

An assessment of performance appraisal satisfaction levels among physicians: Investigation from the healthcare sector in Qatar

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ABSTRACT

Performance appraisal is an ongoing process between managers and employees. In fact, the fairer the process in designing the performance appraisal, the better the employee satisfaction. However, realizing fairness in performance appraisal process is a tedious task. The main objective of this study is to investigate the relationship between how employees may perceive fairness of performance appraisal system and how this would affect work performance and intention to leave. This investigation is likely to be executed among physicians working in the health sector in Qatar. In order to achieve this objective, a model is framed and investigated where about one hundred physicians respond to a questionnaire which was designed in order to assess the performance appraisal satisfaction. Statistical results show a partial positive relationship between organizational justice (interview, and outcome) and performance appraisal satisfaction. Moreover, partial positive relationship between performance appraisal satisfaction and work performance is statistically proven. Differently, a weak relationship is noticed between intention to leave and perceiving fairness in performance appraisal.

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1. Introduction

Performance appraisal is a systematic tool used to evaluate performance and productivity within a specific period of time mostly annually (Dechev, 2010). Appraisals contain certain criteria to be evaluated by manager/peers in accordance with organizational policies and regulations. This is why performance appraisal can be considered as a “*formal structured system of measuring and evaluating an employee’s job related behaviors and outcomes as well as to discover how and why the employees can perform more effectively in the future*” (Deepa et al., 2014). Performance appraisal then can be seen as a system that would be monitored and established by organizations. In addition, it can be considered as the best way to motivate employees and increase their productivity. Furthermore, it has been evident that appraising the employee’s performance not only improves the communication between the managers and their employees, but also helps managers identify deficits and gaps in their employee’s performance which consequently will help to make an appropriate performance improvement plan (Toomey, 2004).

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While a manager evaluates staff performance continuously, past work performance as well as the current staff's performance must be reviewed systematically in order to give feedback and to follow progress. Hence, the manager will be clearer on whether the concerned employee does deserve a promotion and bonus payments or even must leave (Warokka, et al., 2012; Nikpeyma et al., 2014).

In health care, quality of a performance appraisal can also ensure the provision of a high quality and safe patient's care (Huber, 2006). It is worth emphasizing that, health care management should give a high priority to the performance appraisal process; thus, Performance Management tool has been introduced in order to guide health care employees performance process at all levels. However, it is well documented in the literature that the employee's perception of fairness on the Appraisal Process (procedural fairness), Appraisal Interview (interpersonal fairness) and Appraisal Outcome (disruptive fairness) would affect employees (Keeping & Levy, 2000; Sabeen & Mehbob, 2008). Additionally, performance appraisal has been found to be tightly linked to the work performance as well as the employee's intention to leave (Brown, et al., 2010; Jawahar, 2006).

1.1 Problem statement

Performance appraisal is very important tool for both managers and employees. It allows them to improve quality of work and employee's performance. Mirsepassi (1999) argues that some organizations especially in health care sector still do not recognize the importance of performance appraisal system. In essence, high turnover rate of physicians and decreased productivity can be linked to performance appraisal systems in a way or another. Some authors argue that there is a strong evidence of a positive relationship between work productivity and profitability with performance appraisal satisfaction (Lai Wan, 2007; Robbins, 2003). Therefore, this study investigates physicians' satisfaction with performance appraisal system in healthcare sector in Qatar and the relationship with work performance and intention to leave.

1.2 Research objectives

Accordingly, research main objectives can be stated as follows:

- 1) To assess physician's satisfaction with performance appraisal system,
- 2) To determine the relationship between physician perception of appraisal process (procedural justice), appraisal interview (interpersonal justice) and appraisal outcomes (disruptive justice) in performance appraisal system and performance appraisal satisfaction,
- 3) To explore the relationship between physician satisfaction with performance appraisals, their work performance and intention to leave.

1.3 Research questions

To this manner, this research questions are:

- 1) What is the relationship between performance appraisal satisfaction and work performance?
- 2) What is the relationship between performance appraisal satisfaction and intention to leave?
- 3) What is the relationship between the physicians perception of appraisal process (procedural justice) in performance appraisal system and performance appraisal satisfaction?
- 4) What is the relationship between physicians perception of appraisal interview (interpersonal justice) in performance appraisal system and performance appraisal satisfaction?
- 5) What is the relationship between physicians perception of appraisal outcome (disruptive justice) in performance appraisal system and performance appraisal satisfaction?

2. Literature review

In this study, we explore three main topics which are related to the above stated and discussed objectives, (a) performance appraisal system, (b) performance appraisal satisfaction and work performance, (c) performance appraisal satisfaction with intention to leave, (d) organizational justice.

2.1 Performance appraisal system

Performance appraisal system in all organizations is used to monitor the employees and to assess their compliance to work related policies and protocols. Pertinently, it also allows managers to interact with their employees. Sabeen and Mehbob (2008) identified performance evaluation as a structured formal interaction between employee and his/her manager in a form of periodic or annual interview to evaluate the employee performance. During the review the manager identifies the weakness points as well as the strengths in the employee's performance. It can be argued that the effectiveness of the performance appraisal system may allow the employee to feel that his/her role in success at the organization is very important (Boice & Kleiner, 1997). Furthermore, it was confirmed that the employees' engagement in the performance appraisal process would indeed improve their perception and satisfaction and consequently, this would positively influence their motivation and efficiency at the work place (Dechev, 2010).

A study were conducted by Ochoti et al. (2012) to evaluate the factors that affecting the performance appraisal system, concluded that implementation process, interpersonal relationship, rater accuracy, informational factors and employees attitude were the main factors that would result in a positive relationship with the performance appraisal system. It is worth mentioning that the previously mentioned study has contributed to form a general guidelines for the implementation of performance appraisal process. In 2003 a study conducted by Darehzereshk indicated that the quality of performance appraisal system was very significant, wherein employees with low-quality performance appraisal in the company were issued a penalty. These employees have been shown to have a decreased job satisfaction and increased the chance to leave the work (Darehzereshk, 2013).

In terms of procedural justice, the literature confirms that appraisal process should be consistent, bias-free, and morally acceptable taking into account the concerns of all parties (Fernandes, 2006), while in interpersonal justice, positive interpersonal communication between supervisor and the employee will result in high performance perception which at the end will result in high satisfaction (Ochoga, 2007). On the other hand, in disruptive justice the employee will compare him/herself to others in the organization. Therefore, if this comparison is positive, this will result in high performance appraisal satisfaction, while if the comparison is negative it will result in decrease or mistrust on the performance appraisal system (Abubakr, 2007).

2.2 Performance appraisal satisfaction and work performance

There are several studies which indicate a strong relationship between employees' performance and motivations. In 2007, Kuvaas mentioned in his study that if the employees were absolutely satisfied with their performance appraisal, this would be positively related to their work performance (Kuvaas, 2007). On the other hand, in 2012 a study conducted by Daoanis (2012) showed that the performance appraisal satisfaction was strong indicator in employees' motivation and improvement of work performance. It can be argued that the performance appraisal should concentrate on the behaviors of the employees rather than on the result, because this will motivate and encourage in a way the employees to do anything to achieve the best result even if some of these acts would be against the written policies of the organization (Campbell et al., 1990). Moreover, in 2011, Najafi's study showed that annual performance evaluation had a high impact on the employee's motivation, wherein the employee would do anything to achieve the goal and the objectives of his organization (Najafi et al., 2011).

2.3 Performance appraisal satisfaction and intention to leave

It is worth emphasizing that the employees' intention to leave their work is not always related to the performance appraisal, the turnover in the market and rotation of the employees in market have been some of the other reasons for leaving work (Abassi & Hollman, 2000). Having said that, it is quite evident that leaving work differs from one person to another, such as age related or even organizational practice related reasons (Boxall, et al., 2003). Confidently, when the employees leave the organization this will add more cost and financial burden on the both resulted in the needed to recruit another employee to cover his/her job. Additionally, this has been proven to affect the public image and organization memory due to continues turnover and recruitment (Price & Clark, 2009). In 1995, Huselid mentioned that the performance appraisal satisfaction plays an important role in employees' intention to leave (Huselid, 1995), while others did not support the idea that links between the performance appraisal satisfaction and the employee's intention to leave (Jawahar, 2006). Furthermore, another study concluded that the relationship between the performance appraisal satisfaction and intention to leave was significantly strong wherein employees who got high rate in their performance evaluation had lower intention to leave (Brown, et al., 2010). Boxall et al. (2003) argued that employees tend to trust an organization that they are working in more when they got higher scores in their performance evaluation.

This study will be conducted for the first time in Qatar, all other studies were conducted for all employees not specified for physicians only. Egan et al. (2004) noted that decrease in turnover could increase in performance and reduction in cost which is related to loss of job-specific knowledge. In addition, hiring a new staff for replacement will also add more cost as well as decrease in productivity.

2.4 Organizational justice

Appraisal process (procedural justice) is one of the most important types of justice in the organization. The state of that appraisal process should be fair and bias-free with all employees (Fernandes, 2006). Therefore, when employees understand the evaluation criteria they feel that appraisal process is fair enough (Palaiologos et al., 2011). It can be confirmed that being a professional without bias throughout the appraisal process is equally important as being fair. While in the appraisal interview (interpersonal justice), the manager or supervisor should communicate with the employees with respect and courtesy (Schaubroeck, et al., 1994). However in appraisal outcomes (disruptive justice), the employees are comparing themselves with others e.g. comparing salary with others, this might end up being either positive comparison which will reflect positively or the opposite (Abubakr, 2007; Fernandes, 2006). Subsequently the organizational justice theory affects the perception of performance appraisal satisfaction either negatively or positively, it has been agreed theoretically about the effect of organizational justice on satisfaction of performance appraisal. It has been noticed that most of the literature is going through the employees' appraisal in general and not specifically to the physicians or any other health sectors in particular. This is what makes this study different from other studies that have been made.

3. Theoretical background

3.1 Performance appraisal definition

It is defined as the process by which the manager examines and evaluates the employees' work by comparing it with the best practice and uses the results of comparison with feedback to the employee to show him/her where he/she can improve himself/herself (Business Dictionary, 2016). Furthermore it can be defined as a tool that accomplishes specific goal (Vance et al., 1992), or it is a tool for managing the effectiveness of the employee (Spicer & Ahmad, 2006).

3.2 Work performance definition

Work performance can be defined as the actions needed to achieve the organization goals. Suliman, (2001) defined it as any task accomplished by the employee to meet the organization goals. Also it can

be defined as “*The work related activities expected of an employee and how well those activities were executed. Many business personnel directors assess the job performance of each employee on an annual or quarterly basis in order to help them identify suggested areas for improvement* (Business Dictionary, 2016).

3.3 Definitions of Turnover Intentions

The term *turnover* is defined by Price (1977) as “the ratio of the number of organizational members who have left during the period being considered divided by the average number of people in that organization during the period”. In different meaning, each time a position is vacated, whether voluntarily or involuntarily, a new employee must be hired and trained “this cycle is known as turnover” (Price, 1977, p. 13).

3.4 Definitions of organizational justice

- **Procedural justice:** it is related to appraisal process and it happens when the employees feel that appraisal process fair with all, bias-free and taking care all parties it will be morally acceptable (Fernandes, 2006).
- **Interpersonal justice:** it is related to appraisal interview and it happens by proper interpersonal treatment and being truthful in communication and treating people with courtesy and respect (Schaubroeck, et al., 1994).
- **Disruptive justice:** it is related to appraisal outcomes, it happens when the employee compares him/herself with others and if the comparison is positive it improves performance appraisal satisfaction. However, if it is negative it will lead to mistrust the performance appraisal system (Abubakr, 2007; Fernandes, 2006).

4. Methodology

This study is conducted to assess the physician’s satisfaction with performance appraisal system and how this will affect the work performance and intention to leave. A cross-sectional survey was found appropriate for this study which was initiated by Newman (2003).

4.1 Research framework

It has been shown in previous studies that the organizational justice has positive effects on employee perception of performance appraisal satisfaction (Moorman, 1991). However, the employees are treated with respect and fairly sure they will have positive attitudes toward their work (Brown et al., 2010). Hence, based on literature and the relationship between these factors we suggest the conceptual model shown below in Fig. 1.

Independent variables

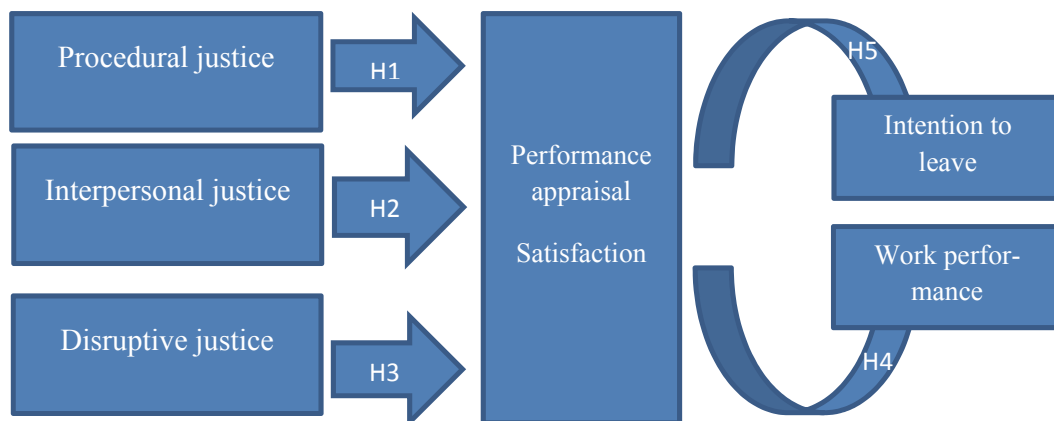


Fig. 1. Conceptual Framework

From the model above we hypothesize the organizational justice which are procedural justice, interpersonal justice and disruptive justice has a positive impact on perception toward the performance appraisal

satisfaction. It was hypothesized that performance appraisal satisfaction has positive impact on the work performance while on the intention to leave has negative impact.

4.1 Hypothesis

H₁: Fairness of appraisal process (procedural justice) has a positive impact on performance appraisal satisfaction.

H₂: Fairness of appraisal interview (interpersonal justice) has a positive impact on performance appraisal satisfaction.

H₃: Fairness of the appraisal outcomes (disruptive justice) has a positive impact on performance appraisal satisfaction.

H₄: Performance appraisal satisfaction has a positive impact on work performance.

H₅: Performance appraisal satisfaction has a negative impact on intention to leave. *Scope of research*

This research has been conducted in Qatar health sector, where the employees are evaluated annually. It only included the physicians with at least two-year of job experience in Qatar health sector. They are normally being evaluated by the head of department against a predetermined criteria which lists all expected tasks in accordance with the organization's policies. Moreover, this will help in identifying strength as well as weaknesses areas and whether the employee deserves promotion or not. Consequently, action plans can be developed accordingly to improve weak areas and then improving performance.

4.2 Data collection

Primary data were collected by using cross sectional questioner, which is more beneficial and low cost as well as enables the respondents to be more confident to write the truth. It also removes the ambiguity around the asked questions with a significant level of confidentiality (Schermerhorn, 1986). The questionnaire consists of seven sections. The first section measures the demographic and career variables of the respondent. The second section measures the perception of procedural (process) justice / fairness in performance appraisal. While the Third part is about the perception of interpersonal (interview) justice/ fairness in performance appraisal. The fourth part measures the perception of disruptive (outcomes) justice / fairness in performance appraisal. The fifth part measures the performance appraisal satisfaction. The sixth and seventh parts measure the work Performance and intention to leave respectively. Appendix (a) shows the questionnaire that was used for the purpose of data collection. Also before answering the questionnaire the participant should read and sign the consent as in appendix (b) as approval from him to release the data.

4.5 Population and Sample

A 148 participant has been the sample population for this study. The sample of this research was selected randomly from the public health sectors which included male and female physicians working in any health facility in Qatar like private clinics, primary health care and Hamad medical corporation. The respondent number was 128 while 25 out of 128 did not answer all the questions so the remaining sample was 103 participants.

4.6 Data analysis

After data collection process had been completed, the data was checked for editing, data entry and data analysis through different phases. SPSS (Statistical Package for Social Science) was used to analyze the data as well as descriptive statistics, factor analysis, hypothesis testing, reliability of variables, correlation and regression.

5. Contribution of the research

This research is considered as a quality research since it is aimed to improve the physician performance and decrease the intention to leave. However, few or limited research before discussed this issue in Qatar so this research will be considered as good reference in the future for further studies. In addition this research will help the managers and the physicians understand the importance of the appraisal system for the physician and the organization and how it works as motivators for good performance thus enhance the employee to stay more in his work.

6. Data analysis and finding

6.1 Demographic profile

Fig. 2 shows the description of demographic data for the participants.

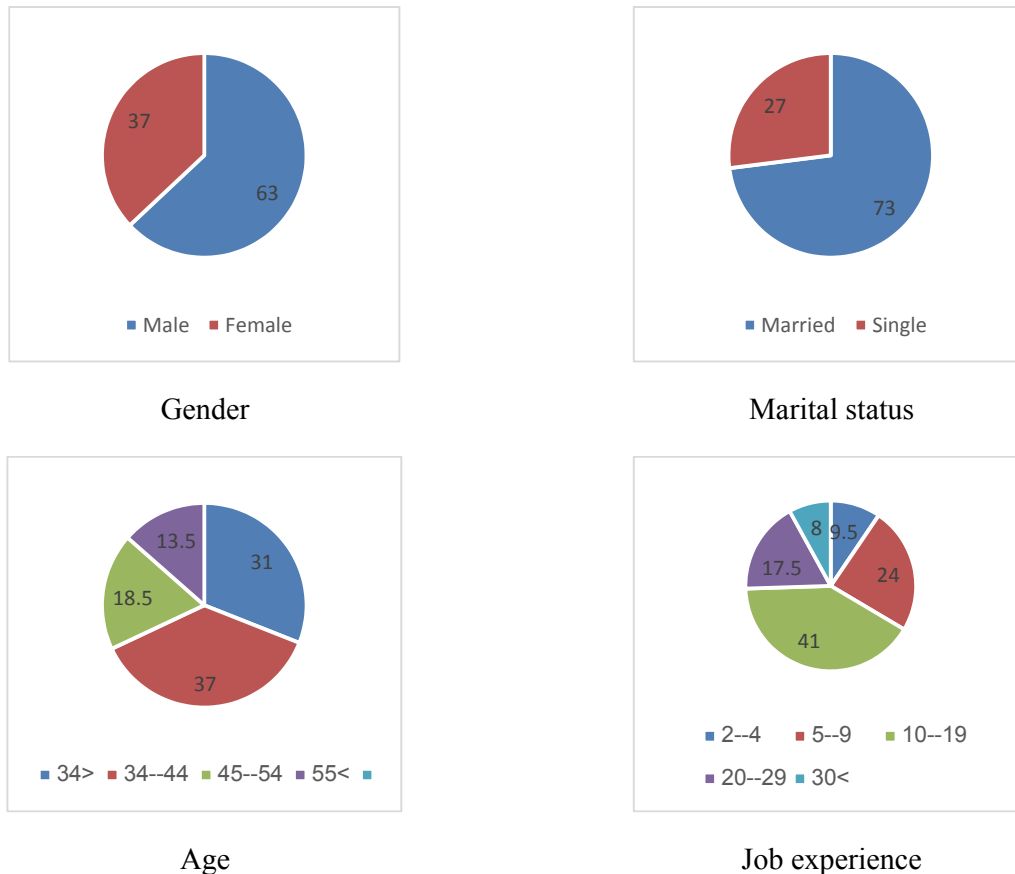


Fig. 2. Personal characteristics of the participants

The above table shows that most of the respondents are female 63% while male are 37%. Almost 73% of the respondents are married. However we found that 68% of participants fall between 25-44 years old. Lastly, for number of years worked in Qatar, 41% of the respondents worked for 10-19 years, 24% worked for 5-9 years, 9.5% worked for 2-4 year and 8% worked for more than 30 years.

6.2 Reliability analysis

The reliability test usually gives us a picture to which extent that data collection tools can measure the consistency of the items without bias, so we used the most famous or popular test which is Cronbach's

alpha (Cavana, et al., 2001), Hair et al. (2006) noted that reliability coefficients of 0.7 or more are considered adequate. Table 1 shows the summary of all items which were included in the study and the coefficients for each variable. However, all items were more than 0.7 except the last item which is intention to leave and it was 0.42 which was due to negative answer which means if the participant answer strongly disagree it will be positive answer.

Table 1
The results of Cronbach's Alpha

	Cronbach's Alpha	N of Items
All Questionnaire	.911	36
Perception of Procedural (Process) justice / Fairness in performance appraisal	.913	
Perception of Interpersonal (Interview) Justice/ Fairness in performance appraisal	.875	5
Perception of Disruptive (Outcomes) justice / Fairness in performance appraisal	.872	6
Performance appraisal Satisfaction	.808	10
Work performance	.879	6
Intention to leave	0.42	3

6.3 Factors analysis

Table 2
The summary of the principle component analysis

	Component					
	1	2	3	4	5	6
Procedural (Process) justice						
V5	0.638					
V6	0.74					
V7	0.7					
V8	0.763					
V9	0.802					
V10	0.823					
Interpersonal (Interview) Justice						
V11				0.827		
V12				0.821		
V13				0.766		
V14				0.733		
V15				0.75		
Disruptive (Outcomes) justice						
V16					0.316	
V17					0.308	
V18					0.508	
V19					0.409	
V20					0.802	
V21					0.802	
Performance appraisal satisfaction						
V22			0.643			
V23			0.715			
V24			0.753			
V25			0.514			
V26			0.655			
V27			0.537			
V28			0.125			
V29			0.643			
V30			0.715			
V31			0.753			
Work performance						
V32		0.741				
V33		0.744				
V34		0.688				
V35		0.538				
V36		0.657				
V37		0.753				
Intention to leave						
V38						0.631
V39						0.663
V40						0.76

Factors analysis has been used to determine the construct validity. However, the factor analysis was used in this study to show the interrelationship between the items used to measure the organization justice (disruptive, procedural and interpersonal justice), performance appraisal satisfaction, work performance and intention to leave. Principal components analysis (PCA) with Varimax rotation was used for that reason. Table 2 shows all items results when we used factors analysis. However all items show the success in measuring all factors except items No. 28. The result explored the weakness in measuring the performance appraisal satisfaction and it was removed from analysis.

The first components was labeled as procedural justice (process) measured using six items and the result ranked from 0.823-0.638 which gives us strong indicators that these items will strongly measure the procedural justice .

The second component was labeled as work performances which measured by six factors and the results shown in the table prove that these items measured the work performance, while the third components were labeled as performance appraisal satisfaction measured by 10 items which can measure the performance appraisal satisfaction except factor 28 which was removed from analysis.

However, the 4th component was labeled as interpersonal justice which was measured by 5 items and all succeeded to measure this factor. Moreover, the 5th components was labeled as 6 items while the 6th component was labeled as intention to leave and was measured successfully by 3 items.

6.4 Descriptive statistics

As shown in Table 3, most variables have mean-value more than 3 except the intention to leave with the lowest mean. On the other hand, all variables have standard deviation less than 1, however, the highest mean was for the work performance which is 3.49 while the lowest was for the intention to leave which is 2.34. Also for the standard deviation the highest was for procedural justice which was .984 while the lowest was for the intention to leave which was .48714.

Table 3

The summary of some basic statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Procedural (Process) justice.	103	1.00	5.00	3.2963	.98429
Perception of Interpersonal (Interview).	103	1.00	5.00	3.1680	.97004
Perception of Disruptive (Outcomes).	103	1.00	5.00	3.1812	.93716
Performance appraisal Satisfaction.	103	1.60	4.90	3.4184	.69884
Work performance.	103	1.71	4.86	3.4961	.72496
Intention to leave	103	2.00	4.00	2.3463	.48714

6.5 correlation analysis

Correlation indicates to which extent the variables related to each other, so higher correlation indicates stronger relationship between the two set of variables and its range between -1 to +1 which reflect linear positive or negative relationship.

However if correlation falls between 0.5 to 1.00, it is considered strong correlation while if it is below 0.5, it will be considered as either moderate or weak if it comes less than 0.29 (Cohen, 1998).

Table 4 shows the correlations between the variables. From the table, it can be observed that most of the variables are positively correlated and statistically significant with each other, however the performance appraisal satisfaction positively correlated and statistically significant with work performance ($r = 0.239$). On the other hand, performance appraisal satisfaction was weakly positive correlated and statistically significant with intention to leave ($r = 0.027$).

Table 4

The results of the correlations

	Pearson Correlation					
	1	2	3	4	5	6
1- Perception of Procedural (Process) justice / Fairness in performance appraisal	1					
2- Perception of Interpersonal (Interview) Justice/ Fairness in performance appraisal	.338**	1				
3. Perception of Disruptive (Outcomes) justice / Fairness in performance appraisal	.649**	.425**	1			
4. Performance appraisal Satisfaction	.035	.264**	.219*	1		
5. Work performance	.596**	.452**	.659**	.239*	1	
6. Intention to leave	-.208*	-.094	-.169	.027	-.204*	1

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

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

6.6 Regression analysis

A Multiple regression analysis was used to answer the research question. However the main concern of this study is to find out whether the organizational justice does have a significant impact on both the performance appraisal satisfaction as well as the satisfaction on work performance and intention to leave.

6.6.1 The relationship between the organizational justice and performance appraisal satisfaction

As noted in the Table 5 below, the first hypothesis in the study which is concerned about the Fairness of the appraisal process (procedural justice) has maintained a positive impact on the performance appraisal satisfaction. The analysis result showed ($\beta = -.210$, $p < 0.096$) which indicates that the employees considered the procedural justice is not significant factor that would affect their satisfaction toward the performance appraisal system. So the first hypothesis is not supported.

Table 5

The results of the regression analysis

Model		Unstandardized	Coeffi-	Standardized	t	Sig.
		Coefficients	Std. Error	Coefficients		
1	(Constant)	2.780	.284		9.794	.000
	Perception of Procedural (Process) justice / Fairness in performance appraisal	-.149	.089	-.210	-1.678	.096
	Perception of Interpersonal (Interview) Justice/ Fairness in performance appraisal	.162	.076	.225	2.136	.035
	Perception of Disruptive (Outcomes) justice / Fairness in performance appraisal	.194	.097	.260	1.999	.048

a. Dependent variable: performance appraisal satisfaction.

Furthermore, the second hypothesis states that Fairness of appraisal interview (interpersonal justice) has a positive impact on performance appraisal satisfaction, the result showed ($\beta = 0.225$, $p < 0.035$) which indicates that interpersonal justice has had a moderate significance impact on performance appraisal satisfaction. Hence, this confirms to some extent that the second hypothesis is supported. Moreover, the third hypothesis states that Fairness of the appraisal outcomes (disruptive justice) has a positive impact on performance appraisal satisfaction. The result showed ($\beta = 0.260$, $p < 0.048$) which implies that the disruptive justice has also moderate impact on performance appraisal satisfaction and this would support the third hypothesis.

6.6.2 Relationship between the performance appraisal satisfaction and work performance

Similarly, the 4th hypothesis states that Performance appraisal satisfaction has a positive impact on work performance. The result in Table 6 shows ($\beta = 0.239$, $p < 0.015$) which indicates that the performance appraisal satisfaction has moderate significance effect on effect on work performance so the 4th hypothesis supported.

Table 6

The results of the regression analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.647	.350		7.572	.000
	Performance appraisal Satisfaction	.248	.100	.239	2.477	.015

a. Dependent Variable: Work performance

6.6.3 Relationship between the performance appraisal satisfaction and intention to leave

The last hypothesis states that Performance appraisal satisfaction has a negative impact on intention to leave. The result in Table 7 shows ($\beta=0.027$, $p<0.786$) which implies that there is no relationship between the intention to leave and the satisfaction level thus the 4th hypothesis is not supported.

Table 7

The summary of the regression analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.282	.242		9.433	.000
	Performance appraisal Satisfaction	.019	.069	.027	.273	.786

a. Dependent Variable: Intention to leave

6.7 Hypothesis testing

Based on the correlation analysis and multiple regression analysis above we can measure the relationship between the independent and dependent variable which allows us to test the study hypothesis, Table 8 shows the summary of hypothesis testing. The first hypothesis which was rejected for showing a negative relationship between the procedural justice and performance appraisal satisfaction as shown in Table 8 did have a correlation of .035. This is considered to be very weak correlations which gives a strong indication that there was no relationship between these two variables. On the other hand, if we look at the second hypothesis which measures the relationship between the interpersonal justice and performance appraisal satisfaction, it can be concluded that the relationship has been moderately positive with a correlation of .264. Furthermore, the third hypothesis which shows the relationship between the disruptive justice and performance appraisal satisfaction, the correlation was around the .219 which suggests a positive relationship between the two variables. This has been similar to the fourth hypothesis which showed a positive relationship between the performance appraisal satisfaction and work performance, while in the fifth hypothesis, there was no relationship between the performance appraisal satisfaction and intention to leave.

Table 8

The summary of the results

Hypothesis	Correlation	β	Result
H1: Fairness of appraisal process (procedural justice) has a positive impact on performance appraisal satisfaction.	.035	-0.210	Not Supported
H2: Fairness of appraisal interview (interpersonal justice) has a positive impact performance appraisal satisfaction.	.264**	0.225	Supported
H3: Fairness of the appraisal outcomes (disruptive justice) has a positive impact on performance appraisal satisfaction.	.219*	0.260	Supported
H4: Performance appraisal satisfaction has a positive impact on work performance.	.239*	0.239	Supported
H5: Performance appraisal satisfaction has a negative impact on intention to leave.	.027	0.027	Not supported

7. Discussion

As mentioned in beginning of this study, the overall aim was to investigate how the organizational justice affects the performance appraisal satisfaction and the impact of this satisfaction on work performance and the intention to leave. However, the perception of performance appraisal system depends on its fairness (Sabeen & Mehbob, 2008). In this study it was confirmed that the component of fairness which were disruptive, procedural and interpersonal justice had a partial positive impact on the performance appraisal system satisfaction. This means that the employees are mainly more concerned about the organizational justice mostly in disruptive and interpersonal justice. Most of the studies support these results like Cook and Crossman (2004), who found that there was a significant and positive relationship between the organizational justice components and performance appraisal satisfaction. On the contrary, this study has revealed that performance appraisal satisfaction maintained a positive impact on work performance which is supported by Abubakr (2007) and weak and negative impact on the employee turnover. As we noticed in the demographic data above that most of the participants were female and married which might lead to think of a possible relationship between gender and the performance appraisal satisfaction. Therefore a further study is highly recommended to roll out this relationship in the future. The descriptive statistics shows a mean above 3 for almost all variables except the variable number 5 due to the negative question. In addition, the standard deviation for all the values were below one which indicates how close these data are distributed around the mean.

8. Implications

This study confirmed that the employees has had an important role for the success of the system. Having emphasizing this, it is very important for all managers to understand their employee's perception in order to be able to modify the appraisal system. It can be confirmed that the best way to achieve this is to get the employees involved in the appraisal system development process. On the other hand, the managers should always be aware of their employee's requirements by asking them continuously about their needs in order to ensure their satisfaction considering the revealed relationship between both the performance system and work performance. The findings reported may have some interesting implications for managers. First, the positive findings regarding work performance only describe those employees who are satisfied with how the performance appraisal was conducted. These indulge in higher work performance. Thus, to obtain such positive outcomes, an organization should provide a performance appraisal platform where employees must report satisfaction with performance appraisal. Subsequently, when employee gets evaluation more than the average it means good performance as well as good management which reflects great success. This can be achieved through engaging employees in the performance appraisal process after conducting a proper training.

9. Conclusion

This research has investigated the relationship between employees' perception of organizational justice (procedural, interpersonal and disruptive justice) in performance appraisal system and the effect on performance appraisal satisfaction. Moreover, it has provided some insights on the effect of performance appraisal satisfaction on work performance. The sample where chosen randomly from public healthcare sector which included the physicians specialized in Internal Medicine specialty. Paper based survey was used to collect data from 103 participants. The SPSS was used to analyze the retrieved data. The results of this study have shown how it was important to involve the employees in the performance appraisal system and the significant relationship between organizational justice and the perception of the appraisal system.

9.1 Recommendations

This study will be helpful for human resources for decision making and development program for their staff to improve the level of satisfaction thus improving the work performance and decreasing the intention to leave. This study also recommends all health sectors in Qatar to pay attention to the appraisal system that could affect the work performance. We recommend also further study in the future to be more

specific for one organization like Hamad hospital since each organization has different appraisal system, so the result will reflect the organization itself and it will be more accurate.

9.2 Limitation & future researches

The researcher encountered some limitation as it was difficult to distribute the questionnaires through public health sectors to; distribution of questionnaires was done randomly, but with the target sample size in mind. This study has shown positive impact on intention to leave may due to different appraisal system was found in public sectors so further study will be needed in future to be more specific in one health sectors for example Hamad hospital.

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