

**BEHAVIORAL ANCHORED RATING SCALE AND 360 DEGREES:
PERFORMANCE APPRAISAL STRATEGIES FOR ACHIEVEMENT IN
HEALTHCARE FACILITY**

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ABSTRACT: *The central concept of the study was achievement in terms of employee engagement, teamwork and time management. The objectives were, to investigate the effects of 360 degree appraisal and behavioral anchored rating scale on achievement. The target population was 206. Stratified random sample was used to select a sample size of 60 respondents. Data was collected using questionnaires and analyzed using descriptive and inferential statistics with the aid of statistical package for social science. The findings revealed that behavioral anchored rating scale and 360 degree appraisal had a positive and significant effect on achievement. The study concluded that appraised employees accomplish targets, set goals and organization good at time management hence achievement. Employee performance depends on level of management and 360 degree evaluation and behavioral anchored rating techniques. The healthcare facilities should appraise employees periodically, review, revise and align performance appraisal strategies towards achievement of goals and objectives. It is also recommended that feedback mechanism be reviewed, simplified and improved to reflect prevailing performance levels in the organization*

KEY WORDS: performance, strategies, achievement, healthcare

INTRODUCTION

According to Jones (1989) achievement is an integrated focus on the efforts of all employees towards attainment of goals. The integrated focus affects organizational strategy, lead to identification of training needs and performance improvement. Christiansen (2000) asserts that achievement of any organization is determined by resource availability, use and monitoring for optimum outcomes. The author argues that human resources must be empowered to build key competences in organizational processes for successful management of the organization. Wigfield and Eccles (2002) argue that achievement standards define the performance levels or expectations. The scholars argue that organizational achievement is attained through well-coordinated engagement of several employees' working together on individual targets but with a common goal. Cadwell (2004) argues that the tasks to be achieved comprise of a wide scope of activities including goal setting, planning and monitoring progress. According to Richardson (2010) organizations' ability to innovate is vital for achievement in a competitive environment. There is a strong correlation between objectives of employees and strategic goals which directly increase achievement in an organization (Leon, Schneider and Daviaud, 2012). According to Boselie (2003) achievement is

successful implementation and accomplishment of a goal particularly by special skill, great effort and by means of commitment. Organizational achievement can be measured by analyzing current level of performance is in regards to set goals, measuring and monitoring the levels of employee performance (Fletcher, 2013). Empirical research has shown statistically significant correlations between organizational achievement and the overall performance of individual employees. Dimba (2010) argues that improving organizational achievement is a management control function that entails devising ways to guarantee organization's mission and goals are accomplished within the constraints of available resources. According to Siahaan (2017) management must focus on developing and improving employee performance by strengthening individuals' capacities through training, and motivation in order to attain organizational achievement. Toussaint, Shortell & Mannon (2014) argue that organizational achievement in healthcare creates and sustains employee job performance, as well as improve sustainability and future prospects for lowering production input costs.

Globally, Othman (2014) on a study on performance appraisal and job satisfaction, a case of Brunei's civil service, found that performance appraisal positively influence employee behaviour and positively influenced future career development Regionally, Ohemeng & Zakari (2015) conducted a study on performance appraisal and organizational improvement in the civil service of Ghana, the study revealed that performance appraisal led to employee motivation and increased organizational achievement. Aro-Gordon (2016), conducted a descriptive study on the effect of performance appraisal on civil servants at Directorate of Tourism in Nigeria, the study revealed that performance appraisal is a vital factor that contributes to organizational achievement and employee motivation. Locally, Njeru (2013) conducted a research study on the role of performance appraisal on job performance in the public sector staff in Kirinyaga Kenya, the study established that majority of the employees set goals but most did not receive feedback on performance and were not motivated to perform optimally. Waithaka & Njagi (2018), also conducted a study on human capital and customer service on performance of public hospitals in Kirinyaga County, Kenya, their study showed that appraisal is an expensive investment both in time and effort and recommended management invest in modern appraisal system. Owino & Oluoch (2019), conducted a descriptive survey on the influence of performance management systems on employee productivity in County Referral Hospitals of Kiambu County, the study found out that training and feedback are critical to organizational performance.

According to Murphy and Cleveland (1995) performance appraisal is a systematic evaluation and ranking of one's performance by their immediate supervisor, peers or managers periodically, normally at annual performance review meeting. The appraisal is meant to optimize the quality of work, identify high and poor performers; strengths and developmental abilities. Denisi (2003) argues that performance appraisal process is a control mechanism which avails feedback to individuals and organizational performance. The author contends that without the appraisal managers can only

presume that employees are working towards set goals in the standard approach. Performance appraisal has in recent times gained strategic importance in improving organizational effectiveness (Byars and Rue, 2004). The scholars claim that it is a mechanism for gauging employee productivity, clarifying employee's decisions on promotion, demotion or retention and assists in the capacity building of the employees. Nurse (2005) in his study on performance appraisal, employee development and organizational justice established a strong positive correlation on organizational achievement and performance appraisal. Deb (2009) argues that the overarching goal of performance evaluation is to align and improve employee performance while increasing organizational achievement. Armstrong (2009) define performance appraisal as a structured formal interaction of an employee with a supervisor. It usually takes the form of annual or semi-annual periodic interview, examining and discussing an employee's performance in order to identify strengths, weaknesses and opportunities for improvement. According to Kirkpatrick (2010) Performance assessment involves a systematic and organized formal evaluation process of individual employee. The assessment provides feedback on performance improvement, behavioral job traits and developmental recommendations. Lune (2011) affirms that performance appraisal results are useful in discussing performance achievement and progress of personnel in relation to goal achievement. In addition, the appraisal leads to identification of strong performance areas, weaknesses identification and implementing corrective plan. According to Drucker (2012) it is indispensable for organizations to develop standardized performance appraisal policies that provide clear framework for evaluation. The policies serve as a mechanisms which aid managers identify individuals eligible for increment of salary, career advancement, training and development, provide feedback and document disciplinary procedures. Performance appraisal provides knowledge on recruitment, selection, training and development, motivation and retention of high quality work force for achievement (Farndale and Kelliher, 2013). Ocansey (2016) contends that it is a systematic method of analysis that attempts to relate individual goals, departmental intent and organizational objectives. According to Tierney (2017) performance appraisal system is unique to each organization and healthcare organizations are no exception. Tziner and Rabenu (2018) argue that there must be a strong correlation between performance standard of a specific job and achievement. They further argue that appraisers ought to be thoroughly proficient in an appraisal system, performance appraisal method and must be sensitive in differentiating between effective and ineffective performers.

Okocha (1998) asserts that the greatest strength of behavioral anchored rating scale is its emphasis on the activity or performance that can be observed on the job and the ability to monitor job behavior. Boselie (2003) argues that its development procedure must be objective, precise and consist of a set of behavioral statements describing performance levels and standards for achievement. Behavioral anchored rate scale method of evaluation advances the graphic rating work assessments for one more step and rather than trusting on behavioral traits in any position in an organization, it modifies assessments of the specific behavior required of each separate job in the

specific organization (Mooney and Ryser, 2005). According to Farndale and Kelliher (2013), behavioral anchored rating scale requires assessors to have detailed understanding of the main tasks of each position. The assessors should have an overview of employee's full range of work behaviors which best describes the performance of an employee and measurable factors that can be identified such as coordination, organizing skills, adaptability and consistency. The rating scale combines job analysis benefits, critical incidents and quantitative ratings by aligning a quantitative scale with structured performance narratives (Tziner and Rabenu, 2018). The scholars argue that it is a rating scale which typically consisting of seven to eight indicators of sustainability each annexed by the multi-point scale. The authors point out that incidents are then classified according into dimensions and a rating scale for each dimension is developed with behavior serving as anchors for delineating scale points.

In recent years, 360 degree appraisal system has gained considerable popularity in small and large organizations. The method uses formal/structured forms, interviews, informal discussions, surveys, and observations to collect information (Tornow and London, 1998). The authors argue that the basis of 360 degree assessment depends on significant volume of employee performance data collected from various sources. According to Jain (2002) 360-degree evaluation is a great strategy for improving both medical and patient care outcomes, particularly when combined with follow-up training that reinforces strengths and improves on areas of weakness. To keep up with the rapidly evolving skill ecosystem, organizations need to be well versed with the basics of 360 degree feedback systems and carefully select a feedback mechanism that aids in performance appraisal, skill gap identification or adheres to any additional organizational goals that may emerge in the future (Nkomo, 2005). It is an assessment process in which individual employees receive confidential, anonymous feedback from those who work with them (Parker, 2007). The appraisal system gives a multi-dimensional representation around the performance of an employee from the managers' perspective, supervisors, team leaders, colleagues, support staff, internal and external clients (Arthur, 2008). Hunt (2010) argues that 360 degrees evaluation plays a significant role in understanding the other side of performance measurement and identification of development needs when evaluating doctors, nurses or staff on the job, usually based on clinical successes and failures with little regard for soft interpersonal skills like interaction with teams, professionalism and attention to patients. Three sixty degree feedback focuses on behavior which contributes to organizational achievement, enable raters to examine which values and behaviors are essential for job performance and align employees with the objectives of teams and the self-improvement (Schmidt, 2018). According to Church, Bracken, Fleenor and Rose (2019) the appraisal system has great potential in the medical sector since, physicians, nurses, support staff, clinical officers, pharmacists and other medical specialists frequently work interdependently caring for patients. However, during performance appraisal they formally input onto each other's appraisals form confidential and anonymous feedback and since feedback is anonymous, colleagues feel safe to share sincere opinion.

The emergence of the concept of achievement in healthcare has largely been influenced by result oriented management at Kapkatet which is a level four hospital in Kenya where the current study was carried out. Monitoring of employee performance entails routine documentation accomplished through periodic completion of formal performance appraisal forms. Berk (1986) identify various work performance measurement methods which include behavioral anchored rating scale and 360 degree appraisal. Some organizations opt for a multi-factor approach, which is a mix and match or combination of various techniques that would result in achievement of its needs. Fottler, Hernandez and Joiner (1994) identify performance appraisal techniques such as ranking, critical incident, trait scale, narrative and criteria based techniques. Various evaluation techniques are used by different organizations to achieve goals and objectives (Drenth, Wolff and Thierry, 1998). Vance and Paik (2006) argue that continuously enhanced performance assessment efforts, align and coalesce individuals or groups to achievement. Arthur (2008) argues that performance assessment systems are designed solely to objectively assess employee performance and outline improvement measures. According to Mcdowell (2008) the main purpose of periodic reviews is to enhance efficiency of an organization system and facilitate better work relations.

Objectives

To ascertain the effect of behavioral anchored rating scale on achievement in healthcare facility

To investigate the effect of 360 degree evaluation on achievement in healthcare facility

LITERATURE REVIEW

Empirical literature review derives conclusions based on past research experiences with impression to present findings that are quantifiable and observable through calibrated scientific techniques (Garson, 2002). A research on the impact of the performance assessment system for corporate efficiency in select production companies in Germany was conducted by Martinez (2002), the findings showed that performance appraisal emphasized on employee training, competence development and task performance. Tapinos and Dyson (2005) studied the effect of performance assessment on strategic planning in selected fortune 500 organizations in the United States. The findings showed that performance appraisal was one of the main factors that characterize modern practices of strategic planning in organizations that greatly enhance achievement. Tashima (2010) studied on behavioral anchored rating and management of clinicians in public health sector in Britain. The findings of the study showed that there was positive correlation between effective performance system and achievement of strategic goals. On the global scale, 47 researchers interviewed employees in over one thousand hospitals in France, Germany, United Kingdom and USA to ascertain the correlation between appraisal practices and hospital performance management outcome. The study's findings revealed a strong significant relationship between

specific hospital management practices scores and specific hospital health outcomes. During the research, management practices explored included hospital operations, performance appraisal, and achievement (Mwema and Gachunga, 2014). Ferguson, Wakeling and Bowie (2014), carried out a research in the United Kingdom to assess the effect of performance assessment reviews on physician performance. Results of the research showed that feedback framework mechanism was indispensable for discerning whether goal progress was on track or change of strategy was needed for goal attainment. Globally, Shrivastava and Rai (2012) conducted a study on performance appraisal practices in selected Indian banks. The findings showed that performance appraisal increased organizational performance. In a study on performance appraisal and effectiveness in modern business, Singh (2015), revealed that when timely feedback on performance is provided and employees participation encouraged, levels of organizational achievement is high. Ocansey (2016), in his study on training employee for improved performance, noted an employee in an organization with good team cohesion dedicate effort towards realization of the expected performance levels and that cohesion has a significant positive effect on achievement. In a research on the effect of performance appraisal system on employee motivation, Bulto & Markos (2017), discovered that organizational achievement is substantially associated to trust, job participation, and job satisfaction. Bušatlić and Musić-Kilic (2018), investigated the relationship between employees' perception of performance appraisal and work outcomes, the findings shows that performance appraisal had a significant positive effect on productivity. Badreddine and Aoun (2019), conducted a study on performance appraisal systems in Hiram hospital and its relationship with employees' performance, the study revealed that performance appraisal in the hospital was used for several purposes such as improvement and training, compensations, employee recognition and had significant positive influence on organizational achievement.

Brown and Oyebode (2003) studied employee perceptions of performance assessment and employee productivity in selected Nigerian firms. The results of the study showed a significant relationship between an effective performance management system and attainment of strategic objectives. Boateng (2011), investigated the impact of personnel performance assessment on the achievement of organizational goals in a Nigerian district hospital and the finding of the study revealed that performance appraisal significantly improved employee morale and commitment to achieve organizational goals. Aikins and Akweongo (2014) carried out a study on the impact of job satisfaction and motivation of personnel in private hospitals in Ghana". Finding from the study indicated that appraisal significantly increased employee's morale, time management and feedback mechanisms enhanced performance. The relationship between performance assessment and organization based efficiency in public Nigerian hospitals was investigated by Olumuyiwa (2014). The results of the study show that highly rewarded and motivated staff increases engagement and commitment to performance in the organization. Parand, Dopson, Renz and Vincent (2014) studied on health system constraints to scaling up healthcare services in South Africa. It was a multi-method situational evaluation using data collected in 44 selected hospitals in Free

State South Africa. The researchers identified the various challenges that healthcare managers must overcome to successfully boost service delivery while achieving organizational goals and objectives. The challenges ranged from poorly skilled workforce, low staff morale and managerial problems. Husain (2017) conducted a study in selected companies in Nigeria on the impact of modern assessment on efficiency and organizational productivity. Results showed that performance assessment assists companies in properly positioning employees for maximum efficiency. Modern corporate organizations must take the phenomenon of appraisal seriously and appraising managers must remain impartial in evaluation of employees in the interest of improved organizational achievement. Tadesse and Abebe (2018), conducted a study on the effect of performance appraisal on employee motivation in commercial banks in Ethiopia, the study findings revealed that good relations between managers and staff had positive effect on achievement. Ibrahim and Daniel (2019), conducted a study on the impact of performance appraisal on employee productivity in Nigeria breweries, the study findings show presence of significant positive outcomes when the organization uses performance appraisal as an achievement tool.

Owori and Wandede (2007) conducted a research on performance evaluation practices in selected Kenyan state corporations, using the Agricultural Finance Corporation as a case study. The study results showed that appraisal practices in the company substantially strengthen teams' cohesion, work performance and communication. Mwema and Gachunga (2014) selected World Health Organization offices in East Africa to investigate the impact of performance assessment on employee productivity. The findings showed that behavioral appraisal was significant in improving employee relationship through increased inter-personal relations, fostered workplace integration and improved teamwork. A research study was conducted by Musyoka (2016), in Mbagathi hospital Kenya, on the effect of the performance assessment on health employees in public hospitals. The findings revealed that performance appraisal was used as staff motivation tool to improve quality of services and for staff development. Aloo and Ajowi (2017), conducted a research study on influence of teacher performance appraisal on effectiveness in curriculum evaluation in Kenyan schools, the study findings shows that effective interactions and communication between management and staff motivated and significantly improved performance. A study conducted by Kioko (2018) on the influence of human resource management practices on employee performance in the health sector in Machakos County, Kenya, shows that frontline leaders confront issues related to self-identity, particularly for hybrid clinical managers and the negative perception of management. Chepkwony and Njoroge (2019), also conducted a study on performance appraisal practices and effects on employees' performance in Nairobi Kenya, according to the study, performance appraisal not only improves employee performance but also assesses engagement, effort, and work quality.

METHODOLOGY

Descriptive research design was used in the current study with a target population 206 employees from Kapkatet hospital in Kenya. It comprised 37 paramedics, 38 administrative and clerical officers, 3 doctors, 92 nurses, 9 pharmacists and 27 clinical officers. Stratified sampling was used because the population under study was not homogeneous and could be subdivided into groups or strata to obtain a representative sample. A sample size of 30% was selected from the total population, generating a sample of 60 respondents who were considered to be representative as argued by Mugenda and Mugenda (2003). A questionnaire with both open and closed-ended questions was used to collect data. Content Validity of research instrument was determined by university experts and hospital administrators (Thyer, 2010). Field (2005) argues that, while there is no predetermined benchmark, an instrument with a reliability coefficient of 0.70 or higher is generally considered accurate. If Cronbach alpha is below 0.70 the reliability of the questionnaire is considered too low hence research tool should be amended. Coefficient of reliability was computed using Cronbach's alpha method with aid of statistical package for social science and 0.778 was obtained. The research instrument was therefore reliable. Data was analyzed using descriptive statistics and research findings were represented in tables. Inferential statistics were used to analyze the relationship of study variables and establish the significant effect of independent variables. The researchers sought the consent of all participants. The respondents were guaranteed of confidentiality and assured that the findings of the study would remain anonymous. The permission to carry out research was granted by Kenyatta University and National Commission for Science, Technology and Innovation in Kenya. Sources from which information was drawn from were acknowledged.

RESULTS AND DISCUSSION

The sampled respondents were given a total of 60 questionnaires, however only 51 responded hence a response rate of 85%.

Table 1: Behavioral anchored rating scale and achievement

Statement	SD %	D %	N %	A %	SA %	M	Std.D
Behavioral Anchored Rating Scale is aligned with the goals of the hospital	0.0	17.6	0.0	43.1	39.2	4.14	1.058
Behavioral Anchored Rating Scale allows employee autonomy at work, intervening when needed	3.9	5.9	5.9	52.9	31.4	4.03	0.990
Behavioral Anchored Rating Scale enable setting of performance objectives for individual employee	9.8	11.8	0.0	23.5	54.9	4.02	1.393
Behavioral Anchored Rating Scale holds employees accountable to achieve goals	7.8	15.7	7.8	31.4	37.3	3.75	1.324
Behavioral Anchored Rating Scale screens employees in terms of tasks completed to attain achievement	0.0	7.8	9.8	54.9	27.5	4.25	0.836

Source: Research Data (2020)

Table 1 indicates that 39.2% of the respondents strongly agreed that behavioral anchored rating scale was aligned to goals, 43.1% agreed and a marginal 17.6% disagreed. The rating scale was greatly aligned to organizational goals (mean of 4.14). The variation in goal alignment was significant (standard deviation of 1.058). On behavioral anchored rating scale allowing employee autonomy at work and only intervening when needed, 31.4 percent strongly approved, 52.9% agreed, 5.9% were neutral while 5.9% disagreed and 3.9% strongly disagreed. A mean of 4.03 indicated that there was a high degree of autonomy in the workplace. Variation in autonomy was low (standard deviation of 0.990). Behavioral anchored rating scale enable setting of performance objectives for individual employees; 54.9% of respondents strongly agreed to the statement, 23.5% agreed, 11.8% disagreed and 9.8 strongly disagreed. There was significant variation in setting of the objectives (standard deviation of 1.393). Some 37.3% of the respondents strongly agreed that behavioral anchored rating scale hold employees accountable to achieve goals, 31.4% agreed, 7.8% were neutral, 15.7% disagreed and 7.8% disagreed greatly. Variation in achievement of goals due to behavioral anchored rating scale was significant (standard deviation of 1.324). Regarding behavioral anchored rating scale screening employees in terms of the number of tasks completed to attain achievement. 27.5% and 54.9% strongly agreed and agreed respectively, 9.8% were neutral and 7.8% disagreed. The mean of 4.25 imply that the scale for screening the number of tasks completed was effective. Variation in task completion hence achievement was low (standard deviation of 0.836).

Jimgris (2007) observed that appraisal of behavioral ratings is critical to employee growth and goal alignment in order to enhance efficiency and create opportunities for assessing employee performance. According to Misiak (2010) behavioral anchored rating scale monitor employees against the number of tasks accomplished within a stated time schedule. Competent rating of individual's achievement rationalizes individual and organizational goals. The findings concur with Rusu and Avasilcai (2016) argument that a well-structured and standardized performance appraisal system encourages equity and equality in the number of tasks performed by an employee. Kell (2017) posits that achievement is not only related to results, but also to the actions and behaviors that employees engage in to attain goals; hence, goal-based performance assessment should coexist with standard-based behavioral performance assessment. According to Nor (2018), behavioral anchored rating scale provide qualitative and quantitative evaluation data including a mix of quantifiable ratings, incidents, and narratives, as well as compare the performance of employees against standard conduct. Burnage (2019) argue that behavioral anchored rating scales are accurate such that errors are unlikely to occur, each behavior related to a position is graded, and ratings are assigned to specific employees based on individual conduct rather than universal criteria.

Table 2: 360 Degree appraisal and achievement

Statement	SD	D	N	A	SA	M	Std.D
	%	%	%	%	%		
Self-appraisal communicate performance expectations.	0.0	13.7	5.9	43.1	37.3	4.04	0.999
Supervisor appraisal is clearly outlined in appraisal form	5.9	9.8	3.9	35.3	45.1	4.03	1.199
Evaluation by support identifies key performance criteria	7.8	9.8	15.7	35.3	31.4	3.73	1.233
In peer appraisal employees receives useful feedback	0.0	11.8	7.8	43.1	37.3	4.06	0.968
360 degree evaluation strategy identifies barriers to org achievement	0.0	9.8	5.9	45.1	39.2	4.14	0.917

Source: Research Data (2018)

Table 2 shows results on influence of 360 degree appraisal on organizational achievement. About 37.3% of the respondents strongly agreed and 43.1% agreed that self-appraisal communicate the expected performance standards, 5.9% were neutral and 13.7% disagreed. The mean of 4.04 imply that most of the employee was highly cognizant of performance expectations. The variation in organizational achievement was low as indicated by standard deviation of 0.999. Majority of the respondents strongly agreed that supervisor appraisal was clearly outlined in the appraisal form, 35.3% agreed, 3.9% were neutral, 9.8% disagreed and 5.9% strongly disagreed. A mean of 4.03 indicated that supervisor appraisals were well outlined in appraisal form. The variation in the outline of appraisal form was significant as shown by standard deviation of 1.199. Based on the findings, 31.4% strongly agreed that evaluation by support staff facilitated the identification of key performance criteria, 35.3% agreed, 15.7% were neutral, 9.8% disagreed and 7.8% strongly disagreed. The variation in identification was significant as shown by standard deviation of 1.233. Concerning peer appraisal hence employees receiving useful feedback, 37.3% and 43.1% of the respondents strongly agreed and agreed respectively, 7.8% were neutral and 11.8% disagreed. Feedback variation was low as indicated by the standard deviation of 0.968. Regarding the 360 degree evaluation strategy greatly leading to identification of barriers to organizational achievement, 39.2% and 45.1% of respondents strongly agreed and agreed respectively, 5.9% were neutral, and 9.8% disagreed. A mean of 4.14 indicated that the strategies deployed by the organization on 360 degree appraisal greatly lead to identification of the barriers. The variation in identification of barriers was low as shown by the standard deviation of 0.917. The 360 degree appraisal evaluation strategy positively facilitates the identification of key performance barriers to organizational achievement. Managerial practices are strongly linked to high organizational achievement and therefore organizations must embrace the practices. Open communication channels allow for regular feedback and aligning of employee work behavior towards organizational achievement.

The findings support (Palmer and Rayner, 2007) argument that performance assessment provides opportunities for employees to receive well-structured and positive input about work and potential development. Ozcan (2008) asserts that feedback should be frequent and focused on critical accomplishment factors of task performance in line with performance appraisal in an organization. According to Kamer and Annen (2010) a multi-rater feedback system holds team members accountable to one another and to the organization. It is because members input into one another's performance rating. According to Abraham (2014) 360-degree feedback is commonly used by businesses to reorganize and utilize resources efficiently. In the absence of feedback, employees are unaware of their potential blind spots and gaps, and their actions may have a detrimental influence on coworkers and productivity (Padmaja and Rao, 2015). Hosain (2016) argues that 360-degree feedback is effective in assisting reflective practice, particularly in improving interactive engagement in the management role. According to Chopra (2017) 360-degree evaluation establishes an environment of constant learning and provides a holistic feedback to employees that lead to improved achievement and increased organizational growth. The 360 degree reviews are intended to give an employee the opportunity to understand and remedy any areas of improvement or issues that may exist between themselves and the rest of the organization (Karkoulian and Srour, 2019).

Table 3: Achievement in Healthcare Facility

Statement	SD	D	N	A	SA	M	Std.D
	%	%	%	%	%		
Employee engagement as shown by survey builds and maintains management-employee relations to accelerate achievement	5.9	7.8	0.0	47.1	39.2	4.06	1.121
Employees in work groups as per survey forms, coordinate to complete organizational tasks	7.8	17.6	5.9	25.5	43.1	3.78	1.376
Management communicates time frame for completion of organizational tasks	5.9	11.8	0.0	35.3	47.1	4.06	1.223
Management encourages employees to come up with new and better ways of job performance	2.0	3.9	9.8	56.9	27.5	4.04	0.848
Employee engagement, teamwork, time management, and innovation are all management resources that contribute to achievement	0.0	11.8	7.8	39.2	41.2	4.10	0.985

Source: Research Data (2020)

Table 3 shows that 39.2% of the respondents, strongly agreed, 47.1% agreed, 7.8% disagreed and 5.9% strongly disagreed that employee engagement encourage and

accelerate organizational achievement. A mean of 4.06 indicates that employee engagement accelerated organizational achievement. There was little variation in achievement (standard deviation of 1.121). Concerning employees in workgroups as per survey forms, coordinating to complete organizational tasks, 43.1% of the respondents strongly agreed, 25.5% agreed, 5.9% were neutral while 17.6% disagreed and 7.8% strongly disagreed. A mean of 3.78 implied that workgroups moderately affected completion of organizational tasks. There was significant variation in organizational tasks (standard deviation of 1.376). Management communicate timeframe for completion of organizational task and about 47.1% of respondents strongly agreed, 35.3% agreed, 11.8% disagreed and 5.9% strongly disagreed. A mean of 4.06 implied that strict timeframe meaningfully affected task completion. There was little variation in timeframe for task completion (standard deviation of 1.223). Management encouraged employees to come up with new and better ways of job performance and 27.5% of participants firmly agreed, 56.9% agreed, 9.8% were neutral, 3.9 disagreed and 2% strongly agreed. A mean of 4.04 indicates that management encouraged new and improved methods of job performance. The variation in new and improved methods of job performance was slightly low (standard deviation of 0.848). Employee engagement, teamwork, time management and innovation contribute to achievement and 41.2% of the respondents strongly agreed, 39.2% agreed, 7.8% were neutral and 11.8% disagreed. A mean of 4.10 indicated that all these significantly contributed to organizational achievement. Variation in the achievement was somewhat low (standard deviation of 0.985).

Naming and Wright (2006) argue that performance evaluation motivates and develops employees in an effort to continually optimize organizational procedures and enhance achievement. The findings are in line with Tyson's (2015) argument that performance assessment allows managers to effectively reward employees for their efforts and motivate them to contribute more to the achievement of organizational objectives. Skipworth (2014) argues that organizations that adopt intensive and cohesive processes of performance appraisal usually show higher growth, higher return per employee, lower attrition rate and stable performance platform for achievement. According to Wallace and Stelman (2016) the fundamental building block for improving performance is establishing a high performance values and executing the performance management process, notably a performance evaluation system. Buallay (2017) argues that an organization achieve goals when staff work hard to accomplish the firm's objectives. Achievement allows employees to advance in life, career and wages. Zondo (2018) argues that management should provide employees with sufficient information, tools, and training in order to effectively track organizational efficiency. Management should evaluate employees and utilize employee input to improve organizational achievement (Girdharwal, 2019).

Table 4: Analysis of Coefficient of Determination Using SPSS Version 23

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.719 ^a	.517	.503	.76122

a. Predictors: (Constant), Behavioral Anchored Rating Scale, 360 Degree Evaluation.

b. Dependent Variable: Achievement

Source: Research Data (2020)

R square represents the coefficient of determination used in statistics to evaluate model fit. R square indicates the proportion of variance on organizational achievement. R square value is 0.517, 51.7% of the variation in achievement is enhanced by 360 degree evaluation, and behavioral anchored rating scale. Other factors not considered in the study contribute the remaining 49.3%. The adjusted R², also called the coefficient of determination is the percentage of the variance in the dependent variable explained exclusively by the independent variables. About 50.3% of the changes in achievement variables could be attributed to the combined effect of the predictor variables.

Table 5: Analysis of variance on three sixty degree appraisal and achievement using SPSS version 23

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	20.976	1	20.976	32.116	.000 ^b
	Residual	32.004	49	.653		
	Total	52.980	50			

a. Dependent Variable: Achievement.

b. Predictors: (Constant), 360 Degree Evaluation.

Source: Research Data (2020)

At 5% level of significance, F calculated value of 32.116 is greater than the critical value of 0.000). It shows that the overall model was significant in predicting how various factors in 360 degree evaluation appraisal affect on achievement. The p value = 0.00 < 0.05 therefore 360 degree appraisal strategy was significant.

Table 6: Analysis of variance on behavioral anchored scale and achievement

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	16.634	1	16.634	22.425	.000 ^b
Residual	36.346	49	.742		
Total	52.980	50			

a. Dependent Variable: Achievement.

b. Predictors: (Constant), Behavioral Anchored Rating Scale.

Source: Research Data (2020)

At 5% level of significance, F calculated value of 22.425) is greater than the critical of value 0.000). It shows that the overall model was significant in predicting how various factors in behavioral anchored rating scale affect organizational achievement. The p value = 0.00 < 0.05 which means behavioral anchored rating scale strategy was significant.

Table 7: Analysis of Coefficients Using SPSS Version 23

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.457	.719		.219	.000
360 Degree evaluation	.274	.184	.248	1.487	.014
Behavioral anchored rating scale	.271	.154	.238	1.758	.003

a. Dependent Variable: Achievement

Source: Research Data (2020)

The replacement of the equation based on the regression findings is ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \varepsilon$) became

$$Y = 0.457 + 0.274X_1 + 0.271X_2$$

X_2 , Behavioral anchored rating scale variable. The 360 Degree appraisal and behavioral anchored rating scale when constant at zero, achievement would be 0.457. A unit increase in 360 Degree appraisal would result in a 0.274 increase in achievement and a unit rise in behavioral anchored rating scale would cause a 0.271 rise in achievement.

IMPLICATION TO RESEARCH AND PRACTICE

Performance appraisal is one of the most important tools that push employees to work actively, effectively and efficiently. A major practical implication of current research is that it provides much needed empirical data on the actual jobs appraisal and

contribution to organizational achievement. Effective appraisal management process is correlated with higher organizational achievement. According to research study, performance evaluation provides adequate feedback and aligns organizational goals and objectives on how employees are performing, by divulging them to knowledge and the result of their work, avenues for participating in the setting of tasks and goals which are clear and attainable to the organization.

CONTRIBUTIONS

Regarding the theoretical contributions of the research, the study assists hospitals and other organization management by providing an organized, reasonable, and accurate performance evaluation systems. It would provide human resource professionals with knowledge on policies and regulations governing performance assessment. The study findings are significant to future researchers. The performance appraisal system construct was found to be significantly and positively related to achievement. The practical implications of this research should be of interest to both management and policy makers. There is undeniably a lot of pressure on individuals in managerial positions in today's health-care system. Health professionals have often faced the pressure to redesign workflows to be more efficient and effective to achieve their organizational goals. Performance appraisal creates link between individual employee expectations and how the employee's work contributes to the larger organization's achievement.

CONCLUSION

The results of the analysis in the chapter concluded that all the four variables investigated in the study had positive significance on organizational achievement. The results strongly support relationships in performance appraisal in regard to employee engagement, teams and time management. The 360 degree feedback appraisal communicated performance expectations and aid health administrators conducting appraisals discover employees' strengths and weaknesses, allowing supervisors to design appropriate training and development programs. Performance evaluation aided the hospital management in proper placement of its employees in order to improve performance. The study concluded that unambiguous feedback was somewhat received from supervisors at a relatively moderate interval. The behavioral anchored rating scale strategy was aligned with organizational goal and allowed employees work with autonomy. High quality standard of service was moderately practiced and there was need for improvement and training of employees. Staff recognition increased motivation which in turn needed improvement. There was need to review and improve performance appraisal system to guarantee effective synchronization with other human resources practices and organizational strategies in the hospital. Appraisal of employees in terms of operation targets, organizational goals, time management and innovation, efficiency for productivity and performance measurement all enhanced organizational achievement.

Future Research

Future research studies should be replicated in other government institutions and a different research design should be used to establish the effect and relationship of performance appraisal with other variables such as employee commitment and morale on organizational achievement and such studies should comprise of a larger sample size compared with current study to provide more accurate mean values, identify outliers that could skew the data in a smaller sample and provide a smaller margin of error.

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