

Impact of Performance Appraisal on Employee Productivity in Private and Public Hospitals in Tigray, Ethiopia

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Abstract:-Performance appraisal has gradually more become part of a strategic approach to integrating HR activities and business policies and may now be seen as a general term covering a diversity of activities during which organizations request to assess employees and develop their capability, improve performance and distribute rewards. A performance appraisal system embodies the tools and actions used by taught assessors in conducting the evaluation of employees. **Impact Of Performance Appraisal On Employee Productivity In Private And Public Hospitals In Tigray, Ethiopia.** A cross-sectional simple survey involving 379 human resource employees of the public and Private Hospitals found in Tigray regional was carried out from January to March 2019. Participants from each private and public general and primary Hospital were selected using simple random sampling (SRS) and the survey was supplemented by structured questionnaire adopted from literature reviews. The collected data was entered into SPSS Software version 25.0 and was cleaned and analyzed. Descriptive analyses of variance and Binary logistic regression and Cross tabulation with Chi-Square was used. The results were summarized as crude and adjusted odds ratios at 95% confidence intervals. The findings show that there was **Impact of Performance Appraisal on Employee Productivity in Private and Public Hospitals in Tigray, Ethiopia.**

Keywords:- Employee, Hospital, Human Resource Management, impact, organization, Performance appraisal, private, public.

I. INTRODUCTION

1.1 Background to the Study

Performance appraisal has gradually more become part of a strategic approach to integrating HR activities and business policies and may now be seen as a general term covering a diversity of activities during which organizations request to assess employees and develop their capability, improve performance and distribute rewards. Performance appraisal is a broadly used formal assessment in many organizations to establish employees' performance in relation to the success of organizational goals, and to settle on ways for future improvements. A performance appraisal system embodies the tools and actions used by taught assessors in conducting the evaluation of employees [1]. Performance Appraisal is defined by diverse scholars of human resource management in different time. So, several theories of those scholars have been discussed as follows.

Performance appraisal has been identical with performance review, performance evaluation, performance assessment,

performance measurement, employee evaluation, personnel review, staff assessment, service score, etc. Employee performance appraisal has two forms – formal (systematic) and informal (non-systematic) appraisal [2]. Performance appraisal acting a key role to measure the employee's performance and help the organization to check the progress towards the preferred goals and objectives [3]. Now organizations are using performance appraisal as a strategic approach by coordinating the human resource functions and production policies.

They are focuses on it as it is a wide term that covering number of activities like examines employees, develop abilities, maintain performance and allocate rewards [4]. Performance appraisals are used for a diversity of reasons such as promotions; compensate rises, full and valuable feedback, and career progression. They often consist of both a developmental and an evaluative dimension [5]. Developmental use focuses on experiences and skills that employees should obtain and which are recognized by the use of performance appraisals. The goal of performance appraisal is to progress employees' input to organizational goals and work performance. The appraisal is also planned to support and improve employee growth and eliminate performance barriers [6].

In recent times, performance appraisal has become a strategic tool in improving efficiency of health human resources and service delivery in health organization [7;8]. This process assists hospitals in monitoring health personnel performance, identifying grounding needs and discovering hidden talents towards developing the health workers capability to attend to patients concerns and delivery of quality service [9].

Several studies have been conducted on the effect of performance appraisal on workers performance in health sector [10;11;12;13]. Consequently the need for improvement in service delivery in Health facilities gave the impetus to conduct this research. This study assesses the impact of performance appraisal on health employee's service delivery in the public and private hospitals Tigray, Ethiopia.

1.2 Statement of the Research Problem

Global economic depression has put major constraints on government budgets recently. The major funding source for

healthcare expenditures in most countries and disputes between the proponents of private and public systems has escalated. Further fueled was by the recommendation of International Monetary Fund (IMF), that countries increase the scope of private sector provision in health care as part of loan conditions to reduce government debt. However, critics of the private health sector believe that public healthcare provision is of most benefit to poor people and is the only way to achieve universal and equitable access to health care.

For example, a previous analysis of health worker distribution using facility data from three developing countries acknowledged that the lack of a standardized occupational coding system to identify provider type resulted in difficulties in conducting cross-national comparisons [14].

In Ethiopia, the ratio of health professionals to population is very low and considered among the lowest in the world. The National and Regional figures for doctor-to-population ratio have gotten worse, and health staff is unevenly distributed, with most healthcare professionals clustered in major urban such as Addis Ababa and Dire Dawa [15]. Due to the shortage of healthcare providers such as Nurses and general practitioners (GP), patients often suffer from limited or nonexistent access to specialized care services. In a 2007 ranking by the World Health Organization (WHO), Ethiopia ranked 180 of 190 countries surveyed.

Review of different documents on human resource for health was undertaken. Particular attention was given to documents from Ethiopia. Generally, there is shortage in number of different groups of professionals, mal distribution of professionals between regions, urban and rural setting, and governmental and nongovernmental/private organizations. There is no policy specific to human resource Management (HRM) for health and no proper mechanism to manage the existing health workforce. A number of measures are being taken to alleviate these problems.

1.3 Objective of the Study

i. General objective:

The general objective of this study is to assessment the impact of performance appraisal on employee productivity in private and public hospitals in Tigray Region, Ethiopia.

ii. Specific objectives

- To compare health professional's competence in the public and private health facilities
- To identify the impact of performance appraisal on employee productivity in private and public hospitals.

II. LITERATURE REVIEW

Several authors have offered different definitions of performance appraisal based on their knowledge and experience. Performance appraisal can be defined as the

official assessment and score of individuals by their managers at, usually, an annual review meeting [15]. According to [16], performance appraisal is the procedure of identifying, evaluating and increasing the work performance of employees in the organization; therefore the organizational goals and objectives are effectively achieved. At the same time, employees are beneficiary of this system as it offers recognition, feedback, and career guidance and cater for their work needs. Performance appraisal help managers to identify employees who are eligible for promotions and wage increments; also help to identify training and development needs for the workers; at the same time give feedback required for improvement [17]. Within the organizational situation, appraisal help to judge quality and value which reveals how well an employee performs on the job based on established job measurement criteria [18]. Organizations are expected to establish job standard which would be communicated through job description and measured through the appraisal system. During this, employee becomes conscious of their performance and management takes essential decisions to ensure that standard is attained. Mohsin, Mehreen and Sanea (2013) sees performance appraisal as a structured and formal interaction between a subordinate and supervisor, that usually takes the form of a periodic interview in which the job performance of the subordinate is examined and discussed. This is done with the view of identifying weaknesses and strengths, opportunities for upgrading and skills development. In addition, information obtained through performance appraisal provides basics for recruiting and selecting new hires, training and development of existing staff and maintaining a quality work force by adequately and correctly rewarding their performance [19]. It also helps in performance feedback, validation of selection process, promotions and transfers, layoff decisions, compensation decisions, human resource planning, career development and develop interpersonal relationship [20]. In general, the necessary reason for performance appraisal system is to improve the workers performance towards ensuring effective and efficient accomplishment of organizational goals [21]. According to Pardue, (2000), a good performance appraisal method is estimated to have some basic elements in order to accomplish the organizational and person aspiration. These include, Periodical interview of all employees regarding their career progress to assist them in developing their career to the fullest, Systematic measure of employee's overall value to the organization and Recording of essential information concerning the strengths and weaknesses of all employees in relation to career development, potential for advancement and training.

III. RESEARCH METHODOLOGY

3.1. Research Design

This research work was designed to assess impact of performance appraisal employee productivity in private and public hospitals in Tigray region, Ethiopia. The Research design is used to guide the researcher on methods and

procedures used in collecting and analyzing measures of the variables. The research design used in this study is the simple survey approach.

3.2 Population of the Study

The target populations included was all employees working in the private and public Hospitals (General and primary) in Ethiopia. Since public and private health facilities existed in Tigray region, employees of forty-two general and primary hospitals records, and all the number of the private and public health facilities in the region (December 2018) were used. Because facilities are responsible for routine working activities in the health care delivery, Employees were considered appropriate as population of the study. Since most of them have had several years of working experiences with the human resource management they were realistic candidates to provide relevant information needed to answer the research question of this study.

All governmental and private general and primary hospital found in the Tigray region was included in the study, and three hundred and seventy- nine participants were selected randomly to fill structured questioners.

3.2.1 Inclusion criteria

- All staffs in the private and public health facilities who served at least 6 months before the data collection time.

3.2.2 Exclusion criteria

- Health extension package worker, all health centers, clinics and private pharmacies was also excluded from the study because it is huge, but they have small staffed and it is also not proportional with the public health facilities.

3.3 Sample Technique and Size

3.3.1 Sample Technique

For this research work, the simple random sampling (SRS) and Stratified Sampling technique was used; where all the units of analysis on the population that is, everybody in the organization has an equal chance of being chosen. The researcher partitioned the population into groups based on a factor that may influence the variable that is being measured. Using the stratified sampling the researcher partitioned the population into groups (strata), obtain a simple random sample from each group (stratum) and collect data on each sampling unit that was randomly sampled from each group (stratum).

However, two (2) sampling techniques, the simple random sampling (SRS) and Stratified Sampling technique was used because there are obviously times when one sampling method is preferred over the other.

3.3.2 Sample Size

All public and private Hospitals were assessed

3.4 Instruments of Data Collection

Data was collected using self-administer structured questionnaire. The study population was inviting participants to participate voluntarily by explaining the rational of the study at the time of data collection. Trained data collectors were used to distribute questioners for the employees during their tea or lunch breaks and at the beginning, or end of work hours. Written guideline was given to the administrators of the questionnaire to ensure that each employee receives the same direction and information, and the study was utilized both in qualitative and quantitative data collection methods. Primary data were obtained using questionnaires as well as interviews. Secondary data was sourced from Textbooks, journals, manuals, national guidelines, etc.

3.5 Anticipated Limitations to the Study

The businesses being privately owned, employees tend to have limited zeal to participate in the research. Due to such an attitude, it may be cumbersome to locate some employees and convince them to give extra time to provide some information for the study. However, the researcher was fixed as many appointments as he can in order to get the required information from these respondents.

IV. DATA ANALYSIS

4.1 Introduction

The study tried to assess the impact of performance appraisal on employee productivity in all general and primary hospitals of Public and private health facility in the seven zones of Tigray Regional State, Ethiopia. For this study, 379 questionnaires were distributed to the employees currently working in 42 public and private general and primary hospitals in the region to assess human resource management practises. All distributed questionnaires were filled up and returned with response rate of 100%.

Data was cleaned, edited, coded after it was entered into Epi Info version 3.4.3 and exported to SPSS version 25. Using SPSS version 25, descriptive statistics were used to determine indices. Factor analysis was done to identify factors that explained most of the variance observed in the population with regard to each scale. The analysis of variance to comparing of responses from public and private hospital respondents and multiple linear regressions for identifying determinants of employee satisfaction and management at public and private hospitals, were done. A significance level of 0.05 was used in all cases.

Section A :- Performance Appraisal

Table: 4. 1 Performance Appraisal analysis frequency and percentage of all participants

Variables	S. Agree	Percent	Agree	Percent	Not Sure	Percent	S. Disagree	Percent	Disagree	Percent	Total %
The organization carries out performance evaluation of each individual employee	49	12.9	171	45.1	48	12.7	42	11.1	69	18.2	100
organization encourages performance in teams on different tasks	34	9.0	121	31.9	77	20.3	58	15.3	89	23.5	100
managers ensure that there is timely feedback on performance of all employees	32	8.4	134	35.4	52	13.7	74	19.5	87	23.0	100
Managers encourage positive performance dialogue among employees in the organization	25	6.6	145	38.3	57	15.0	66	17.4	86	22.7	100
organization has a shared understanding or way of how to achieve	47	12.4	172	45.4	74	19.5	34	9.0	52	13.7	100
organization managers emphasize relationship building	34	9.0	144	38.0	72	19.0	49	12.9	80	21.1	100
Appraisal system in our organization is growth and development oriented	33	8.7	135	35.6	73	19.3	57	15.0	81	21.4	100
Employees are provided performance based feedback and counseling	33	8.7	126	33.2	63	16.6	58	15.3	99	26.1	100
Employees feel happy by the results of appraising their Performance	29	7.7	93	24.5	81	21.4	77	20.3	99	26.1	100
organization a positive performance appraisal leads to rewards	32	8.4	136	35.9	63	16.6	68	17.9	80	21.1	100
organization a negative performance leads to a sanction	24	6.3	129	34.0	90	23.7	54	14.2	82	21.6	100
transparency & continuous follow up when Evaluating employees	42	11.1	131	34.6	65	17.2	60	15.8	81	21.4	100

Source: Own computation (2019)

4.2 Performance appraisal is mechanism used for improving employee performance and method for developing effective work forces.

a) The organization carries out performance evaluation of each individual employee

As indicated in table 4.1, the organization carries out performance evaluation of each individual employee. The findings revealed that the majority 220(58%) employees responded that the organization carries out performance appraisal in evaluation of each individual employee by showing their agreement and strongly agree and 48(12.7%) employees were not sure with the idea, whereas, 111(29.3%) employees showed their disagreement.

b) Organization encourages performance in teams on different tasks

In the findings in Table 4.1, Organization encourages performance in teams on different tasks revealed that 155 (40.8%) employees responded agreed, 77(20.3%) not sure the Organization encourages performance in teams on different tasks, whereas the respondents 147(38.8%) of employees disagreed.

c) Managers ensure that there is timely feedback on performance of all employees

As indicated in table 4.1, Frequency analysis was conducted to find the response. The finding revealed that 166 (43.8%) employees agreed to respond that managers ensure there is timely feedback in the performance appraisal of all employee, 52(17.2%) respondents were not sure, while 161 (42.5%) employees showed their disagreement.

d) Managers encourage positive performance dialogue among employees in the organization

The findings in table 4.1, revealed that around half 170 (44.9%) employees were proved that managers encourage positive performance among employees, 57(15%) are not sure about the idea, whereas 152(40.1%) employees disagree that the Managers do not have such encouragement for positive performance dialogue among employees in the organization.

e) Organization has a shared understanding or way of how to achieve

As indicated above in table 4.1, more than half of 219(57.8%) employees respond to agree that the organization has a shared understanding or way of how to achieve. While

74(19.5%) employees do not have knowledge on this idea, whereas, 86 (22.7%) employees showed their disagreements because the organization does not share the understanding or way of how to achieve.

f) Organization managers emphasize relationship building

As shown in table 4.1, above, although the organization managers emphasize relationship building, 178 (47%) respondents responded that they agree that managers are focused on relationship building and 72 (19%) do not have an idea about this, whereas, 129 (34%) of the respondents responded disagree.

g) Appraisal system in our organization is growth and development oriented

As shown in table 4.1, above, 168 (44.3%) clearly indicated their response that employees in the organization agreed with the appraisal system is growth and development oriented and 73(19.35%) respondents were not sure, whereas, 138(36.4%) employees responded that the organization does not have a growth and development oriented appraisal system by showing their disagreement.

h) Employees are provided with performance based feedback and counseling

The findings in table 4.1, revealed that 159 (41.9%) employees agreed that performance based feedback and counseling are provided and 63 (16.6%) respondents responded not sure with the idea, while 157(41.4%) employees disagree that the employees do not provided performance based feedback and counseling in the organization.

i) Employees feel happy by the results of appraising their Performance

As indicated above in table 4.1, Employees feel happy by the results of appraising of their Performance. However, 12 (32.2%) of them showed their agreement that employees feel happy by the result of appraising of their performance and while 81 (21.45) employees responded not sure. However, 176(46.4%) employees disagree that the Employees do not feel happy with the results of appraising their Performance and the remaining respondents indicated that employees did not feel happy by appraising their performance.

j) Organizations positive performance appraisal leads to rewards

Regarding the question whether the organization positive performance appraisal leads to reward and vice versa, 168 (44.3%) of the respondent replied that if an employee performs well he/she will be entitled for reward. If employees

are rewarded based on their performance, it creates resentment on their task and hence influence service delivery. However, the 63 (16.6%) respondents responded they do not have idea, whereas, 148(38.1%) employees disagree that the organizations positive performance appraisal does not leads to rewards.

k) Organizations negative performance leads to a sanction

Informants claimed that, a positive performance leads to reward and a negative performance leads to sanction. However, the finding concerning linkage between performance and reward revealed that 153 (40.3%) employees agreed to that and 90(23.7%) employees were not sure with this idea, whereas, 136 (35.8%) employees showed their disagreements because the organization does not have negative performance that leads to a sanction.

l) Transparency and continuous follow up when Evaluating employees

As cited by McCourt and Eldridge (2003), Metcalfe asserted that the success of performance appraisal depends on participation of employees.

Nevertheless, transparency and continuous follow up concerning evaluation is also weak. If employees are not allowed to participate and communicate openly with their appraisal, they will not have the chance to know about their strength and weaknesses. This implies that in some instance the annual confidential report system is still in place. As Solomon (2005) argued, the main problems in Ethiopian civil service performance appraisal system are the absence of transparency in managing employee performance and weak follow-up of corrective measures. His final finding is that there is absence of strong link between performance and reward system in the office. As stated above in the first paragraph, lack of linkage between performance and reward is the main drawbacks of the appraisal system in the civil service.

4.3 Cross tabulation With Chi-Square Data Analysis to measure Relationship between the Facility type and Variables.

4.3.1 After examining the distribution of each of the variables, this is the next task of to look for relationships among two or more of the variables. Chi square or Pearson's chi-square test is any statistical hypothesis, which is used to determine whether there is a significant difference between expected frequencies and the observed frequencies in one or more category. An important consideration when cross tabulating the findings of the study is verifying to see the whether the represented in the cross-tab is true or false.

Section B :- Performance Appraisal

Table 4.2. Cross tabulation with chi-square data analysis to measure relationship between the facility type and variables in Reward and Compensation

Variables (Cross tabulation)	Facility Type	Agree	Disagreed	Not sure	Strongly agree	Strongly disagree	Total	Pearson Chi-Square Value	Degree of freedom	P-Value	95% Confidence Interval		Interpretation
											Lower Bound	Upper Bound	
Facility Type (Governmental and Private) Verses organization carries out performance evaluation of each individual employee	Governmental Count and Percent	149	62	39	39	42	331	7.48	4	.113	.041	.159	There is no evidence of a relationship between the facility type and organization carries out performance evaluation of each individual employee
		44.9%	19.0%	11.6%	11.6%	12.9%	100%						
	Private Count and Percent	21	8	9	9	1	48						
		43.8%	16.7%	18.7%	18.7%	2.1%	100%						
Facility Type (Governmental and Private) Verses Organization encourage performance in teams on different tasks	Governmental Count and Percent	103	80	63	28	57	331	11.61	4	.021	.019	.017	There is slightly evidence of a relationship between the facility type and Organization encourages performance in teams on different tasks
		31.1%	24.2%	19.0%	8.5%	17.2%	100%						
	Private Count and Percent	16	9	15	7	1	48						
		33.3%	18.8%	31.3%	14.6%	2.1%	100%						
Facility Type Governmental and Private Verses managers ensure that there is timely feedback on performance of all employees	Governmental Count and Percent	105	80	49	27	70	331	15.06	4	.005	.004	.003	There is very strong evidence of a relationship between the facility type and managers ensure that there is timely feedback on performance of all employees
		31.7%	24.2%	14.8%	8.2%	21.1%	100%						
	Private Count and Percent	26	7	7	6	2	48						
		54.2%	14.6%	14.6%	12.5%	4.2%	100%						
Facility Type Governmental and Private Verses Managers encourage positive performance dialogue among employees in the organization	Governmental Count and Percent	124	74	51	18	64	331	11.797	4	.019	.017	.014	There is slightly evidence of a relationship between the facility type and Managers encourage positive performance dialogue among employees in the organization
		37.5%	22.4%	15.4%	5.4%	19.3%	100%						
	Private Count and Percent	17	12	10	7	2	48						
		35.4%	25.0%	20.8%	14.6%	4.2%	100%						
Facility Type Governmental and Private Verses organization managers emphasize relationship building	Governmental Count and Percent	119	72	66	25	49	331	17.85	4	.001	.001	.001	There is very strong evidence of a relationship between the facility type and organization managers emphasize relationship building
		36.0%	21.8%	19.9%	7.6%	14.8%	100%						
	Private Count and Percent	23	8	7	10	0	48						
		47.9%	16.7%	14.6%	20.8%	0.0%	100%						
Facility Type Governmental and Private) Verses organization has a shared understanding or way of how to achieve	Governmental Count and Percent	147	44	66	40	34	331	5.62	4	.229	.234	.225	There is no evidence of a relationship between the facility type and organization has a shared understanding in or way of how to achieve
		44.4%	13.3%	19.9%	12.1%	10.3%	100%						
	Private Count and Percent	23	8	10	7	0	48						
		47.9%	16.7%	20.8%	14.6%	0.0%	100%						

Source: Own computation (2019)

Table 4.3 Cross tabulation with chi-square data analysis to measure relationship between the facility type and variables in Reward and Compensation

Variables (Cross tabulation)	Facility Type	Agree	Disagreed	Not sure	Strongly agree	Strongly disagree	Total	Pears on Chi-Square Vale	Degr ee of freed om	P- Value	95%Confidence Interval		Interpretation
											Lower Bound	Upper Bound	
Facility Type Governmental and Private Verses Employees are provided performance based feedback and counseling	Governmental Count and Percent	107	90	54	25	55	331	5.82	4	.213	.216	.208	There is no evidence relationship between the facility type and Employees are provided performance based feedback and counseling
		32.3%	27.2%	16.3%	7.6%	16.6%	100%						
	Private Count and Percent	18	12	8	7	3	48						
		37.5%	25.0%	16.7%	14.6%	6.3%	100%						
Facility Type Governmental and Private Verses Employees feel happy by the results of appraising their Performance	Governmental Count and Percent	74	92	71	22	72	331	9.91	4	.042	.041	.037	There is slightly evidence of a relationship between the facility type and Employees feel happy by the results of appraising their Performance
		22.4%	27.8%	21.5%	6.6%	21.8%	100%						
	Private Count and Percent	17	11	8	7	5	48						
		35.4%	22.9%	16.7%	14.6%	10.4%	100%						
Facility Type Governmental and Private Verses organization a positive performance appraisal leads to rewards	Governmental Count and percent	122	71	49	24	65	331	12.61	4	.013	.012	.010	There is slightly evidence of a relationship between the facility type and organization a positive performance appraisal leads to rewards
		36.9%	21.5%	14.8%	7.3%	19.6%	100%						
	Private Count and Percent	12	11	14	7	4	48						
		25.0%	22.9%	29.2%	14.6%	8.3%	100%						
Facility Type Governmental and Private Verses organization a negative performance leads to a sanction	Governmental Count and Percent	115	69	74	22	51	331	4.35	4	.361	.361	.352	There is no evidence relationship between the facility type and organization a negative performance leads to a sanction
		34.7%	20.8%	22.4%	6.6%	15.4%	100%						
	Private Count and Percent	13	14	14	3	4	48						
		27.1%	29.2%	29.2%	6.3%	8.3%	100%						
Facility Type Governmental and Private Verses transparency & continuous follow up when Evaluating employees	Governmental Count and Percent	112	73	54	34	58	331	8.19	4	.085	.080	.075	There is no evidence of a relationship between the facility type and transparency & continuous follow up when Evaluating employees
		33.8%	22.1%	16.3%	10.3%	17.5%	100%						
	Private Count and Percent	15	11	12	8	2	48						
		31.3%	22.9%	25.0%	16.7%	4.2%	100%						

Source: Own computation (2019)

4.4 Discussion of Findings

4.4.1 Discussion on Variables associated with facility type

Section B :- Performance Appraisal

Table: 4. 2

The result in table 4.2 showed that the organization encourage performance in teams on different tasks was statically

associated (P= 0.019 (95% confidence interval)), There is strong evidence of a relationship between the facility type and encourage performance in teams on different tasks. This shows that there is the difference during performance encouragement between public and private health facilities.

Questions asking in table 4.2 showed that managers ensure that there is timely feedback on performance of all employees was statically associated (P= 0.005 (95% confidence

interval)), There is strong evidence of a relationship between the facility type and managers ensuring that there is timely feedback on performance of all employees.

The study conducted in Iraq about Impact of Training and Feedback on Employee Performance indicated that timely feedback is the key strategies for the development of any company activities but still the writer expressed that private companies were giving more attention for timely feedback than public. In this study also it showed that there is a difference in giving awareness on timely feedback between the private and public facilities (Farooq, M., & Khan, M. A. (2011).

When we compare if the managers encourage positive performance dialogue among employees in the organization and do organization managers emphasize relationship building within facility types, there is very strong evidence of a relationship between the facility types and Managers encourage positive performance dialogue and managers emphasize relationship building by the ($P=0.019$ & 0.001 : 95% confidence interval). This means there is a difference of managers encourage positive performance dialogue and managers emphasize relationship building activities in public and private health institutions.

There was no difference in organization carrying out performance evaluation of each individual employee and organization has a shared understanding or way of how to achieve what favors employee's career future between public and private health facilities.

Table 4.3

The judgment in table 4.3 revealed that employees feel happy by the results of appraising which was statically associated ($P= 0.042$ (95% confidence interval)), There is strong evidence of a relationship between the facility type and employees feel happy by the results of appraising. This shows that there is the difference during happiness by the results of appraising between public and private health facilities.

The finding in table 4.3 revealed that the organization positive performance appraisal leads to rewards was statically associated ($P= 0.013$ (95% confidence interval)), There is strong evidence of a relationship between the facility type and positive performance appraisal leads to rewards. This shows that there is the difference during positive performance appraisal leads to rewards between public and private health facilities.

There was no difference, employees are provided performance based feedback and counseling, organization negative performance leads to a sanction and transparency and continuous follow up when evaluating employees that favors employee's career future between public and private health facilities.

V. CONCLUSION

5.1 Conclusion

This study is conducted for the study of performance appraisal on employee productivity among private and public health facilities. It encompasses performance appraisal of human resource practice.

When performance appraisal section was also assessed; activities like encouragement of team performance, provision of constructive managerial feedback, building of employees' relationship and acceptance of performance appraisals results by every employee were different between public and private Hospitals.

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