

Perceptions of Clinical Laboratory Employees towards Annual Performance Appraisal in King Faisal Specialist Hospital and Research Center, Riyadh, Saudi Arabia

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Abstract:

Purpose: The study is investigating the perceptions of the clinical laboratory employee towards the current performance appraisal system in the King Faisal Specialist Hospital, Riyadh, Saudi Arabia. The appraisal is considered as one of the most commonly used management tools in Saudi hospitals. Thus, the need to improve the usefulness of performance appraisal as a managerial tool is important theoretically and practically. This study described clinical laboratory employees' perception in King Faisal Specialist Hospital and Research Center, Riyadh, Saudi Arabia towards existing performance appraisal system that used in the hospital.

Method: The study was conducted from March 23rd, 2014 to April 17th, 2014 by distribution of survey questionnaire used in previous study (Ochoga, 2007).

Results: Descriptive results are shown for the perception towards performance appraisal in the hospital. These include three categories. First, reaction towards the rater, which focused on the relationship between the employee and the rater through evaluation process, results indicate a good acceptance by the employees toward his/ her rater during the process of evaluation. Second is the satisfaction of employee on his/ her performance appraisal, which focused on the acceptance of the employee on performance appraisal rating, results indicated that the majority of employees are satisfied with their rating. Third, clarifying expectation and rating discussion, which focused on the process of using the performance appraisal, results described that most of employees are convinced with the current process.

Keywords: Clinical Laboratory, Perceptions, Performance Appraisal, Satisfaction

I. Introduction

1.1 The Problem

The Even though the concept of formal appraisals is appealing, researches indicate that many employees feel worse about management and themselves after the session and the leader or boss must copy the kind of behavior wanted from the employees. Performance appraisal is one of the most heavily researched topics in human resource management, and employee perception towards appraisals is an important outcome of the appraisal process (some scholars and practitioners say the most important outcome). The context of performance appraisal and employee perception towards appraisals is highly interrelated. Performance appraisal should ideally be an ongoing process and only formalized on appraisal day. Moreover, performance appraisal should be for building the future. Most employees are very interested in knowing how well they are doing at present and how they can do better in a future. They want this information to improve their performance in order to get promotions and increase their benefits. Good performance feed-back can improve the employee's performance in future. In addition, it gives him or her satisfaction and motivation and vice versa.

The study investigated the perceptions of the clinical laboratory employee towards the current performance appraisal system in the King Faisal Specialist Hospital, Riyadh, Saudi Arabia.

From theoretical perspective, the study will add advancements in theories related to performance appraisal especially in King Faisal Specialist Hospital and Research Center and King Saud University. Moreover, the study will be the first study at the level of Clinical Laboratory in the hospital. In addition, this comprehensive descriptive study will be the first step in the future if a correlation study might be performed in the hospital. On the other hand, this research will describe comprehensively the perception of employee towards performance appraisal from practical perspective. The description may help expert to review the current performance appraisal system to improve deficiencies, if the research indicated. Lack of efficient study to describe the perception has encouraged performing this study.

The purpose of this research is to provide such a comprehensive framework in order to organize the perception of employee towards performance appraisal system thus will lead to strength the measurement effeteness of performance appraisal. The study describes employees of clinical laboratory on selected demographic characteristics which includes in the questionnaire.

The objectives in this study will describe the perception by:

- Reaction towards your Rater
- Satisfaction with my Rating
- Clarifying Expectation and Rating Discussion

1.2 Background

Performance appraisal is a process which the supervisor can evaluate on the work performance of the employee. Moreover, Performance appraisal is the most remarkable human resource (HR) practices (Boswell and Boudreau, 2002). Another study shows supporting to the previous study that performance appraisal ranked first in importance among human resource management issues at the time of the survey and in future years (Hays and Kearny, 2001). Numerous organizations employ a formal or informal assessment system that measures employee performance and contribution. (Coens and Jenkins, 2000) suggest that performance appraisal is a mandated process in which, for a specified period of time, all or a group of an employee's work behaviors or traits are individually rated, judged, or described by a rater and the results are kept by the organization.

(Keeping and Levy, 2000) examined the measurement of performance appraisal reactions. They investigated how well commonly used reaction scales, representative of those used in the field, measured the substantial constructs of satisfaction. They found that these scales did a "favorable" job of measuring appraisal reactions. In addition, they found that the data also fit a higher order appraisal reactions model. Among the reactions 28 investigated were satisfaction (with the system and session); fairness (procedural and distributive justice) perceived utility and perceived accuracy. Furthermore, the same study indicates that employee reactions toward performance appraisal may be considered important for two reasons. First, reactions are of great interest to practitioners. Second, while reactions have been theoretically linked to determinants of performance appraisal success and acceptance they have been overlooked in the research.

(Tziner, Murphy and Cleveland, 2001) reported that attitudes and beliefs toward the organization and about the appraisal system affect how ratings are done and how feedback is handled. These attitudes and beliefs have an influence on the accuracy and usefulness of ratings. Their finding showed that beliefs about the performance appraisal system and rater orientation toward the system explained tendencies to give higher versus lower ratings and to discriminate between rates and rating dimensions.

(Gabris and Ihrke, 2000) reported that leadership credibility of immediate supervisors is significantly associated with whether employees perceive performance appraisal systems as procedurally fair and instrumentally just and appropriate. Their study of county government professionals explored this issue as well as related issues of job burnout, job satisfaction, manager innovation and cooperation between organizational units.

(Walsh, 2003) reported that respondents, 440 participants, indicated greater satisfaction with their supervisor and their most recent performance appraisal than with the performance appraisal system overall as measured by three reaction scales. (Walsh, 2003) recommends that the study could be helpful to done on another organization to describe the satisfaction of employee towards performance appraisal.

The sum of the research indicates that performance appraisal is a complicated activity involving a number of complex individual level, process and organizational factors. The complexity of the process has contributed to the past predominance of research examining isolated factors in controlled settings. A principal consideration in evaluation of any performance appraisal system must be employee satisfaction. Employee satisfaction is linked to employee perception of fairness of the organization's system. In the context of performance appraisals, the most common interactions will involve the setting of performance goals and standards, routine feedback, and explanations during the performance appraisal interview. Informational justice is concerned with the quality of the interactions of implementing and communicating the procedural aspects of the system.

II. Method

2.1 Study Design

The study included measurement of employee perceptions and reaction towards performance appraisal system. The study used the Descriptive Research Methodology.

2.2 Participants

Participants in this study were clinical laboratory employee in King Faisal Specialist Hospital and Research Center, Riyadh, Saudi Arabia. Those employees consist of different department of clinical laboratory. The total number of the population is 493. Those employees includes technologists, technicians, and assistances. Even pathologists are considered part of the clinical laboratory department; they were excluded from this study because they are hard to reach them during working hours due to their nature of work.

2.3 Sampling Procedure

Since the total number of the population 493 is too large to survey, a sample was selected to participate in this study. The participants were selected through simple random sampling method using a list of all employees which was provided by human resource department as an excel file. Then, the computer helped the researcher to identify the selected sample units. The sample size is 222 with $\pm 5\%$ precision where Confidence Level is 95%. This number was determined using Table 2.3 (Israel, 1992) included in the Appendix B.

2.4 Survey Instrument

The study will use closed ended questions through out a questionnaire since its less time consuming in terms of coding the data and easiness of results comparing. (Ochoga, 2007) used the instrument in his study and the researcher adopted in this investigation.

In part I of the survey, the demographic data questions requested a limited amount of information related to personal and professional demographic. The following variables were measured: gender, age, country of origin, education level and years of experience.

In part II of the survey, 15 questions require the respondents to indicate on a 5-point Likert-type scale about particular statements bearing attributes of the various variables about the perception. These questions were categorized into three categories:

- Reaction towards your Rater
- Satisfaction with my Rating
- Clarifying Expectation and Rating Discussion

Each category has 5 Likert variables. These variables were measured on a five point scale with 1 = strongly agree; 2 = agree; 3 = neither agree nor disagree; 4 = disagree; and, 5 = strongly disagree.

2.5 Data Collection

After approval from the management to distribute the survey to the participants, the surveys were distributed to all eligible employees. Participants were asked to respond in their role as a ratee in the performance appraisal system. Surveys were distributed to 222 eligible employees through each department's inter-office mail on March 23rd. Each employee who participated in the performance appraisal system received a questionnaire delivered to their work station. The researcher asked the participants to complete and return the questionnaire no more than April 17. The letter and the survey are included in Appendix A. 180 completed or partially completed Pattern surveys were returned. Of these, 12 were unusable due to either patterned responses or substantial lack of completion. A total of 168 useable surveys were used in the analyses. The response rate is 81.1%.

2.6 Statistical Treatment

The collected data was treated by SPSS v20.0 and Microsoft excel 2013. The results translated in frequencies and percentages using descriptive tables. Pie chart and Bar chart was created for easier interpretation of the results.

III. Results

Table 3.1 and figure 3.1 indicate the female accounted more than the half of the participants in the study. The percentage was about 58% of the participants for females while the rest was from the male side.

Table 3.1 Frequency Information of Gender

Gender	Frequency	Percentage
Male	70	41.67
Female	98	58.33
Total	168	100

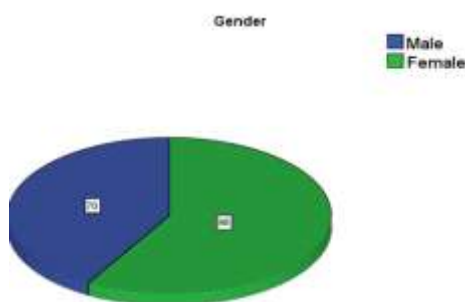


Figure 3.1 Frequency Information of Gender

Table 3.2 and figure 3.2 show that most of the participants were from Saudi Arabia where they accounted about more than the half (59.52%) of the participants, followed by the Asian and Arabs where accounted about 18% for each of them. Finally, Australian and North American accounted the lowest percentage in the study where they accounted only 0.6% of the participants.

Table 3.2 Frequency Information of Country of Origin

Country of Origin	Frequency	Percentage
Saudi	100	59.52
Arabs(Non Saudi)	30	17.86
North America	1	0.6
South America	2	1.19
Europe	3	1.79
Asia	31	18.45
Australia	1	0.6
Total	168	100

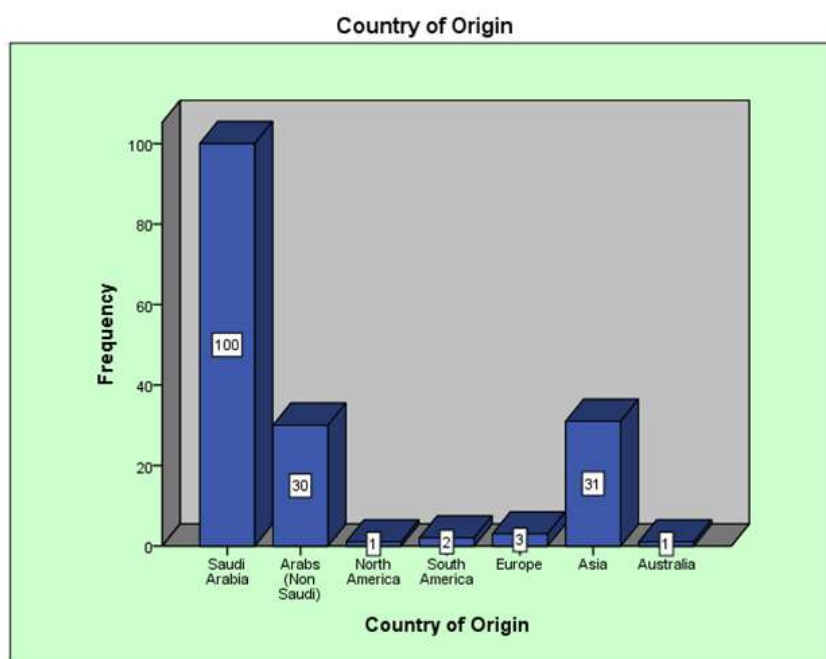


Figure 3.2 Frequency Information of Country of Origin

Table 3.3 and figure 3.3 indicate most of the participants were from the age category of 25 to 35 year old. On the other hand, senior staffs above 50-year-old were the lowest participants.

Table 3.3 Frequency Information of Age

Age(Years)	Frequency	Percentage
18 to < 25	19	11.31
>= 25 to < 35	78	46.43
>= 35 to < 40	33	19.64
>= 40 to < 50	28	16.67
>= 50	10	5.95
Total	168	100

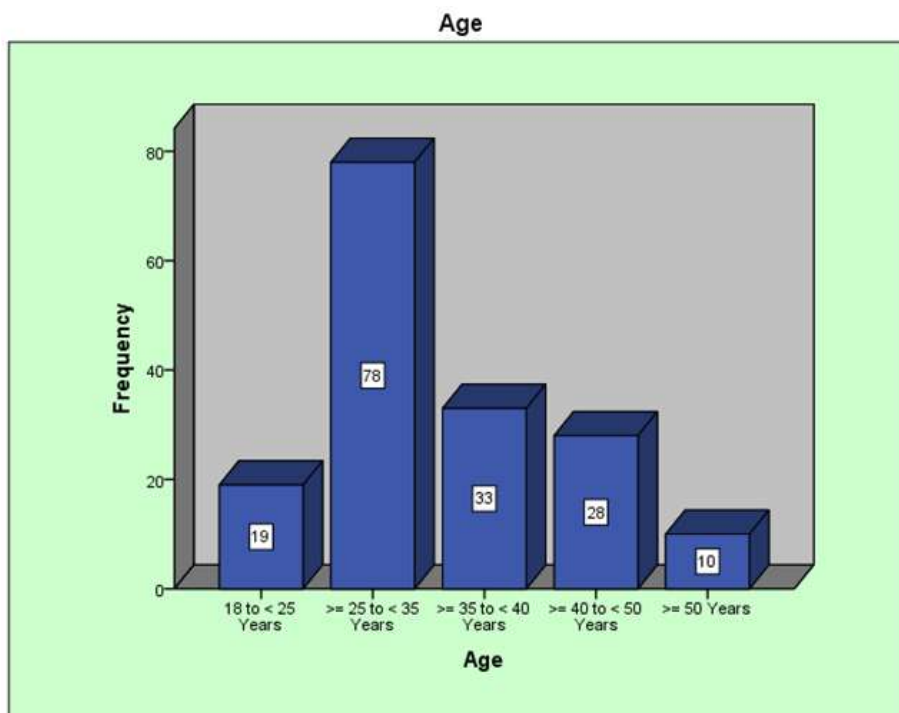


Figure 3.3 Frequency Information of Age

Table 3.4 and figure 3.4 show that most of the participants are holding Bachelor and Master Degree where accounted 71.43% and 14.88% respectively. On the other hand, PhD holders are the lowest participants accounted only 2.38% of the participants.

Table 3.4 Frequency Information of Education Level

Education Level	Frequency	Percentage
Diploma	9	5.36
Bachelor	120	71.43
High Diploma	10	5.95
Master	25	14.88
PhD	4	2.38
Total	168	100

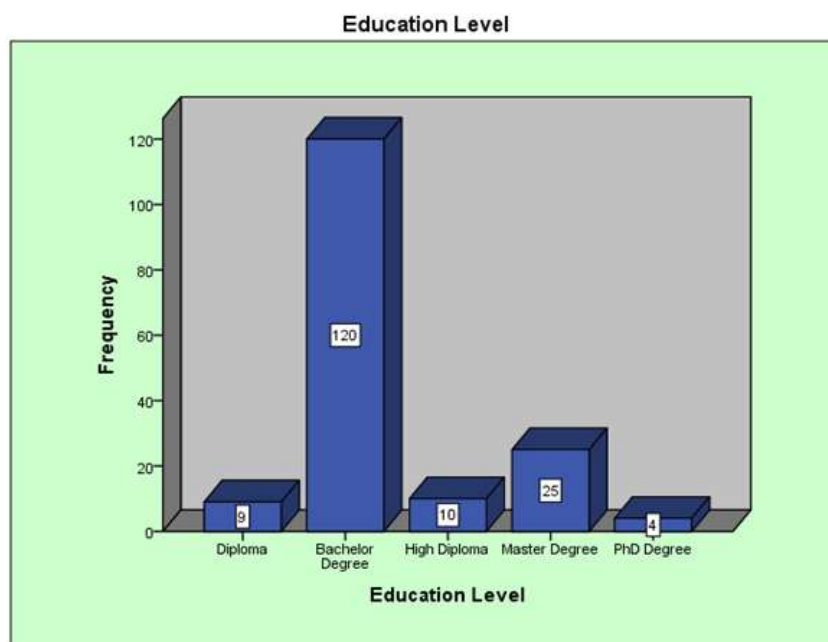


Figure 3.4 Frequency Information of Education Level

Table 3.5 and figure 3.5 indicate that most of the participants have from 10 to 20 years of experience. Those participants accounted about more than one third (32.14%) of the total participants, followed by participants who have 5 to 10 years of experience where accounted about 31.55%. Senior staffs who have more than 30 years of experience were accounted 1.19% of the participant in the study.

Table 3.5 Frequency Information of Years of Experience

Years of Experience	Frequency	Percentage
0 to < 5	37	22.02
>= 5 to < 10	53	31.55
>= 10 to < 20	54	32.14
>= 20 to < 30	22	13.1
>= 30	2	1.19
Total	168	100

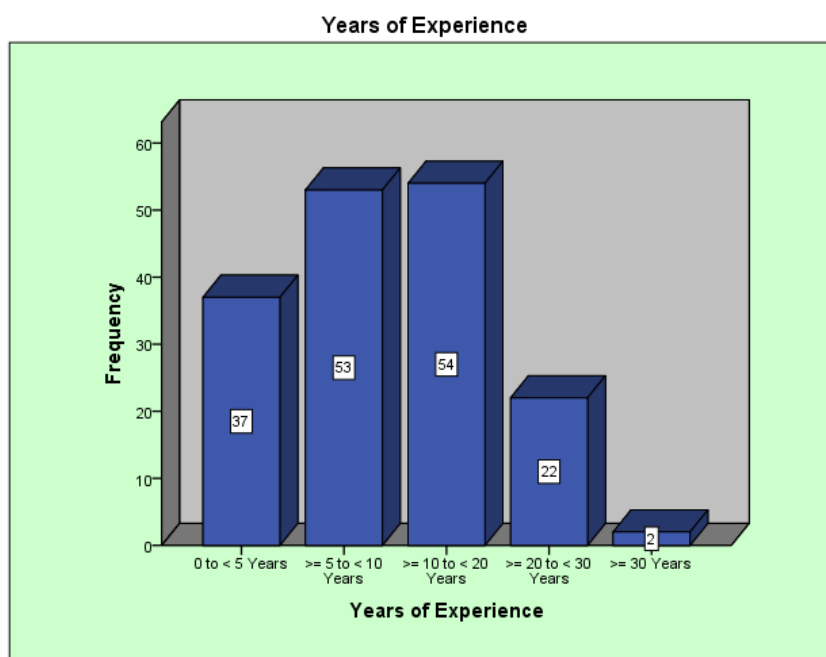


Figure 3.5 Frequency Information of Years of Experience

Table 3.6 indicate that questions 1, 2 and 5 had the answer Agree as the highest response where accounted 58.93%, 50.0% and 51.19% of the participants respectively. On the other hand, question 4 had the answer Disagree as the highest response with 41.67% of the total response.

Table 3.6 Frequency Information of Category A: Reaction towards your Rater

Category I: Reaction towards your Rater									
Q	Question	Result	SA	A	N	D	SD	Mean	Std. Dev.
1	My rater understands the requirements and difficulties of my work	f	16	99	37	11	5	2.35	0.86
		%	9.52	58.93	22.02	6.55	2.98		
2	My rater clearly explains to me the standards that will be used to evaluate my work	f	22	84	48	10	4	2.35	0.87
		%	13.10	50.00	28.57	5.95	2.38		
3	My rater gives me clear and real example to justify his/her rating of my work	f	19	63	61	20	5	2.58	0.95
		%	11.31	37.50	36.31	11.90	2.98		
4	Rater does not give performance ratings that reflect his/her personal like or dislike of employees	f	4	30	54	70	10	3.31	0.92
		%	2.38	17.86	32.14	41.67	5.95		
5	My rater treats me with dignity	f	34	86	34	12	2	2.18	0.88
		%	20.24	51.19	20.24	7.14	1.19		

Table 3.7 indicate that all questions had the answer Agree as the highest response except for the seventh question that had Neutral which was accounted 35.71% of the participants' responses. Strongly Disagree was accounted without any response in the seventh, eighth and ninth questions.

Table 3.7 Frequency Information of Category B: Satisfaction with my Rating

Category II: Satisfaction with my Rating									
Q	Question	Result	SA	A	N	D	SD	Mean	Std. Dev.
6	My performance rating is largely based on how I do my work	f	27	91	31	15	4	2.27	0.92
		%	16.07	54.17	18.45	8.93	2.38		
7	My performance rating is based solely on how well I do my work	f	20	60	65	23	0	2.54	0.87
		%	11.90	35.71	38.69	13.69	0.00		
8	My rater gives me the rating that I earn even when it might upset me	f	17	79	55	17	0	2.43	0.81
		%	10.12	47.02	32.74	10.12	0.00		
9	The rating I get is a result of my rater applying performance rating standards consistently across employees	f	15	73	59	21	0	2.51	0.83
		%	8.93	43.45	35.12	12.50	0.00		
10	My performance appraisal is based on the quality and quantity of my work	f	17	90	38	18	5	2.43	0.92
		%	10.12	53.57	22.62	10.71	2.98		

Table 3.8 indicate all questions had the answer Agree as the highest response. On the other hand, all questions had Disagree as the lowest response.

Table 3.8 Frequency Information of Category C: Clarifying Expectation and Rating Decision

Category III: Clarifying Expectation and Rating Decision									
Q	Question	Result	SA	A	N	D	SD	Mean	Std. Dev.
11	My rater explains how I can improve my performance	f	28	80	36	21	3	2.35	0.96
		%	16.67	47.62	21.43	12.50	1.79		
12	As a result of the performance appraisal, I better understand my supervisor expectations of my performance	f	26	88	30	19	5	2.34	0.97
		%	15.48	52.38	17.86	11.31	2.98		
13	My rater allows me to ask him/her questions about my performance rating	f	30	95	28	12	3	2.18	0.87
		%	17.86	56.55	16.67	7.14	1.79		
14	My performance appraisal is not based on my personality or position	f	15	80	49	18	6	2.52	0.93
		%	8.93	47.62	29.17	10.71	3.57		
15	I am of the opinions that improving my communication style will affect my performance appraisal positively	f	32	76	45	11	4	2.28	0.93
		%	19.05	45.24	26.79	6.55	2.38		

IV. Discussion

The respondents' demographic descriptions are illustrated in table 3.1 through 3.5, this includes the raters which indicate the clinical laboratory employee in the hospital. Statistics shows that majority of the participants that responded were male at 58.33%, while less male responded at 41.67%. This indicate that the majority of the laboratory employee is female. This is results came on the reverse of some the literature that the researcher reviewed previously in Chapter two. This might be because the female is looking for stable work environment than male. Country of Origin shows that the participants consist of more Saudis than any other nationality with 59.52%. This is because the preferences in recruitment process for Saudis in order to meet the Saudization percentage. Also Saudis are the citizen of the country where the hospital is located. Arabs ranked the second with 17.86% in the study. This might be due to the location of the hospital in the Saudi Arabia. The Saudi Arabia is one of the central countries in the Arab country which has good opportunity for employments. The study indicated that 18.45% of the participants were Asian. Asians are cost lower than other races which explain the high percentage in this category. On the other hands, the other nationalities were North American 0.6%, South American 1.19% and Australian 0.6%. The assumption of the researcher is that those countries have good employment environment for their citizen which will limit the work immigration to Saudi Arabia not mentioning the cost of individual for the hospital. Almost half of the participants were 25-35 years old. In researcher opinion, this is because the hospital required at least two years of experience prior employment. In addition, most of freshly graduate will look for a job in the same field after graduation. Despite the percentage of the age category 18 – 25 years old (11.31%), the percentage is gradually decrease with the age increase. Some clinical laboratory employees got promoted in different departments or even different organization. Bachelor Degree holders were the highest percentage with 71.34% of the participants. This is because they are the essential group to run the laboratory department in the hospital. With scholarship programs, Master Degree holders ranked the second among the participant with 14.88%. On the other hand, PhD holders score the lowest percentage 2.38% due to the limitation of lines. 32.14% and 31.55% where the percentage of the participants for experience group for 10 to 20 and 5 to 10 years respectively. This can goes with the age and country of origin variables since the majority of the participant are Saudis with Bachelor Degree holders. This means that most of

the workers have between 5 to 20 years of experiences specially when the 0 – 5 years category followed by 22.02%. Senior staff with 20 – 30 years of experience dropped to the half with 13.1%.

The category I, reaction towards your rater, is to determine the perception of laboratory staff towards his/her rater during the annual performance appraisal evaluation process. In the questionnaire, there was five questions to measure the perception using a Likert scale consist of five points. The responses for the first question “My rater understands the requirements and difficulties of my work” were Strongly Agree = 9.52%, Agree = 58.39%, Neutral = 22.02%, Disagree = 9.22% and Strongly Disagree = 2.98%. This indicate that the majority of the participants believe that the rater understands the requirements of the employee job. This is good indication that the rater have a good experience on the performance evaluation process that used in the hospital particularly in the clinical laboratory department. The responses for the second question “My rater clearly explains to me the standards that will be used to evaluate my work” were Strongly Agree = 13.1%, Agree = 50.0%, Neutral = 28.57%, Disagree = 5.95% and Strongly Disagree = 2.38%. This indicate that the majority of the participants believe that the rater explain the standards that will be used to evaluate employee job. Also, this is good indication that the rater is well trained to communicate the standards for the employee. The responses for the third question “My rater gives me clear and real example to justify his/her rating of my work” were Strongly Agree = 11.31%, Agree = 37.5%, Neutral = 36.31%, Disagree = 11.9% and Strongly Disagree = 2.98%. This indicate that the majority of the participants believe that the rater justify the rating score of employee. However, almost the same percentage responded with Neutral. This result indicates a minor deficiency on one of the rater skills in the evaluation process. This percentage is differ than what Ochoga found in his study which was only 11%. The responses for the fourth question “Rater does not give performance ratings that reflect his/her personal like or dislike of employees” were Strongly Agree = 2.38%, Agree = 17.86%, Neutral = 32.14%, Disagree = 41.67% and Strongly Disagree = 5.95%. This was a surprise result of the researcher since this result indicate that the rater could evaluate the employee based on his/her personal judgment. However, this result might cause a conflict with the previous question and the following question since the employee responded that the rater understand the standards for the evaluation. On the other hand, this result might be limited because the question was formulate with the negative verse which might cause misunderstanding the question clearly. The responses for the fifth question “My rater treats me with dignity” were Strongly Agree = 20.24%, Agree = 51.19%, Neutral = 20.24%, Disagree = 7.14% and Strongly Disagree = 1.19%. This indicate that the majority of the participants believe that the rater treats him/her with respect unlike the previous question.

Overall, the perception good enough after the investigation. This gives an idea that the employees of the clinical laboratory in the hospital are satisfied with their rater during the evaluation process.

Category II, satisfaction with my rating, is to determine the perception of laboratory staff towards his/her rating. In the questionnaire, there was five questions to measure the perception using a Likert scale consist of five points. The responses for the sixth question “My performance rating is largely based on how I do my work” were Strongly Agree = 16.07%, Agree = 54.17%, Neutral = 18.45%, Disagree = 8.93% and Strongly Disagree = 2.38%. This indicate that the majority of the participants believe that the rating was done based on their tasks. However, this result might cause a conflict with the previous question in the first category which the participants responded that the evaluation is done based on supervisor personal judgments. The responses for the seventh question “My performance rating is based solely on how well I do my work” were Strongly Agree = 11.9%, Agree = 35.71%, Neutral = 38.69%, Disagree = 13.69% and Strongly Disagree = 0.0%. This indicate that the majority of the participants believe that the rating based on how well they do the work. However, the highest percentage here goes to the response Neutral. This will match the response on the personal judgment question. The assumption here is employees somehow believe that the evaluation is done based on how well they perform the tasks. However, they still think that the rater personal judgment might interfere this evaluation and it might affect the evaluation justice. In addition, this variable is vital because it will effect on the moral of the employee which may cause poor performance by the employee in the future. The responses for the eighth question “My rater gives me the rating that I earn even when it might upset me” were Strongly Agree = 10.12%, Agree = 47.02%, Neutral = 32.74%, Disagree = 10.12% and Strongly Disagree = 0.0%. This indicate that the majority of the participants believe that the rater was honest with them during the evaluation of the performance even if the evaluation might upset the employee for some reason. The responses for the ninth question “The rating I get is a result of my rater applying performance rating standards consistently across employees” were Strongly Agree = 8.93%, Agree = 43.45%, Neutral = 35.12%, Disagree = 12.5% and Strongly Disagree = 0.0%. This indicate that the majority of the participants have an acceptance on the evaluation fairness among other employees. This will create a justice environment for employee to work hard. The responses for the tenth question “My performance appraisal is based on the quality and quantity of my work” were Strongly Agree = 10.12%, Agree = 53.57%, Neutral = 22.62%, Disagree = 10.71% and Strongly Disagree = 2.98%. This indicate that the majority of the participants believe that the rating based on the employee work which will match the

responses for question 6. However, this will somehow match the responses in question 7. The variety of the responses might come out from previous personal experience which might impact on this study.

Overall, the perception was good for this investigation. This gives an idea that the employees of the clinical laboratory in the hospital are satisfied with their rating during the evaluation process. This satisfaction goes with the same direction of the previous studies which the researcher mentioned in background.

The Clarifying expectation and rating discussion, category III, is to determine the perception of laboratory staff towards clarifying expectation and rating discussion of the evaluation process itself. In the questionnaire, there was five questions to measure the perception using a Likert scale consist of five points. The responses for the eleventh question "My rater explains how I can improve my performance" were Strongly Agree = 16.67%, Agree = 47.62%, Neutral = 21.43%, Disagree = 12.5% and Strongly Disagree = 1.79%. This indicate that the majority of the participants satisfied that they have been told how they can improve their work for better evaluation. This is a good indicator which can be used later to determine the improvement. The responses for the twelfth question "As a result of the performance appraisal, I better understand my supervisor expectations of my performance" were Strongly Agree = 15.48%, Agree = 52.38%, Neutral = 17.86%, Disagree = 11.31% and Strongly Disagree = 2.98%. This indicate that the majority of the participants believe that chemistry between them and the raters will help the employee to score better score during the evaluation process. The responses for the thirteenth question "My rater allows me to ask him/her questions about my performance rating" were Strongly Agree = 17.86%, Agree = 56.55%, Neutral = 16.67%, Disagree = 7.14% and Strongly Disagree = 1.79%. This indicate that the majority of the participants believe that they have the right to ask question regarding the performance appraisal. The researcher expected this high percentage since the hospital is following advanced management skills. Thus, will create a non-bureaucratic environment which will drive the organization to the top. The responses for the fourteenth question "My performance appraisal is not based on my personality or position" were Strongly Agree = 8.93%, Agree = 47.62%, Neutral = 29.17%, Disagree = 10.71% and Strongly Disagree = 3.57%. This was a surprise result of the researcher since this result indicate that the rater could evaluate the employee based on his/her personal judgment. On the other hand, this result might be limited because the question was formulate with the negative verse which might cause misunderstanding the question clearly. The responses for the fifteenth question "I am of the opinions that improving my communication style will affect my performance appraisal positively" were Strongly Agree = 19.05%, Agree = 45.24%, Neutral = 26.79%, Disagree = 6.55% and Strongly Disagree = 2.38%. This indicate that the majority of the participants believe that the more effective communication the better score in performance appraisal. The researcher expected this high percentage since the hospital is following advanced management skills which focused on communication.

Overall, the perception good enough after the investigation. This gives an idea that the employees of the clinical laboratory in the hospital are satisfied with the process of the performance appraisal.

V. Conclusion

Based on overall score, the satisfaction of the employee are good. However, the problem need to be optimized by provide management skills courses to all employee that perform the evaluation to the staff. Although the Strongly Disagree responses rarely came, the laboratory management should consider the few number to avoid increasing in the future. The management can focused on those employees who have personal experience with their immediate supervisor. Then, once the cause analysis performed, they can concentrate to improve the relationship. On the other hand, the researcher suggest providing work environment courses to employees in order to increase their awareness on work environment.

In conducting this study, a variety of additional unanswered questions arose that could be the impetus for future investigation. The following are some suggested research questions that the investigator feels would be of value:

- Is there any relationship or correlation between the demographic characteristics and the perception towards annual performance appraisal?
- Is there any relation between the rater and low performance appraisal?
- Does bad experience with performance appraisal will decrease the moral and ambition of the employee?

While this study noticed some correlation between the variables, it cannot clearly present a cause and effect relationship to the variables. In this regards there are a number of directions in which this study's information can be expended.

Performance appraisal is part of career development. Improve the process of this tool will reflect with great positive result on employee satisfaction. Thus will lead to have better performance. The findings of the study indicated that respondents perceived acceptable satisfaction with their rater. Also, the respondents indicated their satisfaction with their performance appraisal rating and with their supervisor. In addition, the process of the performance appraisal was perceived as clear process.

VI. Delimitation And Limitation

Clinical laboratory employee at King Faisal Specialist Hospital was chosen for this investigation. Along with many advantages, there are some delimitations. The study only described the perception of employees. No correlation was measured in this study. The study was done in King Faisal Specialist Hospital because this is the only easy place that the researcher has an access to distribute the questionnaire among the participants. This is due to the nature of the researcher job at the same hospital. The researcher is a graduate student and this study is the required research project to complete the requirements for the Master degree. The study should be done within one semester. The semester consist of 15 weeks. The short time frame is one of the major boundaries in this study. Finally, there was a financial boundary regarding the study. There was no financial aid for this study from the school nor the hospital.

Although the questionnaire was distributed with supportive official letter, the data in the study does present some limitations. First, not all of the employees agreed to participate, and no analysis is available that suggest how different the participants were from those who chose to not participate. Second, the clinical laboratory department is suffering from extreme shortage of staff which influence the psychological feeling of the participant. Third, some employees were afraid to share their feeling and reactions against their appraisal. They thought that the results would be taken and used against them. On the other hand, some employees showed fake integrity.

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Appendix

Appendix A: Survey Questionnaire

To: Clinical Laboratory Employees at King Faisal Specialist Hospital & Research Center, Riyadh, Saudi Arabia

I am a graduate student at King Saud University studying master degree in health and hospital administration. The attached survey is part of my thesis research, which is a requirement for the completion of the degree.

I am asking you to look over the attached survey. Then, if you choose to complete it, please follow the instructions below.

Your participation is voluntary and there is no penalty if you do not participate. Your participation in this study will be completely confidential. The information that you will provide will be used solely for the purpose of this study.

Thank you very much for your time and cooperation. Without the help of people like you, research could not be completed.

Instructions:

- Complete the attached survey using blue ink ball point pens
- For each question, simply put (√) mark in the box that reflect your opinion
- Write MBC 27-1 Khaled Alnafee in "TO" field on the envelope
- Seal the envelope and place in the KFSH&RC internal mail department
- Please, return completed survey within 2 weeks of this letter
- If you would like to have a copy of the study after completion, write down your email address and I will be happy to send you a copy

Sincerely
Khaled Alnafee

Form No.

Part 1: Participant Demographical Information

1. Gender Male Female

2. Country of Origin

Saudi Arabia

Arabs (Non Saudi)

North America

South America

Europe

Asia

Australia

4. Education Level

High School

Diploma

Bachelor Degree

High Diploma

Master Degree

PhD

3. Age

18 to < 25 years

>= 25 to < 35 years

>= 35 to < 40 years

>= 40 to < 50 years

>= 50 and above

5. Years of Experience

0 to < 5 years

>= 5 to < 10 years

>= 10 to < 20 years

>= 20 to < 30 years

>= 30 and above

Part 2: Perception towards Performance Appraisal

CATEGORY A: Reaction towards your Rater		Strongly Agree 1	Agree 2	Neutral 3	Disagree 4	Strongly Disagree 5
1	My rater understands the requirements and difficulties of my work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	My rater clearly explains to me the standards that will be used to evaluate my work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	My rater gives me clear and real example to justify his/her rating of my work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4	Rater does NOT give performance ratings that reflect his/her personal like or dislike of employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5	My rater treats me with dignity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CATEGORY B: Satisfaction with my Rating		Strongly Agree 1	Agree 2	Neutral 3	Disagree 4	Strongly Disagree 5
6	My performance rating is largely based on how I do my work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7	My performance rating is based solely on how well I do my work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8	My rater gives me the rating that I earn even when it might upset me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9	The rating I get is a result of my rater applying performance rating standards consistently across employes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10	My performance appraisal is based on the quality and quantity of my work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CATEGORY C: Clarifying Expectation and Rating Decision		Strongly Agree 1	Agree 2	Neutral 3	Disagree 4	Strongly Disagree 5
11	My rater explains how I can improve my performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12	As a result of the performance appraisal, I better understand my supervisor expectations of my performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13	My rater allows me to ask him/her questions about my performance rating	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14	My performance appraisal is not based on my personality or position	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15	I am of the opinions that improving my communication style will affect my performance appraisal positively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Appendix B: Determining Sample Size

Table 2.3 Determining Sample Size, (Israel, 1992)

Sample size for $\pm 3\%$, $\pm 5\%$, $\pm 7\%$ and $\pm 10\%$ Precision Levels Where Confidence Level is 95% and $P=.5$.				
Size of Population	Sample Size (n) for Precision (e) of:			
	$\pm 3\%$	$\pm 5\%$	$\pm 7\%$	$\pm 10\%$
500	a	222	145	83
600	a	240	152	86
700	a	255	158	88
800	a	267	163	89
900	a	277	166	90
1,000	a	286	169	91
2,000	714	333	185	95
3,000	811	353	191	97
4,000	870	364	194	98
5,000	909	370	196	98
6,000	938	375	197	98
7,000	959	378	198	99
8,000	976	381	199	99
9,000	989	383	200	99
10,000	1,000	385	200	99
15,000	1,034	390	201	99
20,000	1,053	392	204	100