?
2. What is involved during performance appraisal?
3. What activities do you do after performance appraisal?

Determining nurses' attitudes towards performance appraisal at Bwila District Hospital.

1. How do you perceive performance appraisal conducted at Bwila District Hospital?
If perceived positively, how?
If perceived negatively, how?
2. Do you think performance appraisal has a role in identifying gaps on performance of a nurse?

Justify your answer.
3. What are the effects of performance appraisal on interpersonal relationship with the appraiser?
4. Are you satisfied with the current performance appraisal system? Explain your answer.

Assessing challenges faced by nurses as they undergo performance appraisal at Bwila District Hospital.

1. Explain the challenges nurses face as they undergo performance appraisal process?
2. How do you think the challenges highlighted can be solved?
3. Do you have any last words regarding performance appraisal?


APPENDIX II

2.0 CONSENT FORM

I am Jeremia Chavula, a mature year two student at Kamuzu College of nursing pursuing Bachelor of Science degree in Nursing – Health services Management. I am required to conduct a research study in partial fulfilment of my degree. The title of my research is “Nurses perception towards performance appraisal at Bwaila District Hospital- Lilongwe”. The purpose of this study is to understand the nurses stand on participation in performance appraisal. You are requested to voluntarily participate in this study by answering questions. The discussion will take an average of 30 minutes. Note that your participation is voluntary, the results of the study will be kept confidential and you are free to participate or not. Your name will not be written down in order to maintain anonymity and privacy, instead numbers will be used. Information you will give will be shared with anyone except for people who are directly involved in the study. You can also withdraw any time if you feel so and your care will not be affected in any way. Your participation in this study carries no risks.

In case you require more information regarding the study feel free to contact me on 0884113979 or 0999741466

Yours sincerely


Jeremia Chavula

APPENDIX III

3.0 CONSENT: STATEMENT OF PARTICIPATION IN THE STUDY

I clearly understand the explanation given by the researcher relating to the study. My participation or failure to participate will not affect the delivery of nursing care services to my patients / clients at the hospital. I therefore give my full consent to participate in this study.

Signatures

Participant..... Date.....

APPENDIX IV

4.0 LETTER REQUESTING FOR APPROVAL FROM RESEARCH AND PUBLICATIONS COMMITTEE

Kamuzu College of Nursing

Private Bag 1

Lilongwe

Date...13/09/2013

The Coordinator Kamuzu College of Nursing

Research and Publications Committee

Private Bag 1

Lilongwe

Dear Sir / Madam,

APPLICATION FOR APPROVAL TO CONDUCT A RESEARCH STUDY AT BWAILA DISTRICT HOSPITAL IN LILONGWE.

This letter serves to ask for an approval to conduct a research study entitled “nurse’s perception towards performance appraisal” at Bwaila District Hospital in Lilongwe. a second year mature entry student, pursuing a Bachelor of Science Degree in nursing – Health Services management. The research study is part of the partial fulfilment for the Bachelors of Science Degree in nursing – Health Services Management. The results of the study will assist nurses, nurses to know their strengths and areas which they need improvement hence providing quality health services to patients / clients. Not only that, but also the nursing managers will be able to identify some areas which need to be improved for nurses to be participating in performance appraisal. The institution as a whole will also benefit whereby if nurses will be providing quality services hence reducing operation costs to run the hospital. Attached is the research proposal for your approval.

Yours faithfully,


Jeremia Chavula.

APPENDIX V

5.0 CERTIFICATE OF APPROVAL FROM RESEARCH AND PUBLICATIONS COMMITTEE



KAMUZU COLLEGE OF NURSING
RESEARCH AND PUBLICATIONS COMMITTEE

APPROVAL CERTIFICATE

TITLE: *'Nurses perceptions towards performance appraisal at Bwaila District Hospital in Lilongwe'*

INVESTIGATORS: *Jeremia Chavua*

DEPARTMENT/YEAR OF STUDY: *Bachelor of Science in Nursing*

REVIEW DATE : *SEPTEMBER 2013*

DECISION OF THE COMMITTEE: *APPROVED*

SIGNATURE: *[Signature]* **DATE:** *12/9/2013*

cc Supervisor:

DECLARATION OF INVESTIGATOR(S)

I/we fully understand the conditions under which I am/we are authorized to carry out the above mentioned research and I/we guarantee to ensure compliance with these conditions. In case of any departure from the research procedure as approved, I/we will resubmit the proposal to the committee.

DATE..... SIGNATURE(S).....

6.0 LETTER REQUESTING TO COLLECT DATA AT BWAILA DISTRICT HOSPITAL IN LILONGWE.

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APPENDIX VII

7.0 LETTER REQUESTING TO CONDUCT A RESEARCH STUDY ON NURSES PERCEPTIONS ON PERFORMANCE APPRAISAL AT BWAILA DISTRICT HOSPITAL IN LILONGWE

APPENDIX V

PERMISSION TO CONDUCT A RESEARCH STUDY

Kamuzu College of Nursing

Private Bag 1

Lilongwe

Date:

The District Health Officer

Bwaila Hospital

P.O.Box 1274

Lilongwe

CC: The District Nursing Officer Bwaila Hospital, Lilongwe.

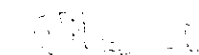
Dear Sir/Madam,

REQUEST TO CONDUCT A RESEARCH STUDY ON NURSES PERCEPTIONS TOWARDS PERFORMANCE APPRAISAL AT BWAILA DISTRICT HOSPITAL

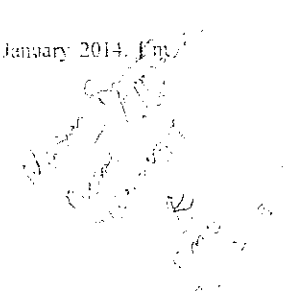
I write to seek permission to conduct a study in your District on nurse's perceptions towards performance appraisal at Bwaila District Hospital. Jeremia Chavula a second year mature entry student pursuing a Bachelor of Science Degree in Nursing - Health Services Management at Kamuzu College of Nursing. I am required to carry out a research project in partial fulfilment of this program. The purpose of the study is to understand nurse's stand on participation in performance appraisal at the district hospital.

The study will take place between the months of December 2013 and January 2014. I am looking forward to your favourable response.

Yours faithfully,



Jeremia Chavula



APPENDIX VIII

8.0 LETTER REQUESTING TO CONDUCT A PILOT STUDY ON NURSES PERCEPTIONS ON PERFORMANCE APPRAISAL AT LIKUNI MISSION HOSPITAL

APPENDIX VI

CLEARANCE LETTER TO THE HOSPITAL ADMINISTRATOR / MEDICAL DIRECTOR

Kamuzu College of Nursing

Private Bag 1

Lilongwe.

Date.....

The Hospital Administrator / Medical Director

Likuni Mission Hospital

P.O. Box 60

Lilongwe

Dear Sir / Madam,

PERMISSION TO CONDUCT A PILOT STUDY AT LIKUNI MISSION HOSPITAL

I write to seek for permission to conduct a pilot study at Likuni mission Hospital in Lilongwe. The title of the study is Nurses perception towards performance appraisal at Bwaila District Hospital.

I am a second year mature entry student pursuing a Bachelor of Science Degree in Nursing -- Health Services Management at Kamuzu College of Nursing. I am required to carry out a research project in partial fulfilment of this program. The purpose of the study is to understand nurse's stand on participation in performance appraisal at Bwaila District Hospital. The study will take place between the months of December 2013 and January 2014. I'm looking forward to your favourable response.

Yours faithfully,

Jeremia Chavala.

