

The Impact of Performance Appraisal on Employee Turnover on the Medical Field in Egypt



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ABSTRACT: One of my principal concerns when I got advanced and turned into a director liable for overseeing and managing 9 subordinates is how to deal with these individuals really and productively and with regards to examination, reasonably and solidly evaluate their work and endeavors, yet the story doesn't go consistently that way.

"You are a chief, you know how to pass judgment on your kin", that was my chief response when I asked him how I might lead the exhibition evaluation for my group, I got stunned and featured on the examination structures attempting to reasonably disclose the critical components of this examination and afterward direct the meeting.

In this examination I attempted to sort out the genuine terrible practices and disadvantages of not being adequately qualified to assess your group and consequently the perils that will be affected on the exhibition the board cycle which will be expired prompting higher paces of worker turnover.

1. INTRODUCTION

1.1 The Topic

The Effect of Execution Evaluation Practices and Representative Turnover on the clinical field in Egypt.

1.2 The Problem Statement

Somewhat, we are leading business through various comparable ways, we perform and deal with the presentation of others, yet with regards to analysis, judge, assess and evaluate our subordinates, and here comes the issues.

The genuine issue is in understanding the right acts of the exhibition evaluation meetings and its ramifications, which chiefly outlined in the representative turnover and influencing the maintenance the organization wants.

1.3 The Importance of the study

I accept this examination could help working on the comprehension of the great acts of the presentation evaluation meetings prompting better control the results of these evaluations by diminishing the representative turnover because of the awful acts of these exhibition examination and thus better worker maintenance.

1.4 The research Questions

What is performance?

What are the determinants of performance?

What are the performance dimensions?

What is performance management?

What is performance appraisal?

What are the desired practices?

What are the dos and don'ts of performance appraisal practices?

2. THE DEFINITION OF PERFORMANCE

2.1 The definition of performance:

To make the image understood, there are two stages, the initial step is the way of behaving, which is the demonstration of the representative, and there is the outcome, which is the result of a worker's conduct. Generally, the presentation the board frameworks measure the both the worker conduct and the effect of this conduct on the association whether emphatically, adversely, or impartially.

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While discussing execution, we can characterize it by just the way of behaving, the demonstrations of the worker not thinking about the aftereffects of this way of behaving. There are two qualities of conduct:

1-Evaluative Way of behaving: these ways of behaving can be decided as certain, negative, or unbiased on the association influence level and the adequacy of these signs. I can call the way of behaving of a representative as extraordinary, better than expected meeting organization necessities or underneath organization prerequisites.

2-Multi-layered Conduct: there are a great deal of conduct sorts that are consolidated, interrelated, and could progress or ruin the association goals.

2.2 Determinants of performance:

We want to comprehend the reason why certain individuals could perform profoundly than others that are what we call determinants of execution. There are three explanations for this variety, which are:

1-Definitive information: it tends to be characterized as the data about things and realities, which incorporates the degree of figuring out the errands, the prerequisites, the standards, and objectives of that undertaking.

2-Procedural Information: it tends to be characterized as what will be finished, and how to do and play out these errands; it incorporates perceptual, engine, physical, relational, and mental abilities.

3-Motivation: we are discussing three kinds of decision ways of behaving:

*Decision to apply exertion: I will go to work tomorrow.

*Decision of what amount of input: I will put forth a valiant effort against I won't make a solid attempt.

*Decision of the degree of tirelessness: I will endure regardless of the circumstance is against I will surrender sooner or later.

2.3 Performance Dimensions

We settled on considering the presentation as complex, truth be told, there are numerous sorts of ways of behaving or execution, yet we will discuss the main two sorts which are not be guaranteed to remain closely connected, in another words, a representative could perform well on one kind and extremely terrible on the other kind, these two kinds are:

1-Task Performance: it incorporates a wide range of exercises and tasks that change the contributions to yields whether the results are items or administrations.

It incorporates all change techniques that successfully and proficiently works like preparation, promoting, assembling, innovative work, conveyance, buy and supply.

2-Contextual Performance: it incorporates all ways of behaving that add to the powerful and proficient climate where the undertaking execution can happen.

It tends to be more perceived by models like accomplishing other things work to finish the work effectively, excitement, support, volunteer, start and adhere to hierarchical guidelines and approaches.

3. THE DEFINITION OF PERFORMANCE MANAGEMENT

3.1 What is Performance Management?

As per Michael Armstrong, and inside a concurred structure of arranged objectives, goals, norms and skill prerequisites, the presentation the board can be characterized as an orderly interaction planning to work on the hierarchical execution by understanding, overseeing and fostering the exhibition of the people, gatherings and groups.

As such, we can characterize execution the executives as the course of really and productively immediate and support representatives as conceivable in accordance with the authoritative prerequisites.

As per Herman Aguinis, Execution the executives is viewed as a constant course of distinguishing proof, estimation and creating execution in associations by connecting the presentation of every person and targets to the association's general mission and objectives. It is portrayed by being a Persistent and continuous interaction. It includes a perpetual course of laying out objectives and targets, perception of execution, and afterward giving and getting instructing lastly criticism.

3.2 The Contribution of Performance Management

There are many benefits related with better execution of execution the executives frameworks like,

*Expanding the inspiration of the people, gatherings and groups inside associations.

*Expanding the confidence by getting criticism around one's presentation, which for sure prompts appreciated and better esteemed of the representative work.

*Expanded and profound investigate about the subordinates execution and character to foster better relationship with them.

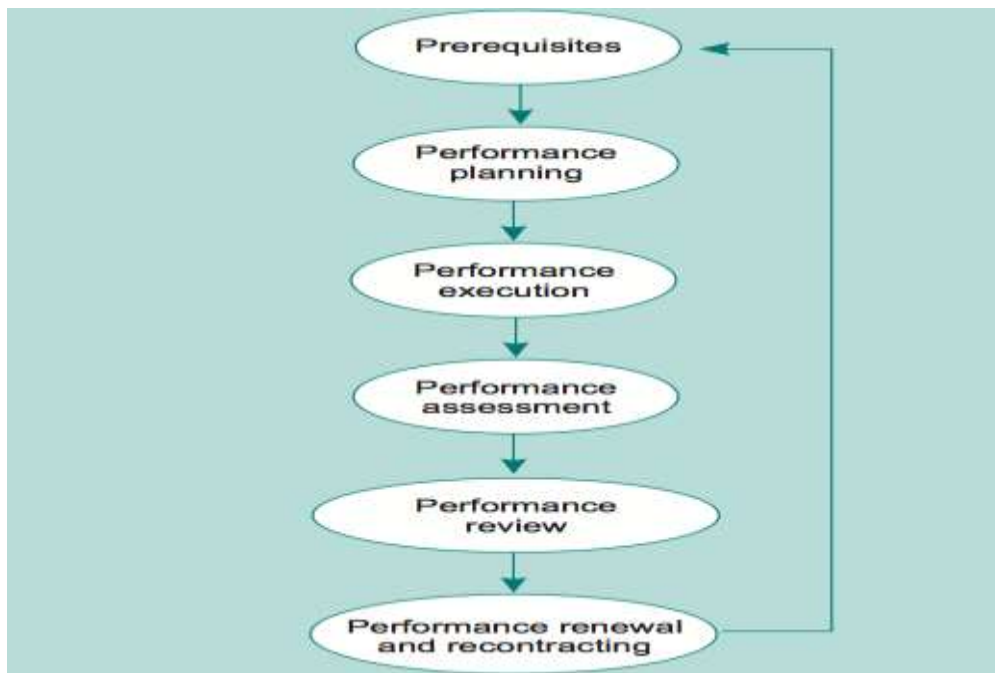
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*Explanation of occupation definition and profound experiences about its rules while better recognizing what will be the way of behaving and the ideal consequences of an effective entertainer.

*Better explanation for the association objectives, targets and systems.

3.3 Performance Management Process

Table 1



3.3.1 Prerequisites

3.3.2 Performance Planning

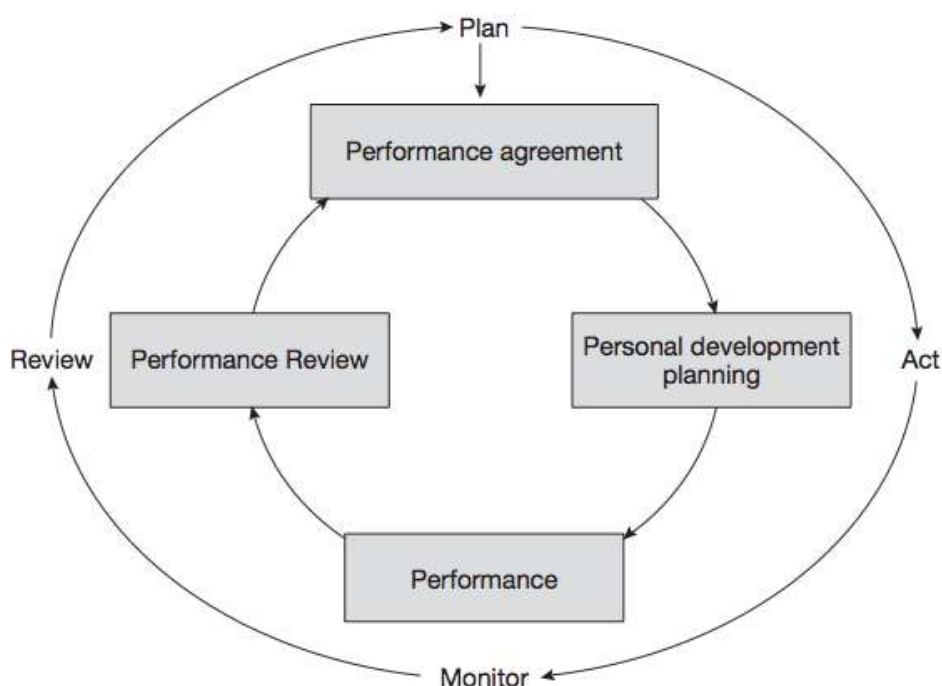
3.3.3 Performance Assessment

3.3.4 Performance Review

3.3.5 Performance renewal and contracting

3.4 Performance Management Process according to Michael Armsrtrong

Table 2



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4. PERFORMANCE APPRAISAL AND PERFORMANCE MANAGEMENT

4.1. Famous Mistake

So many managers (not HRM) imagine that the exhibition examination is a similar guideline as execution the executives. Be that as it may, there are numerous massive contrasts. Execution examination is considered as the proper appraisal and assessment of people by their supervisors through a yearly survey meeting. Interestingly, execution the board where it is a nonstop and a lot more extensive, more complete, and more regular course of the executives that explains common assumptions, underscores the help job of supervisors who are supposed to go about as mentors as opposed to judges and spotlights on what's in store.

4.2 Comparison between performance appraisal and performance management

Table 3

<i>Performance appraisal</i>	<i>Performance management</i>
Top-down assessment	Joint process through dialogue
Annual appraisal meeting	Continuous review with one or more formal reviews
Use of ratings	Ratings less common
Monolithic system	Flexible process
Focus on quantified objectives	Focus on values and behaviours as well as objectives
Often linked to pay	Less likely to be a direct link to pay
Bureaucratic – complex paperwork	Documentation kept to a minimum
Owned by the HR department	Owned by line managers

4.3 An Example for Performance Appraisal Forms

PERFORMANCE APPRAISAL 2020

FIELD FORCE

Objective Setting and individual appraisal 2020

Employee Name:		Division:	
Position:		Division Head:	
Years in Position:		Direct Manager:	
Seniority within EG:			
Business Unit/ Division Objectives:			

Priority	Employee Objectives				Mid-year Review		End-year appraisal		Achv.%
	Objectives	Milestone	Timing	Weight %	Employee Comments	Manager's Feedback	Employee Assessment	Manager's Assessment	

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	Employee Objectives				Mid-year Review		End-year appraisal		
Priority	Objectives	Milestone	Timing	Weight %	Employee Comments	Manager's Feedback	Employee Assessment	Manager's Assessment	Achv.%

Annual Qualitative Appraisal Guidelines

- Annual qualitative evaluation is filled in during mid-year and end-year end-year appraisal. Nonstop conversations, and input anyway ought to occur along the year
- This subjective evaluation addresses "how" the goals have been accomplished. It fundamentally centers around the perspectives, values and skills of the representative.
- The following is a rule to assist you with assessing subjective execution

Appraisal	Description	Achievement %
CER Consistently Exceeding job requirements / expectations	Employee performed a long way past settled upon assumptions. Reliably surpassed the vital significant goals of the allotted work and reliably meeting and surpassing execution factors for the gig. Played out all angles with adequacy and proficiency.	104%-106%
ER Exceeding job requirement	Employee performed above settled upon assumptions. Occasionally surpassed the critical significant targets of the doled-out work and meeting execution factors for the gig. Subsequently, commitments were fundamentally above assumptions.	101%-103%
MR Meeting job requirements	Employee accomplished settled upon key significant goals at the allocated work. Played out all parts of work agreeable and true to form. Therefore, commitments were completely living up to assumptions.	90%-100%
FR Failing short of job requirement	Employee performed at or underneath settled upon assumptions. Every so often, didn't meet the critical significant goals/focuses as well as delicate skills norms. Thus, not all commitments live up to assumptions.	81%-89%
CFR Consistently failing job requirement	The employee's general exhibition is by and large unsatisfactory and requires prompt improvement.	Below 80%
Total		

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Annual Qualitative Appraisal

Performance Factors

1) Territory Management

Planning and organizing - incorporate record keeping, call action, arranging, deals asset the board, authoritative exercises, correspondence and advancement notwithstanding follow-up of an area field-tested strategy.

CER	ER	MR	FR	CFR

Comments on Ranking:

2) Financial Awareness

Mindful of the money wordings, distinguishes information connections perceives patterns and examples, makes suggestions in view of examination.

CER	ER	MR	FR	CFR

Comments on Ranking:

3) Market/ Product Knowledge

Exhibits and applies item information, a sensible measure of skill, consciousness of serious or substitute items inside the market, attention to innovation patterns and improvement inside the field.

CER	ER	MR	FR	CFR

Comments on Ranking:

4) Customer Relations Management

The capacity to foster savvy ways of distinguishing, address and surpass clients' issues. Clients might incorporate inside clients, and direct clients. Expand on long haul center around connections.

CER	ER	MR	FR	CFR

Comments on Ranking:

Personal Factors

4)Living the Organization Values (Responsibility - Morals - Social Obligation - Human Turn of events - Advancement - Straightforwardness - Greatness - Initiative - Client Concentration)

The degree the jobholder is appreciating and exhibiting the organization's qualities in ordinary associations with clients, subordinates, and partners.

CER	ER	MR	FR	CFR

Comments on Ranking:

5) Judgment & Decision Making

Exhibits a capacity to assemble and sort out data and accomplish obvious end result sooner rather than later gauges options and use wise judgment that mirror current realities of the circumstances.

CER	ER	MR	FR	CFR

Comments on Ranking:

6) Interpersonal Communications

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The capacity to communicate message to others in an unmistakable and precise method of readiness to get his/her point across as for other's viewpoints. Showing high capacities of undivided attention with great correspondence style evenly inside the organization.

CER	ER	MR	FR	CFR

Comments on Ranking:

7) Discipline and Punctuality

The representative shows getting it and regard of discipline as a general rule, regard association working hours, participation records, meeting& clothing regulation, implicit set of principles.

CER	ER	MR	FR	CFR

Comments on Ranking:

9) Contacts & Relations

CER	ER	MR	FR	CFR

Comments on Ranking:

Worker self-Appraisal for all out-year performance	
Chief's input for absolute year performance	

Employee Name: _____

Manager Name: _____

Signature: _____

Date: _____

Signature: _____

Date: _____

My Development Plan 2011

Development areas	Action Plan	Follow up & feedback

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Employee Name: _____ Manager Name: _____

Signature: _____ Date: _____ Signature: _____

4.4 Managing POSITIVE AND NEGATIVE Components

This could be the area of most noteworthy worry to most line administrators, a considerable lot of whom could do without to distribute reactions. Execution audits ought not be viewed as a chance for appending fault for things that have turned out badly previously.

Assuming people must be shown that they are responsible for disappointments to perform to standard or to arrive at targets, which ought to have been finished when the disappointment happened, not set something aside for the survey meeting.

On the off chance that this kind of approach is embraced, the conversation will zero in on the disappointment, the negatives, and the singular will become protective. This can be damaging and makes sense of why certain individuals feel that the yearly survey meeting will be a 'beat me over the head' meeting.

To underemphasize the positive viewpoints diminishes the extension for activity and inspiration. More can be accomplished by expanding on up-sides than by focusing on the negatives. Individuals are generally responsive to the requirement for additional realizing when they are discussing achievement. Engaging individuals involves expanding on progress.

However, this doesn't imply that underperformance ought to slip through the cracks. Explicit issues might have been managed at that point however it might in any case be important to examine where there has been an example of underperformance. The initial step, and frequently the most troublesome one, is to get individuals to concur that there is opportunity to get better.

This will best be accomplished assuming that the conversation centers around authentic proof of execution issues. Certain individuals won't ever concede to being incorrectly and in those cases, you might need to say basically that 'Here is the proof; I have almost certainly that this is right; I'm apprehensive you need to acknowledge from me based on this proof that your presentation in this regard has been unsuitable.' Please, the point isn't at fault individuals however to take a positive view considering getting replies to questions, for example, these:

- 1-For what reason do you suppose this has been going on?
- 2-What how about you do about it?
- 3-What might I do?

4.5 What to do for effective Performance Appraisal

- 1-Spotlight on the text not the specific situation.
- 2-The examination should be finished utilizing the types of execution evaluation.

4.5.1 Before the Meeting

Gather information.

- Concentrate on the worker's expected set of responsibilities, audit goals.
- Contrast the exhibition with the guidelines/objectives.
- Audit the worker's past evaluations.

Inform the employee.

- Making a meeting with the representatives
- Tell the worker the motivation behind the meeting.
- Impart the assumptions to the representative for the arranging time frame, giving him/her with a draft of division and individual targets.
- Getting some information about how he/she can contribute, and any extra obligations he/she can expect.

4.5.2. During the Meeting

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- Convenient Atmosphere
- Utilize a critical thinking approach by posing open inquiries and listening cautiously to learn the subordinate discernment.
- Try not to underrate how much time the gathering will take. (Min. 30 minutes)
- Give your subordinate most of talking.
- Try not to invest a lot of energy choosing not to move on
- Settle on unambiguous moves toward be taken for enhancements.
- Center around the future execution.
- Be immediate and explicit.
- Try not to get individual.
- Urge the individual to talk.
- Perceive the qualities focuses.
- Gives models.
- Never say "consistently"
- In the shortcoming regions inquire "how might you get to the next level"
- Try not to assault and analysis.
- Select your phrasing cautiously, utilize the right words

4.6 Assessor's Errors

Recency

recalling what happened last week or last month.

Overemphasis

giving a lot of weight to one remarkable great or unfortunate element

Unforgiving

not permitting a representative's current presentation to dominate an unfortunate work record previously.

Favoritism

being impacted by an individual's inclination notwithstanding a terrible showing

Gathering

all representatives in a standard work bunch with a similar brush

CHAPTER 5 CONCLUSION AND RECOMMENDATIONS

Based on more than 90 studies published in over 70 journals, the authors presume that work execution in medical services can be conceptualized into four aspects: task, context oriented and versatile execution, and counterproductive work conduct. For the most part, these aspects relate with the aspects examined in the gig execution writing. This suggests that these aspects can be utilized for additional examination into work execution in medical services. Numerous medical care concentrates on work execution center around two aspects: task and relevant execution. Be that as it may, versatile execution, which is critical in continually evolving conditions, is under-explored and ought to be analyzed further in future examination. This additionally applies to counterproductive work conduct. To further develop work execution, intercessions are expected on the full scale, meso-, and miniature levels, which connect with administration, initiative, and individual abilities and qualities.

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