

THE RELATIONSHIP BETWEEN APPRAISAL SYSTEM AND THE PERFORMANCE OF PARKLANE HOSPITAL, ENUGU

Ugwu, Felix Ikechukwu, Ph.D. and Ugwu, Irene Chinyere

Department of Business Administration Enugu State University of Science and Technology, Enugu Nigeria

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Abstract: The study evaluated the relationship between appraisal system and the performance of Parklane hospital, Enugu. The specific objectives were to: examine the effect of conducting periodic reviews on the patient's safety and identify the effect of appraising the annual performance on the revenue generation of Parklane hospital, Enugu. The target population of the study consists of one thousand, one hundred and fifty-one (1,151) senior and junior staff of the hospital. The adequate sample size, of 288 staff was adopted using Freund and Williams's statistical formula at 5 percent margin of error. The study used the descriptive survey design approach. The primary sources of data were the administration of questionnaire. 245 staff returned the questionnaire and accurately filled. Data was presented and analyzed by mean score and Pearson correlation (r) were used to test the hypotheses. The results showed that Conducting periodic reviews had significant positive relationship with the patient's safety, $r(95, n = 245), .357 < .746 = p. < 0.05$ and Appraising the annual performance had significant positive relationship with the revenue generation, $r(95, n = 245), .357 < .746 = p. < 0.05$ of Parklane hospital, Enugu. The study concluded that effective appraisal system in healthcare organizations like Parklane Hospital. Regular reviews not only enhance patient safety but also contribute to revenue generation. By providing feedback, recognizing achievements, and identifying areas for improvement, an appraisal system can motivate employees and drive overall performance. The study recommended among others that Performance appraisals should be done within a stipulated amount of time in other to motivate employees.

Keywords: Appraisal system, Performance, Parklane hospital

Introduction

1.1 Background of the study

Performance appraisal is a crucial tool used by organizations to evaluate the performance of their employees and provide feedback for improvement. It involves the systematic assessment of an individual's job-related strengths and weaknesses, as well as their overall contribution to organizational goals. The effectiveness of an appraisal system can significantly impact employee motivation, job satisfaction, and ultimately, organizational performance.

Performance appraisal plays a vital role in organizations by providing a structured framework for evaluating employee performance. It allows managers to identify areas of improvement, recognize exceptional performance,

and align individual goals with organizational objectives (Armstrong & Baron, 2014). By providing feedback on performance, appraisal systems can enhance employee engagement, job satisfaction, and productivity (Roberts & Davenport, 2020).

An effective appraisal system can positively influence employee motivation. When employees receive constructive feedback on their performance, it enhances their self-esteem and provides them with a sense of accomplishment (Landy & Conte, 2016). Moreover, appraisal systems that incorporate goal-setting and development plans can motivate employees to improve their skills and knowledge (Armstrong & Baron, 2014). Conversely, a poorly designed or implemented appraisal system can lead to demotivation and dissatisfaction among employees (Roberts & Davenport, 2020).

The relationship between appraisal systems and organizational performance has been widely studied. Research suggests that organizations with well-designed appraisal systems tend to achieve higher levels of performance (Landy & Conte, 2016). Effective appraisals facilitate communication between managers and employees, leading to better alignment of individual goals with organizational objectives (Armstrong & Baron, 2014). Furthermore, appraisal systems that link performance evaluation with rewards and recognition can incentivize employees to perform at their best (Roberts & Davenport, 2020).

Healthcare organizations like Parklane Hospital are faced with the challenge of providing high-quality healthcare services while managing the performance of a diverse workforce, including medical professionals, administrative staff, and support staff. The effectiveness of their performance appraisal systems can have a direct impact on the quality of patient care, employee motivation, and overall organizational performance (Cascio, & Boudreau, 2010). In healthcare, performance appraisal systems are designed to evaluate not only clinical and technical skills but also the ability to communicate effectively, provide compassionate care, and adhere to regulatory requirements. Healthcare organizations are expected to provide safe, effective, patient-centered, timely, efficient, and equitable care, as outlined by the Institute of Medicine's Six Aims for Improvement. Achieving these aims relies heavily on the performance and motivation of healthcare professionals and support staff (Milkovich, Newman, & Gerhart, 2017).

1.2 Statement of the Problem

Organizations, including their employees, benefit from setting clear and intelligent performance targets. These guidelines serve as a means to assess employee performance and monitor factors that may cause deviations from the established expectations. Employees are provided with the necessary standards and training to help them reach these targets. Vigilance is maintained over employees' tasks and job responsibilities, with a focus on identifying and addressing any uncertainties or deviations from the intended course.

The Parklane Hospital in Enugu, Nigeria, operates within a highly demanding healthcare landscape where the quality of patient care, staff motivation, and overall organizational performance are of paramount importance. In this context, the effectiveness of the hospital's performance appraisal system becomes a critical concern, as it directly impacts the performance of the healthcare professionals and support staff.

While the relationship between appraisal systems and performance has been extensively studied in various industries, there is a lack of research specifically focusing on the healthcare sector, particularly in Enugu. Parklane Hospital, being a prominent healthcare institution in Enugu, requires an in-depth analysis of its appraisal system and its impact on employee performance. This study aims to bridge this research gap by investigating the relationship between the appraisal system and the performance of Parklane Hospital.

1.3 Objective of the Study

The main objective of the study was to examine the relationship between appraisal system and the performance of Parklane Hospital, Enugu. The specific objectives were to:

- ❖ Examine the relationship between conducting periodic reviews and the patient's safety of Parklane hospital, Enugu.
- ❖ Identify the relationship between appraising the annual performance and the revenue generation of Parklane hospital, Enugu

1.4 Research Questions

- ❖ What is the relationship between conducting periodic reviews and the patient's safety of Parklane hospital, Enugu?
- ❖ What is the relationship between appraising the annual performance and the revenue generation of Parklane hospital, Enugu?

1.5 Statement of the Hypotheses

- i. Conducting periodic reviews have relationship with the patient's safety of Parklane hospital, Enugu.
- ii. Appraising the annual performance has relationship with the revenue generation of Parklane hospital, Enugu

1.6 Scope of the Study

This research aims to investigate the relationship between the appraisal system and the performance of Parklane Hospital in Enugu, Nigeria.

The study will be conducted exclusively at Parklane Hospital, Enugu, Nigeria, and will not extend to other healthcare facilities.

The study made use of dependent and independent variables. The independent variables include; conducting periodic reviews, and appraising the annual performance used in the study while patient's safety and revenue generation of Parklane hospital, Enugu, were dependent variables. Time scope of the study was 2019 – 2023.

REVIEW OF THE RELATED LITERATURE

2.1 Conceptual Framework

2.1.1 Appraisal System

An appraisal system, also known as a performance appraisal system or performance management system, is a structured process used by organizations to evaluate and assess the performance and effectiveness of their employees. It involves the systematic collection and analysis of information about an employee's job-related behaviors, skills, competencies, and achievements, with the aim of providing feedback, identifying areas for improvement, and making decisions regarding rewards, promotions, training, and development opportunities (Grote, 2012).

The appraisal system typically consists of several components that work together to provide a comprehensive evaluation of an employee's performance. These components may include goal setting, performance measurement, feedback mechanisms, performance reviews or evaluations, and developmental plans (Cascio & Aguinis, 2011). The goal-setting component involves establishing clear and specific objectives for employees to achieve within a given period. Performance measurement involves the assessment of an employee's actual performance against these predetermined goals or standards. Feedback mechanisms allow for ongoing communication between managers and employees to discuss performance progress and provide guidance. Performance reviews or evaluations are formal assessments conducted periodically to review an employee's

overall performance. Lastly, developmental plans outline strategies for improving performance and addressing any skill gaps identified during the appraisal process.

The appraisal system serves several important purposes within an organization. Firstly, it provides a basis for making decisions related to compensation and rewards. By evaluating individual performance, organizations can determine appropriate salary increases, bonuses, or other forms of recognition (Milkovich & Newman, 2018). Secondly, it helps identify high-performing employees who may be suitable for promotion or advancement opportunities within the organization. Conversely, it also highlights underperforming employees who may require additional training or support to improve their performance (Cascio & Aguinis, 2011). Additionally, the appraisal system facilitates communication between managers and employees by providing a platform for discussing expectations, goals, and areas for improvement (Grote, 2012).

Implementing an effective appraisal system requires careful planning and consideration. Organizations must ensure that the system is fair, transparent, and free from bias or discrimination (Milkovich & Newman, 2008). It is crucial to establish clear performance criteria and standards that are aligned with the organization's goals and objectives. Training managers on how to conduct effective performance evaluations and provide constructive feedback is also essential for the success of the appraisal system (Cascio & Aguinis, 2011).

2.1.2 Conducting periodic reviews

In order to show and guarantee that systems or equipment continue to be suitable for their intended use, we conduct periodic reviews, which involve evaluating a range of components to ascertain the validation status and the necessary measures to preserve the validated condition of the systems or equipment. Pharmaceutical manufacturing processes must be verified in accordance with current requirements, and once validated, they must be regularly checked to show that they are still under control and producing high-quality products. To guarantee quality as envisaged in the product design, this monitoring must be continued throughout the product's life cycle. It should be evident that validation is a continuous process; after process design and qualification are completed, new activities take place throughout the Continuous Process Verification phase (Cisneros, 2022). The following are some common justifications for periodic project process reviews. You ought to be capable of: Enhance the project's performance in tandem with its management. Make sure that scheduling and budget considerations don't come before project quality. Early detection of emerging issues allows for the implementation of remedial measures. Determine which areas need to be handled differently for future or ongoing initiatives "(Docsity, 2023).

2.1.3. Appraising the annual performance

The majority of workers want to know how they are performing now and how they may improve going forward. They desire this knowledge so they can perform better and get merit pay and promotions. An employee's future performance can be enhanced with appropriate performance feedback. It also makes him feel motivated and satisfied. The data from a performance appraisal is used to determine if an employee needs more training or development. Performance shortcomings might be the result of insufficient knowledge or abilities. For instance, a professor may become more productive by going to seminars or workshops related to his field of study. A manager can determine whether further training is necessary to improve their existing level of work performance with the use of performance appraisals. In a similar vein, he receives training for the higher-level role if the findings of his performance review indicate that he would be capable of performing well in it (Gaurav, 2011). Validating internal (promotions and transfers) and external (hiring new personnel from outside) sources is accomplished through performance assessment. Employers invest a lot of time and resources in finding and hiring

new staff members. The selection process makes use of a number of instruments, including psychological testing, interviews, and application blanks. These instruments are employed to forecast, or estimate, an applicant's work performance. A thorough performance review determines the reliability of the several methods used in the hiring process, allowing the business to make future hiring decisions with appropriate procedures.

Performance appraisal refers to the methodical assessment of each employee's performance and personality by their supervisor or another qualified individual. It is the official process to obtain the required data on the employees and to assess the contributions made by those who work for the business (Shma, 2013).

In order to achieve corporate objectives, companies worldwide—manufacturing or service—make every effort to guarantee that every worker is sufficiently dedicated to their specialized task (Mullins, 2010). Thus, one of the most important management techniques for determining a worker's relevance now and in the future in a particular organization is performance evaluation (PE). Performance reviews highlight employees' strengths and weaknesses at work, particularly in developed nations (Per. Com, 2013).

While efficiency and effectiveness are related, productivity also suggests a focus on goal fulfillment. It does not, however, address the expenses spent to accomplish the objective. Here's where effectiveness becomes important. Efficiency measures how many inputs are used to produce how many outputs are produced. Objective indicators of productivity, like concrete data on efficacy, production volume, percentage of crimes solved, etc., and efficiency, like hard data on average cost per unit or sales volume to calls made, etc., are undesirable (George, 2017). The process of recording and assessing an employee's work performance is called performance evaluation. As a component of career development, performance assessments comprise recurring evaluations of employees' work performance in companies. In Muchinsky (2012), an individual employee's work performance and productivity are evaluated through a systematic, broad, and recurring procedure called a performance assessment, which compares them to predetermined standards and corporate goals.

Individual employee characteristics are also taken into account, including organizational citizenship behavior, achievements, room for growth, strengths and shortcomings, etc. The process of evaluating employee performance through a comparison of current performance with predetermined benchmarks that have been shared with staff members is known as a performance appraisal. Following this, staff members receive feedback regarding their performance level with the aim of enhancing it as required by the organization. Any organization will conduct performance reviews on a regular basis, whether quarterly, half-yearly, or annually. The length of time for employee performance reviews is determined by the organization's size and character, as well as occasionally by the managers' need. The majority of organizations maintain that staff appraisals need to be ongoing procedures rather than just a formal assessment that occurs once a year. The goals of the system and the makeup of the company will determine how frequently formal appraisals are conducted. For instance, goals of a high-tech company could change frequently, necessitating the need for formal evaluations more frequently than once a year. Annual evaluations could be enough in a setting that is less likely to change. Most employees receive a formal appraisal annually, although more frequent appraisals are often needed for new employees, for longer serving staff who have moved to new posts or for those who are below acceptable performance standards (George, 2017).

2.1.4.Reasons for performance Appraisal

These are frequently misinterpreted. The first is to calculate the potential wage rise for an individual in relation to their peers. This is the part of the prize review. An appraisal's secondary goal is to determine whether an

individual needs any training and, if so, to offer them with the instruction and growth they need to support the organization in achieving its goals. This is the part of the performance review. Lastly, by attempting to project the kind of work that a person may be capable of in the future, assessments play a crucial role in supporting the professional growth of an individual. This is the section that might be reviewed. Workers frequently doubt the worth and utility of the time and energy invested in an assessment. On the other hand, it compares an individual's performance to a predetermined standard and specifies the major outcomes that they must accomplish within a given timeframe. The company gains from the system as well, as it does from the employee's identification of candidates for promotions, identification of areas for personal growth, and utilization as a foundation for human resource planning.

2.1.5 Performance

A performance can take the form of staging or presenting a play, concert, or other entertainment. It can also refer to the execution or completion of an action, task, or function. In the context of the workplace, job performance pertains to the expected behaviors and requirements associated with a particular role. Job performance can be categorized into two types: task performance and contextual performance. Task performance relies on cognitive abilities, while contextual performance is influenced by personality traits. Task performance is directly linked to specific job roles outlined in descriptions and compensation structures, contributing to organizational performance. In contrast, contextual performance involves value-based actions that extend beyond job descriptions and compensation, representing additional roles indirectly impacting organizational performance (Wikipedia, 2021).

Every organization strives to achieve specific desired outcomes, which may be communicated explicitly or implied to its members (Carter, 2021). The assessment of organizational performance has long been a subject of interest for management teams and researchers. In the contemporary economic landscape, the evaluation of business performance is a pressing concern for both academic scholars and practicing managers (Omar & Zineb, 2019). Consistently using established metrics for performance assessment can offer valuable insights at the administrative level (Argon, 2004). This assessment becomes particularly crucial when evaluating the organization's goal attainment and individual contributions to the organization (Ludeman, 2000; Nizamettin & Gokhan, 2008).

2.1.6 Patient's safety

Patients' safety is a health discipline which tries to avoid and decrease risks, and mistakes and injury that occur during provision of treatment. Patients' safety is a vital feature of successful and efficient healthcare system where quality prevails. Safety has to do with lack of damage whereas quality has to do with efficient, effective, purposeful care that gets the job done at the correct time. The following are examples of patient safety issues: inadequate basic nursing care, such as feeding, hydration, and pressure area care; misdiagnosis frequently brought on by communication problems and diagnosis overshadowing; delayed investigations or treatment, or perhaps no treatment at all. Hospitals, physicians, and other healthcare providers may voluntarily submit information to patients' safety organizations on a privileged and confidential basis for the purpose of compiling and analyzing patient safety under the safety and quality improvement final rule, also known as the patients' safety rules. The following steps may be taken to guarantee patient safety: (a) create a fast reaction team; (b) set up a safety and management system; and (c) ensuring that staff members are aware of safety procedures. (d) create a strategy for safety compliance; (e) implement patient-centered care. Patients, individual nurses, nursing educators, doctors,

administrators, government agencies, professional groups, and accrediting agencies are just a few of the stakeholders who have an interest in patient safety. at order to preserve patient safety at public tertiary health institutions, hospital managers employ their interpersonal skills, managerial abilities, and teamwork while controlling performance, encouraging innovation, change, and measurement for improvement.

Hospital mortality rate, which is defined as death that occurs during a hospital stay and is compared with the yearly number of discharges during a given time, is closely related to patient safety. To track changes in mortality across time, cause-specific mortality statistics are crucial. Despite the 1979 order requiring the registration of all critical deaths, Nigeria is one of few countries under the World Health Organization's Regional Office for Africa (WHO-Afro) that lacks current statistics on adult mortality. The nation has not yet instituted mandatory registration. The majority of fatalities in Nigeria are not reported, making it challenging to produce complete mortality statistics that can be used to calculate population-based mortality. Hospital-based mortality data gathered over time by medically competent employees can provide valuable insights into hospital mortality patterns and serve as an indicator of public tertiary healthcare institutions' performance in south east Nigeria.

2.1.7 Revenue Generation

The fundamental goal of revenue creation is to improve the well-being of a nation's population, with a particular emphasis on fostering economic development and growth via the provision of development initiatives. According to OgbeifunAjetunmobi, Moronkeji, and Adindu (2019), the nation's physical status in terms of social amenities and infrastructure remains backward despite the notable rise in revenue output. In market economies like Nigeria, revenue generation makes sense because of the government's obligations to maintain economic stability, redistribute income, and provide public goods as a means of providing services. The money received from these many sources has to be used wisely to support better public services by offering necessities (Worlu & Emeka, 2012). These actions are seen as undermining the economy and are frequently cited as the cause of the nation's underdevelopment (Ogbeifun et al., 2019).

2.2 Theoretical Framework

This study was anchored on the Agency theory

Agency theory (also known as the principal-agent paradigm) was developed by Jensen and Meckling (1976) as originated from financial research within economic theory. Agency theory asserts that organisational costs commonly arise due to people's self-interest and decision making based on rational thinking and inclination toward own preferences (Jensen & Meckling, 1976). With more individuals involved in decision-making, such as through the separation of ownership and management, agency costs occur due to divergent preferences and information lop-sidedness between the owner (principal) and the employed management (agent).

In family businesses, it is often assumed that ownership and management are tied within the same family or even the same person (Chua, Chrisman, & Sharma, 2019; Litz, 2015). Thus, Jensen and Meckling (1976) argued that agency costs are omitted when this alignment occurs within a family business, leading to the avoidance of organizational costs and thus to an increase in value for the firm such as optimal business performance.

2.3 Empirical Review

Orishede (2011) examined the impact of training on employee performance in commercial banks. Specifically, the study determines the nature of the relationship between training and organizational growth; evaluates the extent to which training resulted in employee satisfaction; examines the effect of training on employee self-confidence, and evaluates the effect of training on employee performance. A systematic questionnaire and

interviews were utilized to get the data for the study from primary and secondary sources. The four study hypotheses were tested using the Pearson Correlation Coefficient, and percentages and mean scores were employed for data analysis. The study's conclusions demonstrated that employee performance is significantly impacted by training, employee happiness was significantly increased by training, and there is a substantial correlation between training and organizational growth. The study also discovered that there is little correlation between employee confidence and training. The study comes to the conclusion that employee training is critical to an organization's performance and that providing employees with sufficient training offers businesses a competitive edge in the marketplace. Losing market share, the ability to manage the dynamics of new markets, and the human capital base are all consequences of not investing in training.

Onodugo, Chukwu, Nwobodo-Anyadiiegwu, Ilo and Anioke (2019) investigated the relationship between work life and employee performance. Specifically, it examined the effect of hours of work on employee's health, assessed the relationship between the flexibility of work schedule and employee turnover, and determined the influence of family size on lateness to work. Survey design was used in the investigation. A questionnaire was given to 330 bank workers in Enugu State, Nigeria, who were chosen using stratified sampling technique in order to collect data. The results indicate that extended work hours were associated with frequent health breakdowns in employees; that flexibility in work schedules was positively connected with employee turnover; and that employees' tendency to be tardy to work was greatly impacted by their family size.

Asamoah (2012) examined how performance appraisal affects employees' attitude and in the long run work performance. The FASL performance rating procedure and its fairness were evaluated by the research. To gather primary data from FASL employees, structured questions were used in the creation of questionnaires. The management, senior, and junior employees of the Adum, Roman Hill, Suame, and Asafo branches in Obuasi and Kumasi served as the research population. For the research, the full population was utilised. Questionnaires were utilized to gather data, and the head of the human resources department was personally interviewed as well. To analyze the data, descriptive statistics were employed. The findings show that FASL's staff felt the system was skewed and that they did not receive enough feedback on how well they were doing at work. The majority of respondents said that favoritism was the primary flaw in performance reviews. Employee performance was shown to be impacted by performance appraisals. As a result, when appraisals are conducted properly, employees tend to be happy and this is reflected in their work production; on the other hand, when appraisals are conducted incorrectly, employees get resentful and this negatively impacts their performance. Employee performance would improve with an efficient and equitable performance evaluation procedure. The research also showed that most respondents did not get counseling following their performance reviews.

Muhammad and Mairafi (2018) investigated the perceived effect of training and appraisal of utilization of employees on performance of selected banks in Nigeria. A seven-point Likert scale was used to gather primary data from 102 employees after a review of the literature. Multiple regression analysis and Pearson coefficient correlation were used in the formulation, testing, and analysis of hypotheses. The study's conclusions showed that training and performance reviews are important indicators of bank employees' success. In the context of the Nigerian banking sector, this study examines these consequences in a single model.

Ochidi, Suleiman, Olumoyegun and Yusufu (2019) examined performance appraisal and employees' performance in selected deposit money banks in Lokoja, Kogi State. The study's population is the six hundred and three (603) permanent workers of ten (10) banks in Lokoja, Kogi State; the sample size of two hundred and forty-one (241)

was determined using the Taro Yamane sampling procedure. The data were generated via the questionnaire, and the One-Sample T-test was employed to assess the hypotheses. The findings showed that, at a few deposit money institutions in Lokoja, Kogi state, assessment methods had a major impact on workers' output. Additionally, at a few deposit money institutions in Lokoja, Kogi State, the productivity of staff is significantly impacted by the assessment feedback system. The conclusion of the study showed that performance appraisal techniques must be designed by the management of the deposit money banks in Lokoja, Kogi State with inputs from employees' representatives in order to make them more objectives.

Methodology

This study employed the descriptive survey design. Both primary and secondary sources of data were used in the study. The area of study has to do with geographical area, language, and general culture. The area of this study is Enugu state. The hospital institution understudy was Parklane, G.R.A. Enugu. The target population of the study consist of one thousand, one hundred and fifty-one (1,151), with a sample of 288 determined for the study using Freund and Williams's statistical formula at 5 percent margin of error.

Given the objectives and the nature of the study, the study made use of questionnaire administration. The questionnaire was designed and administered on the selected respondents in the hospital. The responses generated were used thereafter for data analysis. The responses from the participants were measured using 5-liket scale as follows: Strongly Agree [SA] –5 points, Agree A – 4 points, Undecided UN – 3 Points, disagree [D] – 2 points and strongly Disagree SD – 1 point.

Data were collected, coded, grouped into frequencies, and arranged into tables for ease of reference. Data from the questionnaire were collected and analyzed using simple percentages and mean. To determine the nature and strength of relationship between the research variables, Pearson correlation (r) was used to test the hypotheses.

Data Presentation, Analysis and Interpretation of Data

4.1 Data Presentation

4.1.1 The relationship between conducting periodic reviews and the patient's safety of Parklane hospital, Enugu

Table 4.1.1 Responses to research question three on the relationship between conducting periodic reviews and the patient's safety of Parklane hospital, Enugu

		5 SA	4 A	3 N	2 D	1 SD	Σ FX	- X	SD	Decision
1	The accurate current and future needs are ensured	380 76 31.0	280 70 28.6	36 12 4.9	60 30 12.2	57 57 23.3	813 245 100%	3.32	1.577	Agree
2	The enables the hospital to ensure everybody is carried along on the expectations for goals	520 104 42.4	252 63 25.7	42 14 5.7	24 12 4.9	52 52 21.2	890 245 100%	3.63	1.569	Agree
3	Increase in employee engagement is encouraged by periodic reviews	475 95 38.8	308 77 31.4	24 8 3.3	58 29 11.8	36 36 14.7	901 245 100%	3.68	1.456	Agree
4	There is strong recognition and encouragement with periodic reviews	525 105 42.9	236 59 24.1	21 7 2.9	86 43 17.6	31 31 12.7	899 245 100%	3.67	1.482	Agree
5	There is creation of tangible paths for employee growth that are rooted in accountability	465 93 38.0	292 73 29.8	45 15 6.1	50 25 10.2	39 39 15.9	891 245 100%	3.64	1.469	Agree
Total Grand mean and standard deviation								3.58 8	1.5106	

Source: Field Survey, 2023

Table 4.1.1, 146 respondents out of 245 representing 59.6 the accurate current and future needs are ensured 1.577. The enables the hospital to ensure everybody is carried along on the expectations for goals 167 respondents representing 68.1 percent agreed with mean score of 3.63 and standard deviation of 1.569. Increase in employee engagement is encouraged by periodic reviews 172 respondents representing 100.0 percent agreed with mean score of 3.68 and standard deviation of 1.456. There is strong recognition and encouragement with periodic reviews 164 respondents representing 67.0 percent agreed with mean score of 3.67 and 1.482. There is creation of tangible paths for employee growth that are rooted in accountability 166 respondents representing 67.8 percent agreed with a mean score of 3.64 and standard deviation of 1.469.

4.1.2 The relationship between appraising the annual performance and the revenue generation of Parklane hospital, Enugu

Table 4.1.2 Responses to research question four, the relationship between appraising the annual performance and the revenue generation of Parklane hospital, Enugu

		5 SA	4 A	3 N	2 D	1 SD	Σ FX	- X	SD	Decisio n
1	Appraisal systems exist to improve organizational efficiency	485 97 39.6	260 65 26.	48 16 6.5	44 22 9.0	45 45 18.4	882 245 100%	3.6	1.524	Agree
2	Appraisal ensures that individuals perform to the best of their ability	525 105 42.9	208 52 21.	30 10 4.1	70 35 14.	43 43 17.6	876 245 100%	3.58	1.565	Agree
3	The development of employee potential and earning appropriate reward is ensured	385 77 31.4	304 76 31.	93 31 12.	10 5 2.0	56 56 22.9	848 245 100%	3.46	1.516	Agree
4	The appraisal reviews highlights the res that may need attention	495 99 40.4	384 76 31.	42 14 5.7	80 40 16.	16 16 6.5	1017 245 100%	4.15	1.295	Agree
5	Appraisal allows acknowledgement and constructive criticism to help motivate people to improve	385 77 31.4	384 76 31.	63 21 8.6	70 35 14.	36 36 14.7	938 245 100%	3.83	1.433	Agree
Total Grand mean and standard deviation								3.72 4	1.4666	

Source: Field Survey, 2023

Table 4.1.2, 162 respondents out of 245 representing 66.1 the Appraisal systems exist to improve organizational efficiency 3.6 and standard deviation of 1.524. Appraisal ensures that individuals perform to the best of their ability 157 respondents representing 64.1 percent agreed with mean score of 3.58 and standard deviation of 1.565. The development of employee potential and earning appropriate reward is ensured 153 respondents representing 62.4 percent agreed with mean score of 3.46 and standard deviation of 1.516. The appraisal reviews highlights the res that may need attention 175 respondents representing 71.4 percent agreed with mean score of 4.15 and 1.295. Appraisal allows acknowledgement and constructive criticism to help motivate people to improve 153 respondents representing 62.4 percent agreed with a mean score of 3.83 and standard deviation of 1.433.

4.2 Test of Hypotheses

4.2.1 Hypothesis One: Conducting periodic reviews have relationship with the patient's safety of Parklane hospital, Enugu

Table 4.2.2: Pearson correlation matrix(r)– test on conducting periodic reviews have relationship with the patient's safety of Parklane hospital, Enugu

Correlations		The accurate current and future needs are ensured	The enables the hospital to ensure everybody is carried along on the expectations for goals	Increase in employee engagement is encouraged by periodic reviews	There is strong recognition and encouragement with periodic reviews	There is creation of tangible paths for employee growth that are rooted in accountability
The accurate current and future needs are ensured	Pearson Correlation Sig. (2-tailed) N	1 245	.559** .000 245	.516** .000 245	.746** .000 245	.483** .000 245
The enables the hospital to ensure everybody is carried along on the expectations for goals	Pearson Correlation Sig. (2-tailed) N	.559** .000 245	1 .000 245	.559** .000 245	.517** .000 245	.649** .000 245
Increase in employee engagement is encouraged by periodic reviews	Pearson Correlation Sig. (2-tailed) N	.516** .000 245	.559** .000 245	1 .000 245	.645** .000 245	.357** .000 245
There is strong recognition and encouragement with periodic reviews	Pearson Correlation Sig. (2-tailed) N	.746** .000 245	.517** .000 245	.645** .000 245	1 .000 245	.458** .000 245
There is creation of tangible paths for employee growth that are rooted in accountability	Pearson Correlation Sig. (2-tailed) N	.483** .000 245	.649** .000 245	.357** .000 245	.458** .000 245	1 .000 245

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

Decision Rule

If the calculated r-value is greater than the critical r-value (i.e. $r_{cal} > r_{critical}$), reject the null hypothesis and accept the alternative hypothesis accordingly.

Result

Pearson correlation matrix (r) – value of $.357 < .746$ and on Asymp. Significance of 0.000, the responses from the respondents as display in the table is normally distributed. This affirms that the assertion of the most of the respondents that conducting periodic reviews had positive significant relationship with the patient's safety of Parklane hospital, Enugu

Decision

Furthermore, comparing the calculated r- value of $.357 < .746$ against the critical r- value of 0.000 (2-tailed test at 95percent level of confidence) the null hypothesis were rejected. Thus the alternative hypothesis was accepted which states that conducting periodic reviews had positive significant relationship with the patient's safety of Parklane hospital, Enugu

4.2.3 Hypothesis Two: Appraising the annual performance has relationship with the revenue generation of Parklane hospital, Enugu

Table 4.2.3: Pearson correlation matrix (r) – test on appraising the annual performance has relationship with the revenue generation of Parklane hospital, Enugu

Correlations		Appraisal systems exist to improve organizational efficiency	Appraisal ensures that individuals perform to the best of their ability	The development of employee potential and earning appropriate reward is ensured	The appraisal reviews highlights the res that may need attention	Appraisal allows acknowledgement and constructive criticism to help motivate people to improve
Appraisal systems exist to improve organizational efficiency	Pearson Correlation	1	.574**	.477**	.377**	.451**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	245	245	245	245	245
Appraisal ensures that individuals perform to the best of their ability	Pearson Correlation	.574**	1	.444**	.400**	.431**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	245	245	245	245	245
The development of employee potential and earning appropriate reward is ensured	Pearson Correlation	.477**	.444**	1	.642**	.974**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	245	245	245	245	245
The appraisal reviews highlights the res that may need attention	Pearson Correlation	.377**	.400**	.642**	1	.630**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	245	245	245	245	245
Appraisal allows acknowledgement and constructive criticism to help motivate people to improve	Pearson Correlation	.451**	.431**	.974**	.630**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	245	245	245	245	245

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

Decision Rule

If the calculated r-value is greater than the critical r-value (i.e. $r_{cal} > r_{critical}$), reject the null hypothesis and accept the alternative hypothesis accordingly.

Result

Pearson correlation matrix (r) – value of $.377 < .974$ and on Asymp. Significance of 0.000, the responses from the respondents as display in the table is normally distributed. This affirms that the assertion of the most of the respondents that appraising the annual performance had significant positive relationship with the revenue generation of Parklane hospital, Enugu

Decision

Furthermore, comparing the calculated r- value of $.357 < .746$ against the critical r- value of 0.000 (2-tailed test at 95percent level of confidence) the null hypothesis were rejected. Thus the alternative hypothesis was accepted which states that appraising the annual performance had significant positive relationship with the revenue generation of Parklane hospital, Enugu

5.1 Summary of findings

- i. Conducting periodic reviews had positive significant relationship with the patient's safety of Parklane hospital, Enugu $r(95, n = 245), .357 < .746 = p. < 0.05$
- ii. Appraising the annual performance had significant positive relationship with the revenue generation of Parklane hospital, Enugu $r(95, n = 245), .357 < .746 = p. < 0.05$

5.2 Conclusion

In conclusion, the findings of this study indicate that there is a strong relationship between the appraisal system and the performance of Parklane Hospital in Enugu. Conducting periodic reviews has been found to have a positive and significant impact on patient safety. This suggests that regular evaluations and assessments of the hospital's processes and procedures contribute to ensuring a safe environment for patients.

Furthermore, appraising the annual performance of the hospital has been shown to have a significant positive relationship with revenue generation. This implies that when the hospital effectively evaluates and recognizes the performance of its staff, it leads to improved financial outcomes.

These findings highlight the importance of implementing an effective appraisal system in healthcare organizations like Parklane Hospital. Regular reviews not only enhance patient safety but also contribute to revenue generation. By providing feedback, recognizing achievements, and identifying areas for improvement, an appraisal system can motivate employees and drive overall performance.

5.3 Recommendations

The following recommendations were made for study

- i. Motivation of employees should be both monetary and non-monetary
- ii. Performance appraisals should be done within a stipulated amount of time in other to motivate employees

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