

**IMPACT OF 360-DEGREE PERFORMANCE REVIEWS ON  
MOTIVATION OF DOCTORS AND NURSES IN IRELAND**

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Declaration:

I, Zeeshana Aijaz declare that this research is my original work and that it has never been presented to any institution or university for the award of Degree or Diploma. In addition, I have referenced correctly all literature and sources used in this work and this this work is fully compliant with the Dublin Business School's academic honesty policy.

Signed: Zeeshana Aijaz

Date: 7/1/19

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Above All, to the Great Almighty, the author of knowledge and wisdom, for his countless love.

**Abstract:**

Performance Appraisal is a part of performance management system. It's the evaluation of the desired quality and quantity of performance. The aim of performance appraisal is to make sure that employees are working towards the organisational goals. While there are different forms of performance appraisal which includes appraisal by immediate line managers, self-appraisal, appraisal by peers, appraisal by subordinates (upwards appraisal), customer appraisal and a multilevel or a 360-degree appraisal. One of the more famous approaches; amongst all have been 360-degree appraisal which is a comprehensive appraisal technique which is constituted by factoring in all above forms of appraisal techniques. It includes contribution towards feedback from subordinates, managers, peers, customers, suppliers etc. Each individual who has interacted with the individual gets to contribute towards the feedback for the individual. This study tends to find out the effects of 360-degree performance appraisal on motivation among nurses and doctors. The main objective of the study is to find out if 360 degree motivates the employee and if it does to what extent does it uplift them to work efficiently. Motivation and performance go hand in hand. To meet the objective of the study in-depth interviews were conducted among 3 doctors and 2 nurses in the leading hospitals of Dublin. The research found out 360-degree performance appraisal actually motivates the employees by raising self-awareness. Even the negative feedback was taken as a positive criticism and used to as an improvement tool.

*Keywords:* 360 degree performance appraisal, motivation, Irish Healthcare, performance management, reward management

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## 1. Introduction

### 1.1 Research Approach

The research paper will start with gaining knowledge on four important themes of the research topic, which is Healthcare, Performance Appraisal, 360-degree feedback and motivation ( Literature Review ). The literature will include the information about the healthcare systems, specially Healthcare in Ireland. The literature review will include current knowledge including substantive findings, as well as theoretical and methodological contributions.

Chapter one will introduce the objective of the study and introduce the literature and pre-conducted research in the area laying the foundation of the subsequent chapters. Chapter two Literature Review will include the classification, Comparison and evaluation of different theories by different authors. It would also include case studies and any researches that have already conducted in the past, if there is any. The most important element will what is happening in the healthcare industry in Ireland on the terms of performance appraisal methods. It would include different types of performance appraisal techniques and theories on motivation which would set a base for estimating the primary data.

Chapter three is the ‘ Research Methodology ‘. This section will discuss how the research is actually going to be conducted by the author. The academic techniques will be anchored for the formulation of scientific approach to answering the research question. The main object of the research methodology will be that it is going to have qualitative approach and the information will be collected through in-depth interviews from the nurses and doctors in the healthcare industry. Experiences collected from the interviewing the nurses and doctors will form the main part of the research and data collection.

Chapter four which is “ Data Analysis and Findings “. The researcher has interviewed three leading doctors and 2 nurses in Dublin hospitals. Two of the doctors are medical registrars and one of them is a surgical registrar. The doctors of more than 4 years of experience in Dublin hospitals. One of the nurses has 15 years of experience and one of them Is new in Irish Healthcare with 6 months of experience. Each individual will be questioned on their views and experience on motivation through 360 degree performance appraisal technique.

Chapter Five will conclude the whole research and if the researcher has any recommendations, they will be mentioned. It will also include the limitations faced by the researcher.

### **Background to the research problem**

The dissertation will examine the hospitals in Dublin, Ireland and the main focus of the study will be to find out if 360 degree performance appraisal motivates the nurses and doctors in healthcare industry.

Irish healthcare system is a comprehensive system. There is a public health service and private health service. The funding for public health service is heavily done by the government. As a share of GDP healthcare consumption of Ireland in accordance with the European average is 9.9%. It spends 4,706 euros per head of population on healthcare (Sarah Burns, 2018). Irish healthcare system is not highly appreciated. There have been a lot of complaints regarding Irish healthcare system. Irish Healthcare system is facing enormous number of problems. According to the minister of Health Simon Harris, he told the doctors that money is not the sole Solution. Irish Healthcare needs to undergo a real change. It's in a desperate need of new ideas (Wall, 2018). The focus of this study is Irish Healthcare workers, mainly doctors and nurses. There has not been any such research conducted earlier. The idea of performance management was introduced in Irish Hospitals long ago. Performance appraisal is a part of performance management. Performance management is an ongoing process of “ identifying, measuring, and developing the performance of an individuals with the alignment of organisational goals” whereas performance appraisal is just measuring the performance. How an individual is performing in an organisation, is actually what matters. It is the building block of an organisations success (Herman Aguinis, 2013).

To know how an individual is performing, it is important to evaluate the performance of an individual. For that there is a performance appraisal system. It is an integral part of HRM. If an organisation wants to achieve its strategic goals, performance appraisal has to be given a vital role. The aim of performance appraisal is to ensure that the employee performance is contributing to the business goals of an organisation. Performance appraisal gives information about the efforts of employees (Naeem & Khan, 2017).

Performance Appraisal, motivation and job performance are interconnected. Performance Appraisal is a two way process. It's because both employees and employers are affected by this. Employers get to know about the employee performance and the employee gets to know about himself, which in turn can motivate or demotivate him. With 360 feedback, employees can work with their prompt manager to change their assignments and objectives. Administrators can bring up which regions a representative is prevailing in and which regions have space for assist development (Ishaque, et al., 2017)

The two-way communication is be helpful in making an activity arrange for that will push the employee forward and additionally the organization. The evaluation procedure is about the improvement of staff and additionally about surveying their performance. It is tied in with investigating the appraisee's potential for advancement as far as their profession. In examination there is an essential issue about the degree to which one takes a glance at the general picture of the individual and what they convey to the work environment past doing the fundamental occupation errands and exercises (Gheorghe, 2017).

While there are different forms of performance appraisal which includes appraisal by immediate line managers, self-appraisal, appraisal by peers, appraisal by subordinates (upwards appraisal), customer appraisal and a multilevel or a 360 degree appraisal. One of the more famous approaches; amongst all have been 360 degree appraisal which is a comprehensive appraisal technique which is constituted by factoring in all above forms of appraisal techniques. It is the main focus of this study. It includes contribution towards feedback from subordinates, managers, peers, customers, suppliers etc. Each individual who has interacted with the individual gets to contribute towards the feedback for the individual. Most of the organisations, leading companies, hospitals, state owned ones use 360 degree feedback . This gives a complete picture on an employee from multiple perspectives, such as growth ability of an employee, self-motivation and orientation towards performance (Nicoleta, 2017)

Feedback and motivation are interrelated. What's most required for a good performance is how highly motivated an employee is. And feedback plays a vital role in this case. If employees are not getting the feedback in their workplaces, they'll tend to use their own feedback. For motivating potential on the job feedback is seen as an important aspect and its existence has proposed to lead to increased satisfaction and motivation. Motivation has distinctive meanings,

however it's vital to centre around the importance lined up with work environment. Understanding precise criticalness of motivation empowers supervisors to take activities to energize their representatives. The motivation is the way toward giving a thought process to a man that makes the individual make a suitable move. In the greater part of the cases the motivation begins from some need and results into a conduct which offers an endless supply of need (Buchbinder & Shanks, 2007, p. 231).

Feedback is related to motivation in many ways. Some of them are rewards and other we can say recognition. 360 degree is a formal feedback system and if it is introduced in the organisations, it can lead in motivation of employees for setting their own performance goals without someone instructing them to do so (Thompson, 2012). Using rewards as motivation, the first factor is money. It is known to be a good motivator, be it in incentives, bonuses or promotions. 360 degree feedback helps the employers to get to know their employees needs and wants. We can say money is a good motivator but it is not the only motivator. 360 degree feedback could be actually helpful for managers to get to know employees. When they'll talk to them and they'll get to know about their needs and accordingly opportunities will be created which'll lead to employee satisfaction. It'll allow the employees as well as organisation to grow and take ownership. This is a long time reward. Employee satisfaction also results to good performance. 360 degree feedback also results to recognition. In workplace employees have different needs, some need money and some need recognition. When employees are rewarded, they get a sense of recognition which acts as a motivator. When an employee is satisfied and motivated, it will lead to employee performing efficiently (Antonio & Soledad, 2018).

360 degree has its pros and cons, similar to other performance appraisal techniques. One of the advantages of 360 degree feedback is efficiency in performance. An employee gets to know about his/her weakness and strength. Employers get to know about employee needs and employee gets to know about employer need. Both employee and employers work accordingly which results in better performance. Good quality feedback system can help to save money and create a satisfactory environment (Saeed Mohammadpour, et al., 2018).

## **1.2 Motivation of this study**

The research will be conducted In Dublin Hospitals among nurses and doctors. Medical profession is one of the most important and challenging profession. The researcher has been surrounded by healthcare professionals throughout and has a close look of their problems, achievement, what it takes to be in this challenging profession. Healthcare professionals play a critical role in improving access and quality healthcare facilities for the people. In order to provide the best treatment the healthcare professionals need high motivation along with the right knowledge. The motivation of this study is to find out what a right performance appraisal can bring out in nurses and doctors.

## **1.3 Objective of this study**

The objective of this study will be to examine if 360 degree performance appraisal method affects the employee's motivation in a positive or a negative way. The researcher tends to conduct face to face interview on motivation, to check the impact 360-degree feedback on the motivation level of the employees.

## **1.4 Problem Discussion**

Irish healthcare has caught attention for its poor service provision (Wall, 2018). There are certain reasons associated with this. For an efficient performance it's important for an employee to be motivated. Since employee motivation and performance go hand in hand. The purpose of this study is to gauge employee motivation amongst healthcare workers in Ireland based on performance methods adapted by their respective employees. The research would shed light on what role does 360 degree feedback play on motivating the employees and their performance.

360-degree performance method can be demotivating for some employees. Because same way positive feedback makes employees happy and motivates them, negative feedback can make them sad and demotivate them. The aim of the study is to find out that if 360 degree motivates to what extent does it uplift them to work efficiently and if it demotivates what are the actual factor of demotivation.

## 1.5 Research Question

*“ Does 360-degree performance appraisal method motivate Nurses and Doctors at hospitals in Dublin?”*

The overall aim of this research is to get an understanding from the healthcare industry experts on their motivation level. There are different motivational factors but the aim of this study is to find out how 360 degree feedback performance appraisal affects the motivation of doctors and nurses. This qualitative research will gain a much deeper insight from the individuals in the healthcare industry in Dublin, with HR perspective. The researcher will gain an understanding of different experiences individuals have when they get appraised under 360 degree performance appraisal system. Not all the hospitals would be following 360 degree performance appraisal technique, so this will act as a base for comparison on motivation level of nurses and doctor according to the different appraisal techniques followed by different hospitals.

The research question has sub questions as following:

*If yes how does it motivate and to what extent does it uplift them to work efficiently?*

The researchers tends to find out the factors that are motivating the nurses and doctors which are an outcome of 360-degree performance appraisal technique. Researcher will collect primary data and use secondary data to compare the information. Researcher will look into the positive outcomes of 360 degree performance appraisal technique. Those will be the factors which uplift the nurses and doctors to work efficiently.

*If no, what is the reason for demotivation ?*

If 360 performance appraisal method is not followed in the hospitals , or nurses and doctors are not motivated even though it is followed, researcher will tend to find the reason that are demotivating. Primary data will be collected through in-depth interviews and the questions will be framed accordingly, to get answer for the research questions.

**(Location:** Dublin)

## **1.6 Practical and Theoretical Contribution of This Research**

The research is designed to dig deeper in the healthcare industry. There is loads of secondary data on themes of this research topic. The existing theory will be utilized to form the questions that will be asked to the nurses and doctors. Collection of primary data using secondary data as a base would help in new findings, it would help to know if 360 degree performance appraisal technique is actually the right technique, does it help in motivation of the healthcare professionals in Dublin Hospitals. The sample size of this research is less, but the questions will be formed to gain full insight and experience from the doctors and nurses. The researcher will be reaching out to respondents working in the hospitals ( healthcare practitioners ) and the data collected from them will be observed, analysed carefully and then the theory will formed which satisfies the research question.

## **1.7 Structure of this Study**

It is a qualitative research in which the mode of data collection will be the in-depth interviews. The participants are nurses and doctors ( healthcare professionals ) from reputed hospitals of Dublin. In order to find the answer to the research question the researcher will be using interpretivist paradigm because of its high suitability.

## **2. Literature Review**

### **2.1 Literature Introduction**

The literature review will include the current knowledge including substantive findings, as well as theoretical and methodological contributions. It will include the information from researches already carried which will be of high knowledge and high reliability. Literature Review will help in having thorough understanding of topic. This section will be addressing five important variables associated with this research project. The first variable is Healthcare which will provide an overview of healthcare workers as well as healthcare as an industry. Other variables are performance appraisal, 360 degree feedback, and motivation.

### **2.2 HealthCare**

Healthcare Industry is growing fast as well as evolving rapidly at the same time, so is its marketing approach. Many sub industries and a wide range of companies fall under healthcare industry. Any kind of product or service which is related to health and medical care is considered to be in the healthcare sector. Further healthcare industry is divided into six main industries which are as following -The pharmaceutical industry, biotechnology, equipment, distribution, facilities and managed healthcare (Anthony Ledesma, et al., 2014). People who take the job to protect and improve the health of the living beings in their communities are known as healthcare workers. Wholly, the healthcare workers in all their diversity make up the global healthcare workforce. They can be mainly divided into two groups, one group is “ health service providers “ and the second group is “ health management and support workers “. Health Service providers are the people who are directly indulged in delivering the services whether personal or non-personal. Health Management and support workers are not directly engaged in providing the service (Report, 2006) However, the focus of this study will be the health service providers, which are doctors and nurses.

### 2.2.1 Irish Healthcare

Irish Healthcare is divided into the sectors, public (funded by Health Service Executive) and private or can even have voluntary ownership. Voluntary services are the charities etc. funded by state. The organisational structure of Irish Hospitals is broadly defined with strategic leadership style. Irish Healthcare properly follows the government policies and makes sure all the policies are turned into actions. Minister of health and Junior Minister are politically responsible for the health service. Strategic planning, policy making, resource allocation evaluation, laws, regulatory framework, all this is the responsibility of this department. In 2007, The Health Information and Quality Authority [HIQA] was established to promote and monitor Irish Health and Social Care service. Irish Healthcare is properly structured with 11.7 per cent of gross national income. Unfortunately in whole Europe only Ireland has the health system that does not offer universal coverage even though the financing is dominantly done by tax wealth (Aoife Brick, et al., 2017).

Nurses work a lot, they serve with humility, are highly skilled and have a strong character. They are not just to lessen the burden or to help with someone's tasks but all of them carry out essential duties. Our human services framework in Ireland is in the need of nurses like never before. However estimating their performance – and understanding where their endeavours are most required and how our diminishing assets can be put to best utilization– has not been a preference. Coming to measuring performance data has been collected from different countries in Europe to check which system, division and country is performing the best. The main motive to do this is to analyse the results and make improvements in the Irish Healthcare System, to make it more sustainable. According to the results, Ireland has a sustainable healthcare setting it immovably in the best half in front of nations, for example, France and the UK. Be that as it may, there is still much work to be done on the off chance that we are to match the achievement of countries such as Sweden (Doran, 2018).

Irish Healthcare is dependent on the doctors from different countries, who are trained overseas and work in Irish healthcare. According to a new article in Irish Times, overseas trained doctors are leaving the country, because they are not getting fair treatment here. Trained Doctors are getting discouraged for coming to Ireland which can turn out to be unsuitable situation for Irish healthcare (Cunniffe, et al., 2016). Similarly, according to a research conducted in the cross-cultural adjustment of 369 internationally trained non-consultant hospital doctors working and

living in Ireland, it was found that doctors mainly come to Ireland for better opportunities, career progression and better working conditions. Irish healthcare has loads of vacant positions which is getting difficult to be fulfilled. The healthcare is facing problems in retention of doctors. Attrition rate is adversely increasing which is terrible. This is a problem faced by many developed countries. The OECD countries are in the middle of doctor shortage. Emigration of Irish doctors has left the hospitals understaffed in some areas. This has resulted in high stress among the Irish doctors to provide medical service to the growing population (Nolan, 2018).

During the initial periods the doctors are satisfied with their jobs and highly motivated to do good and grab more opportunities of career and progression but with time, when they interact with Irish doctors who are already in the system this motivation turns into demotivation and the satisfied doctors become unsatisfied. This research was conducted by Eimear Nolan and Prof Michael Morley in University of Limerick which gave insight on the reason for increasing attrition rate in Irish Healthcare. It was completely understood that the main reason is Job satisfaction. Dissatisfied employees are more likely to leave the job. Job Satisfaction and Motivation go hand in hand (Wills & Williams, 2018)

In the world of physicians, healthcare and general business employee, retention and job satisfaction has always been a vital issue. Job satisfaction can be affected by loads of factors such as income, responsibility, equipment, continuing education, personal characteristics of employees etc. There have been many Human Resources theories originated by famous authors. One of them is Maslow's and Herzberg's theory which suggests in order for an employee to be more creative, productive and motivated, it is important for the employees to be satisfied. Efficient and powerful utilization of assets with least waste and exertion to accomplish result is known as productivity. It's big world with limited resources for us and the limitation of resources is a big problem for healthcare industry and employees are the most valuable assets of an organisation who turn the limited resources into something purposeful (Grujicic, et al., 2017)

Attrition of doctor and nurses has become a global issue because shortage is felt by different nations and the main reason for it is " Job Satisfaction ". Job Satisfaction is a point of wide enthusiasm to the two individuals who work in associations and individuals who think about them. It is one of the most time examined variable in hierarchical conduct inquired about, and furthermore a focal variable in both research and hypothesis of authoritative marvels running

from employment plan to supervision. Individuals feelings about her/her job was the only concern in traditional model of Job Satisfaction. However it's not only the feeling but the expectation one has from his/her job. The traditional approach is not quite popular and it has been related to Maslow's Hierarchy of Needs which described five important factors ranging from physiological needs, safety, belongingness and love, esteem to self-actualization. But in order for satisfaction fulfilling these needs is not enough. Fulfilling these basic needs cannot turn out to be motivators. Only unsatisfied needs motivate an individual (Castro, et al., 2017).

In contrast of this traditional view a theory was proposed by Herzberg and Mausner named as two factor theory. Satisfaction and dissatisfaction aren't polar opposites. Motivators are the intrinsic factors which are the job satisfiers and hygiene factors are the job dissatisfiers.

Satisfaction and Dissatisfaction are two separate phenomenon. Example if a doctor is highly paid, that wouldn't mean he/she is satisfied, it means he/she is not dissatisfied. Motivators are the job satisfiers. If an individual is satisfied in the workplace it means he/she is highly motivated which results to good job performance. Job Satisfaction is related to job performance and that's the reason it has attracted such attention. If an individual is not satisfied of his/her job it has horrid effects, and one of them is absenteeism. Absenteeism is highly costly and related to avoidable stress (Rezaee, et al., 2018)

As seen earlier one of the main reason for job dissatisfaction in Irish Healthcare was unfair treatment. Reasons can vary. According to a study in South Korea the main reasons for the nurses to leave the job was work overload, rotating shifts and the issues in interpersonal relationships. A sum of 24%, 15% and 35% of difference in regards to depersonalization, enthusiastic fatigue and individual achievement, separately, was clarified by the individual qualities, work pressure and individual assets. It was especially essential that nurses who experienced higher employment stretch demonstrated lower intellectual compassion and strengthening, and took a shot during the evening shifts at tertiary healing facilities were bound to encounter burnout (lu, et al., 2004).

## 2.3 Performance Appraisal

Performance Appraisal is a part of performance management system. It's the evaluation of the desired quality and quantity of performance. The aim of performance appraisal is to make sure that employees are working towards the organisational goals. The evaluation procedure is about the improvement of staff and additionally about surveying their performance. It is tied in with investigating the appraisee's potential for advancement as far as their profession. In examination there is an essential issue about the degree to which one takes a glance at the general picture of the individual and what they convey to the work environment past doing the fundamental occupation errands and exercises (Gheorghe, 2017). If the performance appraisal system is effective it will result in higher satisfaction of employees, strong commitment as well as enraptured work effort. It will also lead to employees being highly motivated and high turnover retention, overall resulting into a healthy relationship between employees and employers (Gheorghe BOARU & Petrică-Marinel, 2017)

In order to achieve organisational goals it's important for an organisation to have efficient performance appraisal technique. The main motive of performance appraisal is to improve the performance of employees. Performance Appraisal can be motivating as well as demotivating. It is not just a salary review process but also affects the employees mentally. There are employees in an organisation who do not favour a constant performance appraisal. For such employees it can turn out to be oppressive. But majorly it has a lot of advantages. Using it as a salary review system makes it a motivational factor for employees. If the employees are not praised for their good work they'll not feel a sense of recognition. Humans demand attention and recognition, it's a need. And if employees are not praised for their work they'll probably not do it next time with full efforts. Money and recognition are motivational factors. It is considered a critical and important factor of HRM because it provides information about the efforts of the employees. There are loads of definitions given on Performance Appraisal. In simple terms it can be put forward as measurement or evaluation of a specific quantity or quality of employee performance and by the term quality and quantity the meaning is desired goals and objectives (Naeem & Khan, 2017).

Performance Appraisal can have a positive as well as negative effect at an employee. The relationship between performance evaluation satisfaction and social results, work exertion, motivation, inspiration enhancement and turnover expectation was studied and it was found

that there is a positive relationship among all connections. It was further contended that so as to fortify the performance evaluation, employee viewpoint should always be there (Islami, et al., 2018).

Performance Appraisal Systems are used for performance managements. It is a common source for motivating and managing the employees, while on the other hand they can turn out to be a source of dissatisfaction among employees across loads of industries. It is a set of systems in which there are specific individual and organizational goals distinguished prizes and now and then disciplines for people, and substantive criteria whereupon to decide if objectives have been achieved'. Further keep up that performance appraisal examination is 'a discrete, formal, organisationally authorized occasion, more often than not happening more much of the time than more than once per year, which has unmistakably expressed performance measurements or potential criteria's that are utilized in the assessment procedure'. There are two aspects of Performance Appraisal System, one is the procedure and second is the treatment. Measurement by the clarification of performance expectations is the performance appraisal procedure and the different level of communications. Whereas performance treatment is measured by the level of trust of the manager and the honesty and integrity in the performance appraisal process (s & K, 2017).

Different researches have been conducted on Performance Appraisal applied in different industries and there have been different outcomes as well. Getting back to healthcare, performance appraisal is an important component for the improvement of patients. Perception of employees on Performance appraisal and managers awareness could lead to better quality of the process. It's not just the healthcare, performance appraisal is an important aspect in every organisation. Performance Appraisal is directly linked to motivation. Career Development is a part of performance appraisal. It is supposed to be discussed. Employee look for career development and it is one of the factors which motivates the employees. Career development is an opportunity and employees prefer opportunities to grow over any financial aspect. A good performance appraisal system will bring out the best in an organisation. Performance Appraisal results help the leaders to know if the employees are happy and content, which is vital for any organisation because happy and satisfied employees are highly productive. Nurturing employees has become important for organisations and they are continuously seeking different ways to do that because it has become essential to bring prosperity and stand out in competition. Performance Appraisal is a factor for initiating creativity at work. The best performance

appraisal method for stimulating creativity is feedback, a feedback that is non-threatening and fair. Feedback should be relevant to the employees and constructive. 360 degree Performance Appraisal method can be a virtuous feedback method. Further it could be assisted by componential theory of creativity which states that work environment is a key component of creative process. When the employees are in content with their appraisal they are likely to indulge in creative behaviour at work (Ismail & Mayassa, 2018). When the performance appraisal system is effective and supportive it encourage the employees to indulge in creative behaviour. For the survival of organisations and competitiveness employee creativity has become essential (Gorondutse & Anantha, 2018). Different authors have discussed the importance of constructive performance appraisal system.

### **2.3.1 Performance Appraisal in Healthcare**

There was a research carried out in Iran in terms of Performance Appraisal and the respondents were nurses. Nursing profession is very important and quite sensitive. They play a vital role in promoting health care and for the continuation of this role the presence of performance measurement techniques is important. Nursing chiefs in doctor's facilities, contrasted and different representatives, have a critical job in the advancement, performance of the association and enhancement in the nature of their services. What is sure is that the adequacy of nursing directors' execution in healthcare, the nature of consideration given to the patients, the satisfaction of the patients and their families, and the satisfaction of nurses can be assessed. Their activities are considered compelling when these criteria are adequate. At the end of the day, accomplishing these targets in nursing the executives is implausible except if the nursing staff performance evaluation, as one of the crucial proportions of administrators to accomplish the previously mentioned objectives, is effectively actualized. The results of the research showed that there was missing objectivity in the system of nurses. It has general and nonspecialized criteria. The concordance is limited between the criteria and the substance of the authoritative framework. The main reason for the failure of performance appraisal system was the inappropriate implementation due to the little knowledge about the system. The second reason was which was considered to be the main drawback ' manager training was not given up to the mark'. There was lack of knowledge and training which resulted in lack of employee satisfaction which would definitely affect employee performance. In light of research identified with the assessment of attendants, its structure and execution does not have the required effectiveness. Some of these issues are identified with hierarchical structure while some others

are identified with structure, process, and the aftereffects of the execution evaluation framework. This research was conducted among 313 nursing staff and in addition to that 75 nursing managers were involved. Managers tended to have more positive attitude towards the performance appraisal because they were involved in the planning and performance appraisal, hence, they were more satisfied. The supervisors, contrasted with the staff, had a more uplifting frame of mind towards points, strategies, substance, criteria, and guidelines, and the competency of the evaluators and the utilization of performance appraisal. The top-ranking corporate staff and evaluators, contrasted and the assessed staff, have a superior discernment toward the execution examination framework since they have more learning and experience in regards to the execution examination framework. In this research the managers and nursing staff's perception was examined. It was found out that 85.3% of the staff and 93.3% of the nursing managers believed that performance appraisal was necessary. However, some individuals felt there was wasting of time in the evaluation of performance. They would have felt because the assessment results were unused. Almost half of the nursing staff expressed that the execution evaluation criteria were not decided for them toward the start of consistently, while the work force should precisely comprehend what is normal from them and the amount of the movement is viewed as ideal. Subsequently, toward the start of their work, their obligations and gauges of consideration ought to be disclosed to them. For an assessment framework to be compelling, representatives must know about their duties and goals. (Moradi, et al., 2017)

There are different performance appraisal methods. It's basically divided into two parts, traditional method and modern method. Appraisals have been always used to validate pays, incentives, promotions, rewards etc. With time performance appraisal systems has gone through loads of changes. It has had a huge impact on organizational level demonstrating the approach of decentralization and delayering, the flexibilization of the workforce, the move to cooperation and to culture change programs. In the organizational context the more extensive the scope of targets set, the more mind boggling the key advancements will be (Mehrotra & Philips, 2013)

Here are the most acclaimed objectives :

- To assess and give award a qualified grade for performance.
- Helps to analyse the training and development needs wherever required.

- Performance related pay separately for different individuals.
- Promote team work.
- Recognise potential for career development.
- Helps for efficient HR planning.
- Rewards and Promotions.

For certain HR experts, a portion of the previously mentioned evaluation goals seem, by all accounts, to be clashing ones. The reality of the matter is that a worker must be sufficiently straightforward (with himself/herself) to rehearse an exceptionally right self-assessment and perceive in the meantime his/her qualities and also his/her shortcomings. More than that, evaluations can demotivate individuals. To keep away from demotivation, chiefs ought to characterize the destinations and both staff and administrators ought to consent to the points and goals. Adaptability and a circumstance explicit arrangement meeting the neighbourhood needs and inclinations inside the more extensive endorsed approach are to be considered. It isn't fitting to force an examination framework whose outcomes may be negative. A standout amongst the most evident goals is that executing a Performance Appraisal System helps the association into coordinating the endeavours and abilities of its staff towards augmenting performance. This is finished by methods for estimating, inspecting and creating singular performance. Performance Appraisal is embraced when the business endeavours to get profits by the utilization of training that is to get an unmistakable profit for the speculation. Be that as it may, we really find that it is utilized as an administration device so as to impact performance generally, instead of to acquire clear outcomes dependent on the exertion of usage (Drumea, 2013)

Different kind of appraisals are :

- **Upward Appraisal** : It is a new practice in this global world. In this the employees rate their manager's performance. It includes a questionnaire which is answered by the employees about their managers and the identity remains anonymous. The procedure is created through mysterious responses to surveys. Regardless of whether there are points of confinement to the obscurity system, an administrative adequacy and also an expanded workers' voice strengthening are the quick outcomes.

- **Team Based Appraisal**: Team based appraisal is for assigning work tasks, during the time of choosing new staff, even to discipline errant members. There are two main approaches that can be found to this appraisal, i.e. the manager assesses the group all in all and friend evaluation through the utilization of mysterious rating polls and The two variations may have a positive or a negative effect: the groups might be urged to determine inside execution issues and the individual evaluations may not encourage generally speaking group execution and expert advancement (Kurup & Rishi, 2016).

There can be different methods used at different times. Such as multiple appraisal and the need to separate the rewards and non-rewarding aspect of the performance appraisal methods. Distinctive evaluation techniques for various work related gatherings; execution examination as a circumstance explicit strategy and customized to neighbourhood needs and yearnings. One of the key jobs of execution evaluation is to convey the significance of interest in representatives (Pegulescu, 2018).

#### 2.4 360 degree Feedback



Figure 1: Performance Appraisal Process (Saeed Mohammadpor, et al., 2018)

While there are different forms of performance appraisal which includes appraisal by immediate line managers, self-appraisal, appraisal by peers, appraisal by subordinates (upwards appraisal), customer appraisal and a multilevel or a 360 degree appraisal. One of the more famous approaches; amongst all have been 360 degree appraisal which is a comprehensive appraisal technique which is constituted by factoring in all above forms of appraisal techniques. It includes contribution towards feedback from subordinates, managers,

peers, customers, suppliers etc. Each individual who has interacted with the individual gets to contribute towards the feedback for the individual. The 360 degree appraisal while it may breed a positive impact on an individual's performance and outcome, it might attract negativity as well (Saeed Mohammadpor, et al., 2018)

The biggest advantage of the technique is that it's a comprehensive approach which includes all stakeholders' view points and feedbacks which represents a more balanced and an accurate view of performance. Since multiple stakeholders are involved in the process, they can rate and carry out the evaluation on different type of behaviours. The entire evaluation process is not biased since it doesn't leave the final call in the hands of manager's like cliché ways and rather lets everyone contribute to make an effective feedback for the individual which offers the opportunity for improved self-awareness. In this technique the employee has a voice, and this is useful in cases if the direct reporting/line manager doesn't have direct view into one's work in service sector (Basu, 2015).

**Main objective of 360 degree feedback :** There are loads of complex organisations in which managers are a part of many different teams and engage in independent and non-independent relationships with stakeholders. In such complexity they wouldn't get to know the whole contribution of every employee which leads to a need of gathering complete information to form an accurate performance picture. In 360 degree feedback , usually there would be 8-10 employees answering a questionnaire about the performance of an individual, those employees could be anyone, be it peers, managers, direct reports, senior colleagues, customers etc. The questionnaire includes the type of questions which are assembled against competencies. The purpose of the questionnaire is to measure performance. The commentators rate the announcements on a scale, for instance from one to five, and can frequently incorporate free content remarks. The following report ought to abridge the appraisals given for every announcement, and in addition midpoints for every competency, and any composed remarks. To protect the secrecy of the individual reactions, the report regularly gives the scores in a collected frame, albeit a few associations today welcome progressively open and straightforward trade of criticism to empower individual development. Before the survey procedure starts, it's essential to build up a reasonable and steady comprehension of 'good' execution over the association, and in addition to guarantee that the hierarchical culture empowers people to give and get input in a productive way (CIPD, 2018)

Across the globe a lot of industries are changing their performance management system. They have changed the way they measure, evaluate and identify employee performance. Deloitte is one them. Deloitte along with Adobe and Accenture decided to redesign annual performance reviews because the old performance management approach was not efficient. It was impractical and didn't boost any employee engagement, nor were the employees satisfied which resulted in poor performance. A public survey was conducted by Deloitte to get an idea of performance reviews thoughts from managers. In the result it was found that traditional performance reviews were fulfilling the purpose. Deloitte was following an ineffective appraisal technique in which performance review took place yearly. In the beginning of the year objectives were set for the employees and in the end of the year employees were rated on how well they have completed their objectives. In the end the co-workers results were compared, and improvement if noticed, was discussed. Deloitte completely changed the traditional system of performance review by adding subjectivity to the system. They applied the 360 degree feedback system. Now the employees want regular feedbacks. They came up with the solution of recognising, seeing and fuelling performance. They have performance review quarterly and regular feedback processes. The level of transparency is high which allows employee to understand where they stand. It has resulted in more employee engagement, better team effectiveness, promotes development and enhances individual performance (Deloitte, 2017).

360 degree feedback has a mediating effect on interpersonal communication , it plays a substitute for what individuals hesitate to tell each other. There was a case study carried out by Antonioni and according to the reports it was found out that the CEO of the company completely believed that the productivity was improved because of the improvement in interpersonal communication. Employees started taking part in discussing work related issues which in turn lead to teamwork encouragement and made it more effective (Eisalou, 2014). In another case study it was found that when 360 degree feedback was used as a developmental tool it brought out immediate and dramatic changes. The managerial role and leadership qualities were examined, how they were affected by 360 degree feedback. It was found that the respondents showed high magnitude of change in areas like communication and relationships with their managerial roles (Rai & Singh, 2013)

360 degree feedback can be a real meaningful tool but with its pros it does have some cons too. A badly constructed 360 feedback could lead to a real danger, so it needs to be handled with

care (Business Horizon, 2006). Some of the advantages of 360 degree performance appraisal are that system of feedback creates awareness among of the employees. It creates transparency between the employees and they completely understand what the organisation wants from them, it helps to transfer the organisation's vision among the employees. (Shubhangi, 2017)

## 2.5 Motivation

It has numerous definitions varying from “an individual's desire to act in specific ways” the “different reasons some individuals have to behave in a particular situation”. Motivation can be defined as a process of providing a motive to an individual which results in taking appropriate actions. It is a very important factor in an organisation. Motivation helps in getting people together and making the work happen in a best possible way. Motivation and productivity are directly linked. Employee who are highly motivated are excited about their jobs and take their responsibilities in a positive way and give good results, the outcome is good performance. Motivation is believed to be a key factor for performance of employees (Lata, 2017).

There was a research carried out in which two major theories of motivation have been identified by which other theories of motivation can be compared. The theories are as following:

- Expectancy Value
- Intrinsic-Extrinsic Motivation
- 

**Expectancy Value Theory:** This theory posits that there are two factors that affect individual's persistence, choice of tasks and achievement, the two factors are individual's belief about having probability of success as the outcome and the amount of value they place on the task. An interrelationship between self-efficacy and expectancy-value theory was observed. An individual's belief about their own ability to achieve a task will decide if the individual will be taking the task or not. There are four measurements to assignment task: fulfilment of task, the significance to the understudy of achieving the errand; characteristic esteem, identified with the pleasure in doing the undertaking; utility task, which mirrors the pertinence of the errand to present or future objectives; and cost, which is the open door cost related with picking this errand over another, and incorporates assessments of exertion required to finish the undertaking and any negative feelings or nervousness caused by the assignment. A related develop is intrigue—the passionate part of significant worth. It is troublesome (maybe inconceivable) to

isolate the enthusiastic, full of feeling segment of task from the significance partition (Kempen, et al., 2016). Much exact research bolsters hope esteem and the four components of significant worth. Hope is the most widely recognized structure used to research test-taking inspiration; their investigation uncovered that both hope of progress and task—as estimated by premium, helpfulness, and significance—altogether decided the exertion exhausted on the test, which related firmly with accomplishment on the test (Georges, 2016).

**Intrinsic-Extrinsic Motivation :** There can be reasons or goals that give rise to an action. Intrinsic Motivation is when the individual is doing something because it is interesting to him/her. While as extrinsic motivation is when an individual does something because the outcome is going to be severable. The results could be rewards, incentives etc (Irvine, 2006). Intrinsic motivation is when a person performs a task for his/her own satisfaction, we can say when the outcome is intangible but extrinsic motivation is when an individual performs a task for a reward or might be fulfilling a demand. There have been discussions on intrinsic and extrinsic motivation. One major discussion is “ money “ . Is money a motivator ? What motivates an individual ?

Distinguishing intrinsic and extrinsic motivation, it's intrinsic motivation that serves the real purpose. Definitely no one would say “ No “ to a salary increase. It is well known by the managers that Financial compensation is just one of the ways to motivate the employees admissibly. It's one way of extrinsic motivation. But what are the other ways, that fulfil the real purpose. Three factors are considered to motivate individuals in order to flourish. They are self-determination, the opportunity to learn new skills and master them, and feeling connected to a meaningful purpose. No matter what the title or the position is , when an individual feels he/she has control of their future, when they know everything is an outcome of their actions, they tend to work harder. They thrive in that situation. This is an example of intrinsic motivation (Barile, et al., 2018)

Self-motivation is a great player. Now control could be an issue when employees work in teams in an organisation. But when the team members feels a sense of belongingness, when they feel they are free to speak up any idea, they feel recognised, this gives a boost in their confidence as well as ambition. Many individuals are motivated when they get the opportunity for growth. Growth is an on-going process, it never stops. Some individuals are inspired when they get the opportunity to learn new skills and fine- tune them. Different individuals have different goals.

When employees know the organisations goals, it's a good thing, because it gives them a feeling of connection with an organisation and employees tend to align their personal goals with the organisation's goals. Performance Appraisal plays a vital role in this, in order to receive high productivity in an organisation it's important for employees to have a clear vision on the goals of the organisation. It can be understood by a small example ,i.e. if an employee wants recognition, which is a personal goal, he/she would work hard towards the organisation's goal to fulfil his/her own goal, which is a positive thing for both, the organisation as well as the employee. Motivation is individualistic. While a focused compensation is frequently a dealmaker, not completely tending to what else motivates individuals can be a major issue. Fruitful pioneers comprehend what spurs their workers and are headed to build up the ideal equation of advantages, recognition and opportunity is what moves people to be beneficial and fulfilled ( Lorence, 2018)

Motivation and performance are connected, as mentioned earlier if an employee is highly motivated his performance will be highly efficient. 360 degree feedback plays a vital role in motivating or demotivating the employees. This can be further explained via motivation theories such as Maslow's hierarchy of needs, Alderfer's modified need hierarchy and Herzberg's two-factor theory. Since nature of the appraisal technique involves feedback contribution from peers, managers, customers, external clients etc.; this aligns well with the Social factor under the Maslow's hierarchy of needs. Here the individual seeks organisational factors in a firm such as liking and respect from the work groups, peers, customers and so forth (Acevedo, 2018).

This cascades into the Alderfer's modified need hierarchy where relatedness needs have been highlighted as one of the three related needs in organisational settings which are associated with belongingness, affiliation and positive interpersonal relationship with peers, supervisors, colleagues etc. which again highlights comprehensive 360 degree view and tracts feedback on individual's performance. This further cascades into Herzberg's two-factor theory which highlights role and importance of 'motivators' and hygiene' factors which indicate needs for job content, recognition, acceptance by peers and relationship with supervisor, salary, job security respectively. The presence of latter doesn't make much of difference; however, its absence might tract job insecurity and dissatisfaction for an employee. Since all three motivation theories closely align with the overview of feedback and involvement of colleagues who are instrumental in providing feedback for the member, the positive feedback can boost

an individual's performance and negative feedback might deteriorate his/her performance on the contrary which ultimately leads to underperformance breeding poor time keeping, absence, inability to meet deadlines etc (Boamah Richard, 2014). 360 degree feedback gives a clear idea of employee strengths and weakness. Employees with unclear objectives usually work slowly, without motive. Healthcare requires employees who are highly motivated with clear objectives, because it's a risky job and the thing at risk is a patient's health, which cannot be neglected (Rosak-Szyrocka, 2015).

Different factors of motivation have been discussed but they all have a very basic factor which cannot be neglected because it's a medium to other factors. It is communication. Managing an organisation could be really challenging. In order for better production men, machines and materials should be managed consciously and in a way which is beneficial. Machine and materials are controlled by humans, so it's men who need special handling. Employee management needs handling of thinking, feeling and emotion management. In all this communication plays a vital role. It was discussed the healthcare section, one of the main reasons for the doctors to leave their profession was unfair treatment. Now this is an issue with communication. Communication is seen as dominant and important activity in an organisation. Communication can be a relation building tool if used wisely and it could turn out to be a risky tool if not used wisely. It helps in relation building between individuals and groups which affects the function and survival of groups. Every individual in an organisation is important. It's the individuals who interact and motivate their colleagues. They communicate with the customers, with the management and through this communication they work towards fulfilling the organisation's goals. Communication requires careful attention because when employees feel the organisation communicates efficiently, it helps to increase their motivation and develop team spirit which is very important for smooth functioning of an organisation (Ramadantry & Martinus, 2016)

## **2.6 Literature Conclusion**

There has been various studies that gauge correlation between performance appraisal affecting motivation in an organisation. This research would attempt to find the correlation between 360 degree feedback and employee motivation in Irish healthcare. Different variables have been discussed in the literature review, which have different meanings but are directly linked with each other. The scope is similar and if aligned properly with proper techniques it could lead to staggering results. 360 feedback leads to self-awareness which leads to high motivation but the outcome can vary. It could lead to demotivation which is a dangerous situation in any organisation. The researcher will verify the existence of these factors and the effect of 360 degree on motivation in hospital in Ireland (Dublin).

### **3. Methodology**

#### **3.1 Methodology Introduction**

A scientific and systematic search for a relevant information regarding a specific subject is known as research. There are various forms to conduct the research. A research can have different type of questions and there can be numerous approaches to collect and analyse the data. Different researches would have different aims such as some research aims at building a theory , some research aims at testing a theory or it could describe what's going on using existing framework. Research Methodology is a way to systematically solve the research problem. Research methodology describes the research methods as well as the logic behind the methods that will be used to answer the research question. It includes the philosophical assumptions and implications on which research is based. This helps to answer the research questions effectively. Planning is very important part of the research (Saunders, et al., 2009) In this research, the researcher will follow a methodological concept using different scientific theories which will help in better analysis of this research. Prime methodology is important to gain reliable information which can be used for future reference.

#### **3.2 Research Design**

The blueprint or the plan that is used to collect, measure and analyse the data in order to answer the research question is called Research Design (Sekaran & Bougie, 2016, p. 95)

##### **3.2.1 Research Philosophy**

The system of belief and assumption about the development of knowledge is referred to as research philosophy. The belief about of way in which the information about a particular topic should be gathered, analysed and used is known as research philosophy. There are different research philosophies but two are major, which is positivism and interpretivism (Saunders, et al., 2009, p. 125)

###### ***3.2.1.1 Positivism***

In positivism, Positivist use science and scientific research to get the truth and believe there is an objective truth for better understanding of the world and controlling it. According to them

the reality is stable and can be observed without interfering with the phenomena being studied. They believe that the world runs on the law of cause and effect that can be distinguished by using a scientific approach. Positivist are worried about the thoroughness and replicability thinking to advance hypotheses that they can test by mean of a settled, foreordained research plan and target measures. The key methodology of positivist scientist is the examination, which enables them to test circumstances and logical results connections through control and perception. Positivist have no room to get influenced by emotions, feelings and thoughts (Sekaran & Bougie, 2016, p. 28)

### *3.2.1.2 Interpretivism*

On the other hand interpretivist assert that just through the abstract elucidation of mediation as a general rule can that the truth be completely comprehended. The investigation of wonders in their regular habitat is vital to the interpretivist logic, together with the affirmation that researchers can't abstain from influencing those marvels they think about. They concede that there might be numerous understandings of the real world, however keep up that these elucidations are in themselves a piece of the logical learning they are seeking after. Interpretivism has a custom that is no less wonderful than that of positivism, nor is it shorter. It allows the researcher to view the world through participant's perception and experiences. In order to answer the research question interpretivists use there experiences and perceptions to establish and analyse understanding from collected data. In particular, interpretivism upheld researchers regarding investigating their reality by deciphering the comprehension individuals. Although the interpretive worldview is certifiably not a predominant model of research, it is gaining considerable impact, since it can suit various points of view and forms of certainties. Interpretivists trust a comprehension of the setting in which any type of research is led is basic to the understanding of information assembled. Interpretivists advocate a value-based and subjectivist position that keeps up that the truth is socially built and, thusly, the dynamic association among scientist and member is key to catching and depicting the lived involvement of the member" (Thanh & Le, 2015).

There are other research approaches such as constructionism, critical realism, pragmatism. Constructionism is similar to interpretivism. It criticizes the positivist belief that of objective truth. They believe the world is mentally constructed and do no search for objective truth. They are interested in how interaction with others affect people views of the world. The research

method they use is qualitative. Another approach is critical realism which is a combination the faith in an outside reality with the dismissal of the case that this outer reality can be equitably estimated , perception ( particularly perception on marvel that we can't watch and quantify specifically, for example, satisfaction, motivation, culture ) will dependably be liable to understanding. Then comes the pragmatic approach whose focus is on practical and applied research. In order to solve a problem different viewpoints on research and the subject under study are helpful (Sekaran & Bougie, 2016, p. 29).

When a research is being conducted, numerous assumptions are made. There are different positions of philosophy which that are organised according to the methods of dealing with the basic question (Kilduff & Mehra, 2011).They are as following:

**Ontology:** Ontology has a simple meaning, “science of being “. It is the nature of reality. Everything existential is ontology. It is inclusive of all sciences. The term was introduced by Christian Wolf after 18<sup>th</sup> century. It helps in better and precise thinking. It is an attempt for recognising and categorizing the things and facts in this world and also naming them. It raises the question what is the nature and shape of reality and what can we know from it ? (Busse, Humm, & Lubbert, 2015, p. 33).

**Epistemology:** Epistemological assumption include the assumption about human knowledge. It raises the question how can we know what we know? The researcher and the ones who are getting investigated play a vital role in epistemology. There is a difference between justified belief and opinion. The theory of knowledge and the assumption created on it is known as epistemology. It constitutes of valid knowledge and how it is circulated (Allmer & Marcusson, 2018).

**Axiology:** Axiology assumption include the assumptions about the realities that are encountered in the research and axiological assumption is the way and the extent our values affect the research and it also includes how the values are dealt, both of researcher as well as the participants.

In order to find the answer to the research question the researcher will be using interpretivist paradigm because it's highly suitable. Though positivism and interpretivism are used in business research but the researcher would like to choose interpretivism because positivism assesses objectivism and interpretivism is concerned with subjectivism. Another reason for choosing interpretivism is that this research will be investigation perceptions and experiences of different individuals and different people have different views because two main variables of this research is 360 degree performance appraisal and motivation. It can be best understood by people's views judgement completely based on their experience and knowledge. Motivation is highly subjective since people have different mindsets. Their reality could be different from each other, there is no objective truth. The reality is mentally constructed. In interpretivism-subjectivism the knowledge is obtained through observation. Factors such as perceptions and consequent actions are used to frame social reality of people. In interpretivism philosophy the researcher cannot conduct the research without distinction of the people involved in it. The assumption epistemology would be considered because the individuals who are getting investigated play a vital role for the research. Pragmatism is a philosophy pursued from quite a while and includes the frame of mind of completing things applying human encounters to tackle some issue thus this includes inside and out of research. It is important to know their experience and knowledge about motivation. Epistemology provides wider choice of methods. It is an exploratory research, the researcher will be asking open ended questions to gain valuable knowledge. Saunders mentioned that exploratory research is useful to understand the issue properly, clarify a problem or phenomenon. There are number of ways to conduct exploratory research such as searching through literature or different type of interviews. The researcher will be conducting interviews which can turn into in-depth interviews based on the response of the participants (Saunders, et al., 2009, pp. 124-126).

### **3.3 Research Approach**

After the research philosophy has been chosen, the next step is to decide how the research has to be approached by the researcher. There are two types of research approaches that a researcher can follow: deductive and inductive approach. A study in which a calculated and hypothetical structure is produced which is then tried by experimental perception; along these lines specific cases are deducted from general derivations" is known as deductive approach and the study in which the hypothesis is created from the perception of observational reality; along these lines general derivations are prompted from specific occurrences". It is completely based

on research philosophy whether it's positivism or interpretivism. Deductive approach is appropriate for descriptive research which is directed to give a precise depiction of an explicit circumstance, individual or occasion. (Soiferman, 2010). The inductive methodology is the fitting methodology in exploratory research, to identify topics and ideas. Exploratory inquire about is directed to identify " what's going on; to look for new experiences; to make inquiries and to survey wonders in another light". One con of inductive research can be lack of generalisability. One who conducts inductive approach could end up without the proper evidence. But generalisation is not the core objective of all research projects. According to this research topic, Inductive research approach seems viable because, in inductive approach first the observation is done and then based on the patterns a new theory is generated unlike in deductive approach the hypothesis is generated first and then the next step is to reach out to the conclusion. Here deductive approach won't be used because it's usually used for huge number of data. The researcher utilises the inductive methodology since it manages a little example of subjects and gives a reasonable picture instead of allowing elective clarifications of what's going on. In this examination, the researcher has chosen the inductive methodology since this procedure is an abstract system and will focus on individual meetings. Studying a small sample of people has loads of advantages. Enabling the interviewee to talk finally with the specialist instead of only reacting to a progression of pre-arranged inquiries recommends that the material acquired will be here and there nearer to the truth of the interviewee's life. Inductive approach usually involves use of qualitative data collection method and one of the its major advantages is that it's exploratory in nature. The researcher will have the capacity to investigate the members emotions and involvement in manners that go past the crudity of customary classifications, for example, age, sexual orientation or ethnicity. (Saunders, et al., 2009).

The researcher will be reaching out to respondents working in the hospitals ( healthcare practitioners ) and the data collected from them will be observed, analysed carefully and then the theory will formed which satisfies the research question.

### **3.3.1 Research Strategy**

In order to achieve a goal, a certain plan is required and in research, it is known as research strategy. The two different research designs are qualitative and quantitative and sometimes it can be mix of both designs. Positivism and deductive approach usually goes with quantitative approach. Regardless, there may be usage of inductive methodology where data is used to develop a theory. This exploration is connected with a study or test inquire about. The most notable frameworks used as a piece of qualitative research are questionnaire, structured observations and structured interviews. While assessing the actual need for this particular research study, conducting face to face interviews is feasible. The researcher did not chose questionnaire because the answers would have been limited and this study requires to observe the experiences which needs elaborated answers. The researcher will be following qualitative research approach.

### **3.3.2 Time Horizon :**

The time system according to which the research is planned for completion is known as Time Horizon (Saunders, et al., 2009). There are two types of time horizons:

- Cross-Sectional
- Longitudinal

Cross Sectional time horizon is substantiated, where the information is to be gathered. This is also known as snapshot time accumulation. In this first the information is gathered at a particular time and when the examination is concerned the information is utilised about the investigation of a particular phenomenon at one time.

Longitudinal time horizon is also known as ‘dairy’ for the collection of information not a just one time, but more than once and it is not constrained by time. It is used where an indispensable factor for the examination is taking a gander at change after some time. It allows the foundation of some power over the factors being considered. The time skyline picked isn't dependent on a specific research approach or strategy. (Saunders, et al., 2009). The researcher chose Cross-Sectional time horizon because the researcher had to submit the thesis on 7 January'2019. Moreover researcher doesn't has to study any changes or new developments but the observations and experiences on motivation through 360-degree performance appraisal.

Though cross sectional time horizon includes surveys, but sometime it does allow qualitative approach.

### **3.3.3 Sampling**

Sampling is an important part of the research because the right audience needs to be targeted to obtain the proper information. It is difficult to reach out to the all people who are apt for answering the researcher's questions and it is important to have a sample population which is appropriate for this research (Saunders, et al., 2009). For this research topic the target population will be the nurses and doctors in Dublin Hospital. Ireland is a very big country, it can turn out to be really hard to focus on whole, so the researcher will be conducting the research in the county Dublin.

The sampling technique used for this research will be Non- Probability sampling, in which snowball sampling technique will be used. Snowball sampling is a sampling technique in which individuals are chosen from an infinite population, who are then asked to name other people who are suitable to answer the questions related to the research (Goodman, 1961).

The researcher will be using this sampling technique, the suitable respondents have already been contacted. During the time of interview, the researcher would ask them to provide the names of respondent who would provide feasible information related to the research topic.

### **3.3.4 Data Collection**

Accurate and systematic collection is important for conducting the research. After choosing the right respondents for the research, the researcher will continue the data collection method with the help of firm open ended and close ended questions. Researcher will collect the information through face to face interviews. There will be few open ended and few question with 4 options, strongly agree, agree, disagree and strongly disagree.

Open ended questions is the right way of data collection for this research because it gives the respondents the freedom to express their thoughts without any limitation unlike close-ended questions which set a limit to set of alternatives being offered. Open ended question don't give bias results that can be a result of providing them limited choice (Reja, et al., 2003).

There are three types of face to face interviews:

- 1- Semi Structured interviews.
- 2- In- Depth interviews.
- 3- Structured interviews.

By conducting face to face interviews, the researcher can motivate the interviewee to give out more information, in a friendly yet professional way. It would help the researcher in accurate data entry and recording. It'll give a proper overlook of how respondents actually think about the research topic (Saunders, et al., 2009). According to the research objective in-depth interviews will be conducted.

### **3.3.5 Data Analysis**

Data analysis is a crucial part for analysing the qualitative data findings in order to come to a general conclusion. The interviews conducted by the researcher fetches written notes and audio tapes which are later converted into transcripts. These data can be analysed manually or by feeding it to Computer Assisted Qualitative Data Analysis Software (CAQDAS) like QDA miner lite which is mostly popular for analysing qualitative data. This step will provide codes that are related to the topic. Usually, it is common that discussions and interviews will include information that are not actually required for the research; During such instances, data reduction techniques will be made use of. The researcher can come to a conclusion after relating and analysing the research question, the literature review and the primary data collected.

### **3.3.6 Research Ethics**

The study would be fair and exhibit integrity where the researcher would assure not to tweak the results/ findings in any manner. The researcher would also ensure to maintain the utmost security and confidentiality of the interviewee responses. The respondent's discretion to answer my questions for the interview would be respected and the researcher would not force him/her to give responses in such cases. The consent form and the ethics form would be presented to the participants for signature and the researcher would confirm their approval before publishing the interview results in the dissertation report. Since the research is being carried out in Ireland

(part of European Union), the research would be strictly conducted within the boundaries of General Data Protection Regulation (GDPR) which confirms that the data is not used in an unauthorised fashion.

### **3.3.7 Limitations of Research**

Every research is bound to face limitations and that is totally acceptable. The limitations could arise during any of the research stage. Some of the limitations that this research could possibly encounter are listed below:

- Due to existence of various performance appraisal techniques, not all medical institutions would be following 360 degree performance appraisal.
- The research is confined to a fix period of time and the researcher has to complete the research in a satisfying manner within that time.
- There would be incidents where people would not agree to talk and contribute to the dissertation. Rejections could be faced.
- Distractions during the process has to be minimised as it would damage the dissertation.

## 4. Data Analysis And Findings

### 4.1 . Introduction

This part of the research includes analysis which is completely based on the in-depth interviews. There were 5 participants who were interviewed for this research. Among them 3 were doctors and 2 were nurses working with different hospitals. For the better understanding of the information, the researcher grouped these questions based on the research objectives. The answers provided by the healthcare professionals were analysed to understand the effect of 360 degree performance appraisal on motivation of the employees.

### 4.2. Data Analysis:

There were different questions each leading towards different themes. Some questions shared a similar theme, so the researcher adapted the concept of coding. The researcher concluded 4 main themes under which the questions were categorized. The themes are as follows :

1. Performance Appraisal Technique
2. Rewards
3. Retention
4. Motivation

#### 4.2.1 Participants Information :

Table 1: Participant's demographics

Name of participants	Malik Syed	Yasir Mir	Sibi Nair	Mini David	Hussam Abbas
Designation	Registrar in Internal Medicine	Medical Registrar	Nurse	Nurse	Surgical Registrar
Gender	Female	Male	Female	Female	Male
Years of experience	5	4	15	6	14
Performance appraisal approach followed	Behavioral	360	360	360	360
Motivation with Alignment of company vision	Strongly disagree	Agree	Strongly agree	Agree	Strongly agree
Motivation	Agree	Somewhat agree	Strongly agree	Agree	Strongly agree
Reward	Both	Monetary	Monetary	Non-monetary	Both
Feedback on 360 feedback	Negative	Positive	Positive	Negative	Positive

The table 1 talks about the demographics of the participants in this interview. The further information of participants who were involved in this research is given below. It includes their names, designation and years of experience. All the participants are from Dublin, Ireland.

**Participant 1 :**

Participant Name : Dr Malik Syed

Participant Designation : Registrar in Internal Medicine

Work Experience : 5 Years

**Participant 2:**

Participant Name : Hussam Abbas

Participant Designation: Surgical Registrar

Work Experience: 14 Years

**Participant 3:**

Participant Name : Mini David

Participant Designation: Nurse

Work Experience: 6 months

**Participant 4:**

Participant Name : Sibi Nair

Participant Designation: Nurse

Work Experience: 6 months

**Participant 5:**

Participant Name : Dr Yasir Mir

Participant Designation: Medical Registrar

Work Experience: 4 years

## 4.2.2 Coding Analysis by themes

### 4.2.2.1 Performance Appraisal

#### **Participant 1:**

Dr Malik went through general appraisal in which he gets feedback from his Consultants. Consultants are the senior doctors. He explained how doctor, nurses and patients have their own way of assessing the feedback. According to him, patients would give feedback on they were treated. They would look in terms of improvement of health. They would look at the treatment response, how the doctor communicated with them, whether he was polite or not, how nicely he explained the diagnosis. Whereas, nurses would give feedback on how the doctor communicates with them, how the delegates guide them. On the other way the fellow doctor would give feedback on teamwork, like a doctor helping out when there is workload and making sure things are on their best. Doctor Malik has worked in different hospitals in Dublin. In those hospitals general appraisal method was followed after 10-12 months in which he would have a general feedback if he's doing good or not, what are the areas he needs to focus on. He is aware of the organisation goals. Dr Malik was not completely in favour of performance appraisal because according to him it could create jealousy, so he suggests that it shouldn't be carried on a public domain rather privacy should be maintained. It should be more of an individual thing. He said he would feel uncomfortable being under surveillance because sometimes you have to make things up to impress someone, and at time people can have a bad day and you don't want to talk much.

#### **Participant 2:**

The performance appraisal method followed in Dr Abbas's hospital is 360 degree performance appraisal system. The feedback is collected from the Human Resource Management team. The feedback is collected from the consultants who are the senior doctors, their fellow doctors, nurses as well as patients. They even have a special card to gauge patient satisfaction, in which questions are asked regarding the service provided, doctor's performance, doctor's behaviour as well. They do get yearly feedback around the month April or May but every day they have a meeting called huddle, in which they discuss the good performance or any issues and the huddle is led by the consultants. He is comfortable with from getting feedback from the nurses, fellow doctors and patients, and he as well comfortable with the fact that he is getting monitored each minute because he is confident about his job.

**Participant 3:**

The performance appraisal system followed in Mini's hospital is 360 degree feedback. The feedback is received from the fellow nurses, patients and usually the senior nurses. Mini had joined the hospital 6 months back, so the performance appraisal was conducted after 3 months for her but usually it's a yearly feedback. They get feedback from year to year. Mini was satisfied with the concept of 360 degree performance appraisal but had few recommendations. She mainly focused on the point that it should be impartial then only it will have good effects. She was known to a few cases in which performance appraisal was biased. But she was satisfied with the performance appraisal in her hospital and said that it motivates her.

**Participant 4:**

The performance appraisal system followed in Sibi's hospital is 360 degree performance appraisal system. She gets feedback from the nurses, doctors as well as patients. She mentioned that they usually get the feedback from CNM which means certified nurse-midwife who exceeds the International Confederation of Midwives. Sibi said she is the one conducting the performance appraisal and she collects feedback from other colleagues about the performance, and even the feedback is collected from the members of the Multidisciplinary team. Performance Appraisal is conducted on a yearly basis but Sibi didn't have experience of performance appraisal in the current hospital. She has been in this profession for 15 years now, and mentioned that she has experience with the previous employer. Though, she is aware of the present performance appraisal system method followed at her current working hospital and she said, she is satisfied with the concept of 360 degree performance appraisal system.

**Participant 5:**

The performance appraisal technique followed in Doctor Yasir's hospital is 360 degree performance appraisal. He gets feedback from the fellow doctors, nurses as well as the patients. According to Dr Yasir patients feedback matters the most in this profession. When the patient gives good feedback, it really motivates him. And when he receives negative feedback he tries to chat often with the patients and apologies for the inconvenience. He said they have discussion with the consultants about the performance. The performance appraisal is conducted on a yearly basis and when asked if he is satisfied with the current appraisal system, which is 360 degree performance appraisal system, he answered, " Yes, it's really good".

#### 4.2.2.2 Rewards

##### **Participant 1:**

Dr Malik received salary increment time to time and recognition for good work. He proffered non-monetary benefits such as recognition as well as monetary benefits like gift cards, movie tickets, restaurant vouchers. He said salary increment would be quite heavy for the hospitals, so these small gestures of happiness would really make a difference. He even said about the promotion which falls in monetary as well as non-monetary benefit, because with promotion your salary increases as well as your title which falls under recognition. Concluding, Dr Malik preferred monetary as well as non-monetary benefits.

##### **Participant 2:**

Doctor Abbas prefers both monetary as well as non-monetary rewards equally. He doesn't receive salary increment time to time , but gets recognition for good work.

##### **Participant 3:**

Mini was new to the hospital so she hadn't got any salary increment but her fellow nurses got it, so on answering the question, " You receive salary increment", she agreed on that. She even got recognition for good work, and the researcher asked Mini if she'd prefer monetary or non-monetary benefits, her answer was at this time she'd prefer non-monetary benefits such as recognition.

##### **Participant 4:**

When talking of rewards, Sibi did get recognition as well as time to time salary increment. For Sibi rewards go hand in hand with motivation. When asked the question what keeps her going in this challenging profession, she said " the main part is the income, the salary". And when asked if she prefers non-monetary benefits or monetary benefits or both, her answer was " evaluation itself is a mode of, a chance to improve we but when you get incentives it helps you to improve very fast. It is really motivating. I like both, it's just not about the money, but any kind of incentives. We are human beings you know, so we need it, it can really motivate you ". Rewards play an important role for Sibi.

**Participant 5:**

Dr Yasir Mir receives recognition as well as time to time salary increment . When asked the question, if he prefers monetary or non-monetary benefits or both equally, he answered “ Monetary Benefits for sure” and even said, it’s the monetary benefits that motivate you.

**4.2.2.3 Retention****Participant 1:**

Dr Malik was happy with his current job. He didn’t think of looking for a job at another place. When asked if he still sees him working in this hospital in two years’ time, he answered yes.

**Participant 2:**

Doctor Abbas is happy with his current job and is not looking for a new job. He strongly disagree to the stamen of looking for a new job. When asked if he sees himself still working here in 2 years’ time, he was quite happy about it and agreed with it.

**Participant 3:**

Nurse Mini is happy with her job, she did not answer strongly agree when asked if she is happy with her job, rather she simply answered agree. And when asked the question if she’s looking for a new job, her answer was she would, but she is bound with the contract of 2 years so right now she can’t. She said she’ll be looking for new jobs when her contract ends. And when asked if she sees herself working in this hospital for two years, her answer was agree but because of the contract.

**Participant 4:**

Sibi strongly agreed to the question if she is happy with her job. And when asked if she is looking for a job at another place, she strongly disagreed to this question. She even strongly agreed to the statement that she sees herself still working in this hospital in 2 years’ time. She’s quite happy with her job.

**Participant 5:**

Dr Yasir Mir is happy with his current job and doesn't think about looking for a job at another place. When asked if he still sees himself working in this organisation in two years' time, he strongly agreed on this point. He even mentioned that his Job satisfaction keeps him motivated in this line of pluck.

**4.2.2.4 Motivation****Participant 1:**

According to Dr Malik what keep doctors motivated in this challenging profession was the appreciation from the patients for the treatment doctors give. He also said that he valued good team effort from the consultants. When doctors act as a good team player he really appreciated that. He stated that positive feedback would motivate him. It would encourage him to do better whereas negative feedback would demotivate him but at the same time it would make him ponder and make him think how he can improve himself overall and It would make him know about the areas where he requires improvement. Dr Malik is very much self-motivated because the thing that motivates him the most is the treatment he gives to his patients. He is aware of his strengths and weakness.

**Participant 2:**

Doctor Abbas is aware of the organisation's vision which motivates him. He is aware of organisation goals as well as personal goals. Positive feedback motivates him, he strongly agreed on that and negative feedback demotivates him. The biggest motivation for him is the continuous learning and development and the new challenges he faces every day. He mentioned that he loves challenges and it's what keeps him going in this difficult profession.

He mentioned he'd feel motivated on getting the feedback from doctors, nurses and patients, if it is positive it would definitely motivate him and if it is negative it would lead him to improve and know the areas where he went wrong. He uses it in a positive way, and makes sure he doesn't repeat the same mistake.

**Participant 3:**

Mini found motivation in helping the patients. She really likes to help the patients, it gives her satisfaction. Positive feedback motivates her and she said negative feedback would make her sad, but it would also help her to correct her mistakes. So, negative feedback is good self-improvement. Mini focused on the way of giving of feedback, she mentioned if the feedback received from fellow nurses and doctors is in a friendly way, she'll be okay but at times when the feedback is given rudely, that is not a good thing. What actually mattered for Mini was the way of communication. And when asked how she feels about receiving feedback from patients, she said she doesn't has any personal experience but she has heard negative comments about other staff , and if she has to go through the same she'd feel really bad. Mini is aware of her personal goals as well as organisation goals. She is aware of her weakness and strengths. She is well aware of the company's vision which motivates her.

**Participant 4:**

Sibi mentioned the things that motivate her are the new opportunities to learn and grow and moreover the help she provides satisfies her. But she highlighted the income part. According to her money is the motivator. She connected rewards with performance stating when she is rewarded for good work, it motivates her to do more work. She even said that positive feedback motivates her. Negative feedback can be demotivating to some extent but she mentioned she takes it as an opportunity to improve herself, and it makes her aware of herself. Sibi is aware of her weakness as well as strengths. She is aware of organisations goals and vision which motivates her.

**Participant 5:**

Dr Yasir Mir is in the favour of 360 degree feedback performance appraisal technique. It acts as a motivator for him, He mentioned the positive feedback motivates him to do more good, it makes him happy and satisfied wherein the negative feedback helps him to understand if there was any discrepancy or weakness which he eventually tries to improve. According to Yasir Mir, it's the money that keeps him going in this profession. He also mentioned about job satisfaction, he is really satisfied with his job.

### **4.3 Discussion**

The aim of the primary research was to find out if 360 degree performance appraisal motivates employees or not. Three doctors and two nurses participated in the research and the findings are based on their experience. Researcher chose three leading hospitals of Dublin. Hospitals demanded to maintain anonymity, so the researcher could not mention their names.

All these five participants had different experiences and different demands. There were 3 male healthcare professionals and 2 female healthcare professionals. Gender didn't play a major role in any findings. Doctor Malik Syed is a registrar in Internal Medicine with 5 years of experience, Doctor Yasir Mir is a medical registrar with 4 years of experience, Doctor Hussam Abbas is a surgical registrar with 14 years of experience, Mini David is a nurse with 6 months of experience and Sibi Nair is a nurse with 15 years of experience. Each participant had different views on the positive and negative feedback. The thing common between each participant was that no one took negative feedback as a demotivation for their work rather they take it as an opportunity to improve themselves. Each participant had different views on how they took the criticism and had recommendation according to their experience. Few participants even shared how they would or how they feel on being supervised continuously. For the proper understanding of the data researcher has split the discussion on the objectives of the research for the better understanding.

#### **4.3.1 360 Degree Performance Appraisal**

360 degree performance appraisal was followed in hospitals of 4 participants wherein one participant was getting appraised through behavioural approach. Dr Malik didn't know about organisation's vision. He was getting appraised under behavioural approach and was unaware of the organisation vision. Rest of the participants were getting appraised under 360 degree performance appraisal method. They were aware of the organisation vision which motivated them. Vision demonstrates a positive impact. Presence of vision in an organisation creates a sense of belongingness which leads in motivation of the employees. Vision allows them to look together towards the same goal. With the adequate motivation the employee performs efficiently which results in high productivity of the employees. The impact of vision statement has also been seen in facilitating change. Focus on a desired future state in a vision statement are better prepared for change rather than the organisation who do focus on communicating the vision statement or do not have a vision statement (Kirkpatrick, 2017).

Doctor Malik's was aware the organisational goals as well of personal goals but they did not align where in rest of the participants were also aware of the organisation goals as well as personal goals and their goals aligned. This is the advantage of 360 degree performance appraisal system. When employees receive feedback from their managers they get to know what the organisation wants from them. Organisation objectives are made clear which helps the employees to align their personal goals with the organisational goals. It also lead to higher productivity of the employees, when employees know about the organisation goals, and there is transparency, they feel confident in working under this environment when they feel a sense of belongingness . One way of looking at this would be, for the achievement of organisation goals it is giving feedback is a good thing. Because it creates a sense of awareness and raises the spirit. When they are aware of the organisational goals, they would want to align organisational goals with the personal goals, in order to achieve good ranking. Doctor Yasir Mir spoke about satisfaction in the interview. He mentioned positive feedback would make him feel good and satisfied. This is one more advantage of 360 degree performance appraisal.

After getting the positive feedback from different sources employees feel confident about themselves and feel good. They get a sense of satisfaction that their efforts are not going into waste, they are actually being productivity. And when the employees give feedback to the higher level staff, they feel good about that, they feel worthless and get a sense of belongingness. All these things make an employee happy which brings a positive change in an organisation and helps to employees to stick to the organisation for a longer time. It helps in retention of employees (Shubhangi, 2017). Speaking of retention of employees, all the participants were happy with their jobs and when asked if they see themselves working the same organisation for next 2 years , they all agreed to it. None of them was thinking of looking for a job at another place. 60% of the participants were satisfied with the performance appraisal system, 20% didn't like the concept of being monitored all the time and 20% wanted to make sure that performance appraisal is conducted without any partiality. Doctor Malik didn't have experience was getting appraised under 360 degree performance appraisal technique, when asked how he would feel getting reviewed for every action he takes, his answer was He would be uncomfortable. He didn't want to be under surveillance. He would feel like everything is being monitored and watched, and according to him sometimes we have to make things up, everyone has bad days when you don't want to talk much. You'd put your efforts but you won't be at your best. So he denied the concept of getting reviewed for his everyday tasks. He also suggested that giving

feedback should be made a private thing. He mentioned that it should be done in confined privacy.

Performance Appraisal shouldn't be on a public domain. According to him if someone is doing good, he should be given monetary benefits and gifts to appreciate the performance. Doing it publicly would have its consequences so it should be an individualized practice. Dr Hussam Abbas was satisfied with the 360 degree performance appraisal system, he was completely in favour of it and suggested that it should be followed in the organisation. On asking how does he feel about being under supervision all the time, and getting evaluated every minute, would he feel uncomfortable. Dr Hussam said he wouldn't feel uncomfortable because he knows he does his job properly, he knows he is good in his job. Mini David was not highly impressed with the 360-degree performance appraisal system and suggested it is good if it done without partiality. Cases of biasness has been seen in reward system, such as favouritism. She suggested that it should be done in a positive way and impartially. She had few experiences where performance appraisal is depended on culture, nationality, sex. She said sometimes people face racism in organisations.

Performance appraisal is a good method of motivating the staff when done rightly but if not done in a good way, such as , if it included partiality, it can ruin the whole organisation. Mini also focused on the thing that how feedback is shared, if it is shared in a friendly way or in a rude way. According to her even if the negative feedback is shared in a friendly way she'd accept it and work on improving herself. She said mistakes are natural, it's not in a conscious way or unconscious way to control, it will happen. Negative feedback has to be accepted what matters is how it is expressed. When asked about getting feedback from patients, she mentioned she expects good feedback from the patients and if she experiences a negative feedback she would be demotivated. She appreciated the positive feedback but mentioned that negative feedback can demotivate her. Doctor Yasir, Doctor Hussam and Nurse Sibi was satisfied with the performance appraisal system. They shared a common answer stating they take it as an opportunity to improve themselves, and it would help them to understand themselves better. Getting back to the point that 360 degree performance appraisal method increases self-awareness and helps an employee to understand herself/himself in a better way. 100% of the participants answered that they are aware of their strengths and weakness which is an important thing in this field. It's all connected, when you're aware of your weaknesses and strength, you get to know where you lack or what your core areas are, it helps you to contribute to the

organisational goals and align your personal goals which results in higher productivity. It helps to gain more insight, knowing about the weakness gives a clear understanding of things that are holding you back. You can achieve a lot of things when you know your true potential and things you are capable of doing. It all starts at feedback.

### **4.3.2 Motivation**

Different participants had different motivational factors. 20% of the participants preferred monetary benefits, 60% of the participants preferred monetary as well as non-monetary benefits and 20% of the participants preferred non-monetary benefits. Doctor Malik said he'd prefer non-monetary as well as monetary benefits, he said if you're doing good in an organisation one would look into non-monetary benefits such as recognition and promotion. He said maybe this would be too much to ask, but monetary benefits would be good for everyone else. Small gestures like giving gift cards, any kind of appreciation not necessary as salary increment which could be quite heavy on the hospital, but small tokens of like movie tickets, restaurant vouchers would be good. It would make him feel good. Dr Hussam Abbas also preferred monetary as well as non-monetary benefits. Sibi Nair also preferred both, she said evaluation itself is a mode of chance to improve ourselves but on receiving any kind of incentives, it makes the process of improvement fast. Getting any kind of incentives is really motivating, she particularly mentioned it isn't just about the money but any kind of incentive. Mini had a contrasting view, she mentioned at this point of her career she would look into non-monetary benefits rather than monetary benefits.

Doctor Yasir also had a different view, he completely preferred monetary benefits. He focused on the point that " Money is a motivator "as mentioned in the previous sections of the research. Money is said to be a good motivator, be it in term of incentives, bonuses or promotions. Even non-monetary benefits result in recognition which acts as a motivator. Employees need rewards , by this they get a sense of recognition which acts as a motivator. 360 degree performance appraisal sets a base for reward distribution among employees (Antonio & Soledad, 2018). As mentioned in the above sections of this research, there are two kinds of motivation Intrinsic and Extrinsic. Few participants seemed to be driven by intrinsic motivation. 80% of the participants had huge impact of intrinsic motivation. When Doctor Malik was asked, what keeps him going in this challenging field, he answered the appreciation he got from the patients

and the good response of the treatment he gives. He was quite happy with his work and it motivated him in this field. All these things provide satisfaction which is an intangible outcome. Intrinsic Motivation is the game changer, it serves the real purpose. It's obvious no one would say No to the monetary benefits, they are other ways to motivate an employee. We can cascade it into Herzberg's two-factor theory which mentions the importance of motivators and hygiene factors. People have a need for job content, recognition, acceptance by peers and relationship with supervisor, salary, job security. Their presence won't make much of difference but however their absence might lead to dissatisfaction and insecurity. There are forms of extrinsic motivation. There are other ways that fulfil the purpose. Three factors are considered to motivate individuals in order to flourish. They are self-determination, the opportunity to learn new skills and master them, and feeling connected to a meaningful purpose. No matter what the title or the position is, when an individual feels he/she has control of their future, when they know everything is an outcome of their actions, they tend to work harder. They thrive in that situation (Barile, et al., 2018).

360 degree feedback plays a vital role in self-motivation. Because it helps to know the strengths and the weakness which helps to increase self-awareness and a sense of belongingness in an organisation. When they feel they are free to speak up, they feel recognised and it gives a boost in their confidence (Wills & Williams, 2018). Dr Hussam Abbas, for him the biggest factor of motivation in this field is the continuous learning, the challenges he faces every day. He said he loves new challenges, and it's the new challenges and new learning that keeps him motivated in this field. These are examples of intrinsic motivation. For Mini also what motivated her the most was the self-satisfaction when she provided care to the patients and when she helped them. This is also intrinsic motivation. Sibi shared the same views as Dr Hussam, for her the thing that keeps her motivated in this line of pluck is the opportunities to learn. She also shares the same views as Mini on the fact that she loves providing care and help to the patients. And she also added, Sincerely speaking it's the salary, the money that is the main part. Dr Yasir had the same view the thing that keeps him going in this line of profession is Money as well as Job satisfaction. For him money is the motivator, but when speaking of job satisfaction it could include any factor, like work environment, the treatment he provides or stuff, could be intrinsic or extrinsic motivation. Participants when asked if they feel motivated or demotivated on receiving feedback from nurses, doctors and patients, they had similar kind of answers but not that similar. Dr Malik said he wouldn't be comfortable on receiving feedback from nurses, doctors and patients because if would feel he is being monitored all the time, and it would make

him uncomfortable. Because people can have a bad day, and feedback shouldn't be depended on daily performance. When asked how he feels about positive and negative feedback, he answered "positive feedback encourages me to do more good and to improve my skills wherein negative feedback makes me ponder and think about how else I can improve myself and at the same time make you realise where you need to improve yourself". He took the criticism positively. Dr Hussam was comfortable with being monitored every day because he was confident about his work. And he mentioned the same response as Dr Malik that positive feedback would make him feel motivated and negative feedback would make him focus on the areas where he lacks and take it positively. And he also mentioned he would feel motivated on getting the feedback from the fellow doctors, nurses as well as the patients. Sibi on the contrary side said she would feel real sad if she gets any negative feedback from the patients but still she would try to improve herself in terms where she is lacking.

Speaking of positive feedback, she said positive feedback makes her happy and feel motivated. She had valid points for demotivation through performance appraisal, she said if it's done partially it could turn out to be really demotivating. Sibi looked at the feedback as an opportunity to improve herself, and when it comes to negative feedback she said, she has to self-evaluate. She said no matter if the feedback is positive or negative, it is a chance for us to improve ourselves. Positive feedback would make her happy, coming to negative feedback her first action would be to have a clear insight on her weakness, and clear the area properly where she lacks, after that imply it and improve herself. Dr Yasir had same views, he said he'd be motivated to receive the feedback and mentioned it is an important thing to receive feedback in this profession, because when you get positive feedback it really motivates you, and if there is negative feedback he'd look if there was any discrepancy and apologize and then improve himself. He'd take negative feedback as a positive criticism. All had similar response to negative and positive feedback except Mini. Positive feedback motivates them whereas negative feedback makes them improve themselves, they take it as an opportunity to improve themselves rather than getting sad, disheartened and demotivated. Mini just said she would feel bad if she gets negative feedback but still she'll try to improve herself.

## 5. Conclusion and Recommendation

### 5.1 Conclusion

Aim of the following chapter is to finish up the whole research led in thesis. This research included collection of primary data using qualitative method, which included 5 in-depth interviews with 3 male doctors and 2 female nurses in Dublin Hospitals. The research objectives of this research is to find out

If 360 degree performance appraisal motivates employees?

If yes, to what extent does it uplift them to work efficiently?

If no, how does it demotivate them?

The objectives were found out using the primary data as well as the secondary data. To conclude, researcher found out 360 degree performance appraisal did motivate the employees. It is an exhaustive feedback collection where in all the stakeholders are reached out for the feedback. Managers wouldn't be able to observe all areas of performance properly, or issues like favouritism could occur. 360 degree feedback incorporates multiple perspectives. Different people have different perspectives and multiple perceptions are perceived more accurately. When different people give feedback, it means supervisors are also getting rating from their sub-ordinates, it gives them identity and confidence, which results in sense of belongingness. It decreases the chances of favouritism and biasness which leads to motivation. It was mentioned by a participant that she'd prefer a performance appraisal system which is without partiality and biasness. It also creates self-awareness and self-evaluation. On getting the feedback from multiple perspectives, an employee would definitely think how his/her behaviour affects other, where does he lack, what are his strong points. Getting to know more about himself/herself would motive him/her. If the feedback is positive it would make the employee confident and motivated, if the feedback is negative, the employee would focus on the areas where he/she lacks and change the behaviour accordingly. 360 degree performance appraisal also helps to communicate the organisation vision and goals to the employees. It creates a transparency which creates a sense of belongingness. The feeling of being connected would create a positive environment which would lead to higher motivation and higher productivity. Sense of belongingness is a need for human beings. The hospitals following the 360 performance appraisal technique have more employees whose personal objectives are aligned to the organisation's

objective and they are aware of the organisation's vision which motivates them. Where is the organisation following the behavioural approach is not able to communicate the organisation's vision which could have led to a motivational factor. Hospitals where 360 degree feedback is followed, their doctors and nurses feel really motivated with the positive feedback and even take the negative feedback as a positive criticism. Positive feedback makes them happy, satisfied and motivates them wherein when it comes to negative feedback, they see it as an opportunity to improve. 360 degree feedback is a process of increasing self-awareness. A complete list is given where the negative and the positive points are mentioned, it gives employees insight into their behaviour and how they are perceived in the organisation. Self-awareness even leads to intrinsic motivation because when you are aware of yourself, you have clear goals what you want to do, what you want to achieve. Self-awareness leads to career development.

All the healthcare professionals are motivated with the rewards, be it monetary or non-monetary. 360-degree is used in performance evaluation as well as employment decisions (e.g. salary increments, bonus, promotion, recognition etc).

When employees receive awards it motivates them to do more good. Not everyone needs monetary rewards but no one would say No to a salary increment. Human have needs, which they want to fulfil and rewards motivates them to do more good. Most of the participants in this research preferred monetary as well as non-monetary rewards, for some it was just monetary, and for some it was non-monetary. But everyone needs something, be it the tangible outcome, or the intangible outcome to motivate them. Rewards can be intrinsic as well as extrinsic, some people are self-motivated and have a different need. Money doesn't motivate them, they are looking for things as purpose, recognition as an intrinsic reward, opportunities to flourish etc.

Rewards are important for everyone, it motivates the employees. And 360 degree feedback appraisal technique acts as a decision maker, it gives a good view of what employee wants. And same is for the employees, it helps them to understand the organisation goals.

It is a good technique for the managers to find out what are the factors that motivate their team members.

Overall, answering the research question 360 degree performance appraisal does motivate the employees, even the negative feedback is taken as a positive criticism. It uplifts them to work

more efficiently by increasing self-awareness. It even results in high retention rate, on asking the question if the Participants are happy with their jobs, all of the participants shared positive response, the one who were getting appraised under 360 degree performance appraisal strongly agreed to this point.

## **5.2 Limitation and Further Research**

- The sample size of this research was small, the researcher was only able to conduct 5 interviews.
- The location of this research covered Dublin hospitals, not the doctors and nurses around Ireland.
- Researcher was able to get to interview only nurses and registrar doctors. Researcher didn't get an appointment to interview any of the consultants.
- There are chances actual information was not given because researcher was asked to maintain anonymity regarding hospital names, so might be possible they would've hesitated to give out the proper information.
- There are chances that participants didn't understand the concept of 360-degree performance appraisal properly, though it was made clear by the researcher.
- Might be chances that the participants were themselves biased and didn't want to give the right information.

There are few recommendation for research :

- It should be made sure that the research is conducted purely by HR because that way there'll be no biasness. Usually when the feedback is given by the managers, cases such as favouritism occur. Which results in the demotivation of the employees.
- The research should be conducted on a large scale to capture the perspective of more doctors and nurses, to get more clear picture, more thoughts, more experiences.
- Participants should include doctors and nurses from different nationalities.

## 6. Reflection and Learning:

### 6.1 Introduction

Reflection or Self- Reflection is an important part of daily life. It makes us aware of our self. As mentioned in the thesis, the outcome of the study was that 360-degree performance appraisal motivates the nurses and doctors by raising self-awareness. Self-awareness is an important thing for motivation. Reflection is the same. It is the part of our life. Thinking about what different people say, what we say, what we do, thinking we could've done it differently we are putting a reflection of our thoughts based on our experience. It occurs in our mind after a particular event has happened. Roger did an analysis on common definitions of reflection and revealed important counterparts. These counterparts implied that the manner in which the person responds to given situation is the reflection. From the point of view of intelligent demonstrable skill reflection can be characterized as a cyclic procedure of investigating, addressing and reframing (proficient) encounters. This incorporates thought of how and why choices were made, fundamental convictions and qualities both of people and foundations, suspicions about jobs, capacities and obligations and having the capacity to represent one's choices.

The researcher recognised the need for reflection long ago, but it came to light in the academic field.

“One of the basic rules of the universe is that nothing is perfect. Perfection simply doesn't exist. Without imperfection, neither you nor I would exist” - Stephen Hawking

We are humans, we make mistakes, what's important is what we learn from it and what it teaches us. Mistakes make us realise where we went wrong and how it should've been done. That's self-reflection. There are so many positive outcomes for reflective learning. First, reflective learning is relied upon to prompt a more profound comprehension of encounters and a more grounded ability to apply learning to new circumstances. Second, reflective learning acts as a guide for the students for their own learning process. Third, it increases awareness of thoughts and feelings. It results in new thinking ways, changed behaviour in a positive way. Fourth, it leads to self-awareness, the students get to know about their strengths and weakness.

Fifth, it provides insight about their field. Sixth, through reflective learning experts are required to figure out how to investigate their thinking when

taking care of expert issues and the qualities and convictions which frame a piece of their expert character fundamental this thinking. This may result in an expanded attention to the ethical parts of expert encounters. And seventh, it stimulates awareness of person's beliefs and how it is different from others ( Schaub, 2012).

## 6.2 Learning Style

Learning style was designed by Peter Honey and Alan Mumford long back in 1982 to get an understanding of different learning styles people had. Learning is something we do every day, it's a part of our lifestyle.

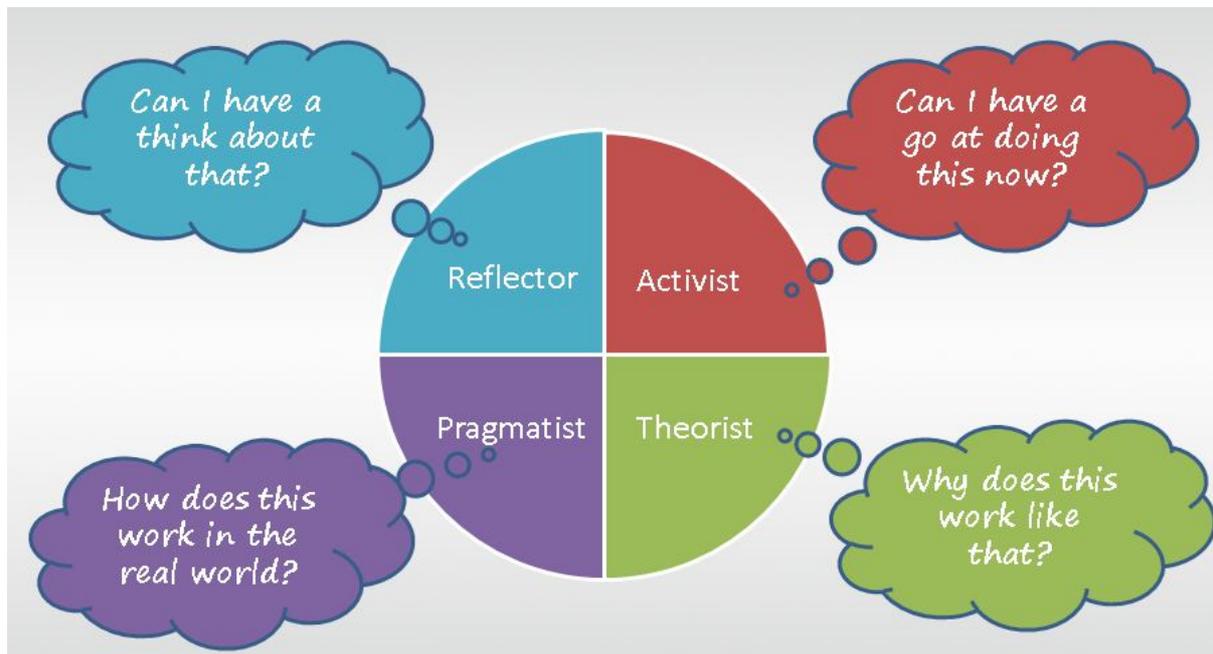


Figure 2:Image by Adrian Howes

These are the four learning styles as per Figure 2 above. Activist are people who learn by doing. They have an open-mind. Theorist like to understand the real theory behind the actions. Pragmatist want to put their learning into the real world and reflectors learn by observing (Huang).

The authors learning style is more towards activist. The researcher tends to learn by experience. The most wonderful experience of this research was interviewing senior doctors and nurses about their work, getting to know how they feel about 360-degree performance appraisal method. The researcher gained insight on the most challenging profession i.e. healthcare. Most of them were self-motivated which in turn motivated the researcher. The empathy doctors and nurses had towards the patients was speechless. They found satisfaction in providing the patients, in helping them. Researcher looks towards this kind of approach in his/her life.

### **6.3 Learning & Development**

Researcher has learned new things and developed while conducting thesis. From the beginning of Master of Business Administration researcher was in search of exposure to new learning opportunities and conducting thesis gave a platform. Primary as well as secondary research was important for this topic. Researcher was conducting the thesis on Dublin, Ireland but in order to understand Irish Healthcare researcher had to go different journals, documents which led to gain more information about different places and things in this world.

Researcher acknowledges the topic chosen because researcher has been close to the healthcare practitioners. It's one of the most challenging profession which requires special attention. Researcher tends to serve this field through the right knowledge and awareness.

There is a famous saying that “Magic happens outside comfort zone”, researcher is a great believer of this quote. Throughout the research, the researcher has learned to maintain focus, and learn the importance of following a schedule.

#### **Planning and Preparation:**

“Our goals can only be reached through a vehicle of a plan, in which we must fervently believe, and upon which we must vigorously act. There is no other route to success.”

— *Pablo Picasso, painter*

Planning and preparation are an important part of our life, in majority of the things we do. Pablo Picasso's statement fits completely in this scenario. One of the limitations of this research was short time. Planning and preparation were a challenge because of short time as well as the Christmas holiday season, when all the doctors and nurses were on holiday. Academic field has taught the researcher the right planning and preparation, doing the assignment on time, preparing for exams, preparing for presentation. This has all taught the researcher the value of planning and preparation.

#### **6.4 Reflections**

Having studied for Masters of Business Administration program at Dublin Business School has been a great experience which definitely broadened the horizon of my knowledge and experiences.

Being a foreign student and after facing numerous challenges initially such as new culture, people food etc., the college definitely made the experience worth it. The professors and fellow colleagues at the college have been extremely helpful and supportive. The learning style followed in the classes was great fun and made the ideology of 'Fun Learning' true.

The program helped us interact with fellow group mates and the concept of group assignments and class presentations boosted our confidence and made us ready for the real corporate world. We gained understanding of the subjects with not just the theoretical knowledge but also via the practical applicability of the content. The experience has opened a new horizon for me and helped me chase my passion for Human Resources which will help me with job search in the field.

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## 7.1 Appendix

### 7.1.1 Transcripts

#### Participant 1

Dr. Malik Syed

So first, the questions would be like, you have to decide between Strongly Agree, Agree, Disagree, Strongly Disagree. So, the basic questions would be about that. Then we will be doing open ended questions in which you can have any statement.

So, the first question is, are you are happy with your job?

Answer: Agree.

Do you think about looking for a job at another place?

Answer: Disagree.

You see yourself still working here in two years' time.

Answer: I agree.

You are well aware of the organization's vision which motivates you?

Answer: Disagree.

You get feedback from your nurses' fellow doctors and patients?

Answer: Disagree.

You have discussions about your performance with your consultants?

Answer: I agree.

You get the right learning and development you need to do your job well.

Answer: Disagree.

You are aware of your weakness and strength.

Answer: I agree.

You're aware of Organization goals?

Answer: Strongly agree.

You are aware of your personal goals?

Answer: Strongly agree.

Your organization goals and your personal goals are similar.

Answer: Strongly Disagree.

You receive salary increment time to time?

Answer: Agree.

You get recognition for good work.

Answer: Agree.

Positive feedback motivates you?

Answer: Agree.

Negative feedback demotivates you?

Answer: Agree

Open ended questions.

1- How long have you been in this profession and what is your current designation at this hospital?

Answer: I've been working for the past five years and working as a registrar in internal medicine.

2- Since its worldly known medical profession is one of the most challenging profession. What keeps you motivated in this line of pluck?

Answer: What keeps you motivated is the appreciation from the patients and seeing a good response from the treatment that I give, or we give. And then a good team effort from consultant to other fellow doctors, being a good team player. So, I like that.

3- So how do you handle the negative as well as positive feedback?

Answer: Positive feedback encourages me to do more good and to improve my skills and Negative feedback makes me ponder and think about how else I can improve myself and at same time makes you realize you know what areas you need to improve yourself.

4- How would you feel about getting the feedback collected from your nurses or from fellow doctors or from patients?

Answer: And each has their own way of assessing the feedback. Patients usually just look at the improvement in terms of their health. Thus when they look at nurses, they give feedback in terms of how the doctor communicates with them, how we delegates and everything .But patients look in different ways they look at the treatment response and communication how good the doctor speaks to them politely or nicely explained the diagnosis as such nervous other way and fellow doctors find small about teamwork helping out when one has a busy workload and vice versa and making sure things are on top with jobs.

Well yeah if they give you feedback like your fellow doctors' nurses and patients. So, would you feel motivated or like would you feel like you are being watched, like under supervision kind of a thing.

Answer: Yes. I mean I believe that I am under surveillance you know. Would you to be uncomfortable. Yes and no but mostly I will say yes. I wouldn't be because everything is being monitored and watched so sometimes you know you have to make up things you know to impress someone you know sometimes, you're not having a good day you know one day and then you don't want to talk much and then but still you need to show that you know you are into it. Sometimes you need to you know make it up here. You know you can talk and everything, but I think that thing shouldn't be as a daily surveillance I think it should become genuine. And but I don't think daily or everyday surveillance by fellow doctors is right.

In continuation to the performance appraisal do you prefer recognition that is non-monetary benefits, or do you prefer monetary benefits.

Answer: Good question, both actually because if you are doing good in the hospital like I mean if you're giving your best. Of course, you know one would look to in non-monetary benefits that you would look at. You know the promotion or recognition. But then at the same time you know monetary would be good for everyone else. So, like I mean you know like gift cards or any kind of appreciation not necessary in salary increments but at least you know gift cards or any some kind of token for anything like this. Lot of organizations I know they provide like movie tickets or restaurant vouchers and a small token of appreciation would be good. You know not so in salary increment. That meant quite heavy on the beach or the hospitals.

So, when was the last time that a performance appraisal was conducted in this hospital?

Answer: You know I've been here since I've been here since July and none so far, but other hospitals where I do like a yearly contract usually, they have every eight to 10 months or maybe a year unofficially.

Actually, it would be just be like you know just sitting down with your consultant and doctors and find just going through, you know the performance evaluation not a formal kind of by HR and it's not like that you know. And final kind of formal thing within our department. Just very informal dialogue you know like you know like Malik you're doing good. You know this is what needs to be done.

So, concluding on this what would you like to say about getting performance appraisal. Do you like it?

Answer: No. Well I mean if there is doubt over the performance is poor than fine, you know you can raise it as a way to improve or help the person in the organization to help. But if the person is doing good then instead of highlighting it you can show like as you said monetary or not our monetary benefits and gifts are well just appreciating that you know. But I don't think it should be done in a confined like privacy is also importantly. We shouldn't be on a public domain and not everyone should know that you know so-and-so doctor is doing good. Let everybody know. Yeah. And because then it's more about jealousy and then it's not right. It would have its consequences. So, it's better to keep it to themselves not to exploit the privacy or not make it a public example regardless if it's a good positive or negative. You know I think it's all individualized and in a practice.

## Participant 2

Dr. Husam Abbas

So yeah, we're going to start, first of all. You know what performance appraisal is like you get feedback every year or after six months or after a month you get feedback for your performance in the organization. So that's what performance appraisal is.

Answer: Yes, we have it in our hospital.

Wow that's so nice. So, I am writing my thesis about 360-degree performance appraisal. How it affects motivation in employees. So, 360-degree performance appraisal is when you get feedback from your fellow doctors or your nurses or your patients. So, like you get feedback from everyone around you. That is 360-degree performance appraisal. Do you get this kind of feedback in your hospital?

Answer: Well yeah, we have like "Patient satisfaction". Like a card that has questions you know how satisfied the patient was, about the service, about the doctor's performance. And from the management side, we get a feedback.

We get the feedback from the consultants and the HR. And they go the whole way, How is your performance and what are your weak points and strong points and what did you do?

Now I'm going to ask 13 questions in which you have to choose between strongly agree, agree, strongly disagree and disagree. Rest of the questions will be open ended, in which you can give any statement.

You are happy with your job.

Answer: Strongly Agree

You really think about looking for a job at another place.

Answer: Strongly disagree.

You see yourself still working here in two years' time.

Answer: I agree.

You are very aware of the organization's vision which motivates you?

Answer: Strongly agree.

You get feedback from your nurses' fellow doctors and nurses and patients.

Answer: Agree

You have discussion about your performance with your consultants.

Answer: Strongly agree.

You get the right learning and development you need to do your job well.

Answer: Disagree

You are aware of your weakness and strength.

Answer: Strongly Agree

You're aware of Organization goals?

Answer: Strongly Agree

You are aware of your personal goals?

Answer: Strongly Agree

Your organization goals and your personal goals are similar.

Answer: Agree

You receive salary increment time to time?

Answer: Disagree.

You get recognition for good work.

Answer: Agree.

Positive feedback motivates you?

Answer: Strongly Agree.

Negative feedback demotivates you?

Answer: Strongly Agree

1- How long have you been in this profession and what is your current designation at this hospital?

Answer: 12. Surgical Registrar.

2- Since its worldly known medical profession is one of the most challenging profession. What keeps you motivated in this line of pluck?

Answer: The continuous learning. Maybe. Yeah. It's continuous learning. The challenges that I face. Yes, I love challenges. That keeps you going on, that keeps you motivated learning new things and new challenges.

So, are you're aware of the performance appraisal method, right? Yeah.

3-What's the kind of performance appraisal method followed here? It's 360 degree, you said earlier.

Answer: Yeah. We get feedback from patient, we get feedback from HR and the consultant. There is a daily meeting. It's called the huddle and they discuss what happened in the previous day and if there is an issue, we get feedback on that as well.

4-So how do you handle negative as well as positive feedback.

Answer: OK. Like negative feedback so I think to improve myself and know where I went wrong and not repeat those mistakes. Positive feedback motivates and makes me happy. It makes to work positively.

5-How do you feel about getting the feedback collected from your nurses or from fellow doctors or from patients? You are being evaluated every minute, like you are under supervision so do you feel comfortable or uncomfortable?

Answer: Yes, I will be comfortable because I know I'm good in my job.

6-So, do you feel motivated to be evaluated by the following people.

Answer: Yeah

7-So, in continuation to the performance appraisal, do you prefer recognition i.e. non-monetary benefits or monetary benefits? Or both equally?

Answer: I prefer both equally.

8-When was the last time performance appraisal was conducted in this hospital.

Answer: Yearly. Every year. Last year, it's going to be this year as well in April or May.

9-Are you satisfied. Would you say you're satisfied with the performance appraisal system? Do you think it should be followed in the organization?

Answer: Yeah, it's good. I'm satisfied.

### Participant 3

Mini David

1-So how long have you been in this profession and what's your current designation at this hospital.

Answer: Well I'm here for six months.

So first I'm going to ask the questions like that you have just four options. Strongly Agree Agree disagree and strongly disagree. Then there will be some open-ended questions in which you can do any statement you make. I'd like the answer that you want to give. Is it OK? So, do you know what Performance appraisal is?

Yeah, I think so.

Do you know what your performance appraisal method is applied in your hospital? How the staff is competent to do in your work. So, do you get feedback from your fellow nurses from your doctors or patients?

Answers: That they're considering. Usually they are asking to the senior nurses. Usually they're asking the seniors most of the times.

I am conducting my research on how 360-degree performance appraisal method motivates employees, does it motivate the employees, or does it demotivate the employees. So, this is my research, what it's about. The first question is, are you are happy with your job?

Answer: Agree

2- Do you think about looking for a job at another place?

Answer: Yes, I am looking for other jobs. Agree

3- You see yourself still working here in two years' time.

Answer: I will work here. I have the that contract so I will stay here for two years because of the contract.

4- You are well aware of the organization's vision which motivates you?

Answer: Agree

5- You get feedback from your nurses' fellow doctors and patients?

Answer: Strongly Agree

6- You have discussions about your performance with your consultants?

Answer: Strongly agree.

7- You get the right learning and development you need to do your job well.

Answer: Disagree.

8- You are aware of your weakness and strength.

Answer: Strongly Agree

You're aware of Organization goals?

Answer: Strongly agree.

You are aware of your personal goals?

Answer: Strongly agree.

Your organization goals and your personal goals are similar.

Answer: Agree.

You receive salary increment time to time?

Answer: Agree.

You get recognition for good work.

Answer: Strongly Agree.

Positive feedback motivates you?

Answer: Strongly Agree.

Negative feedback demotivates you?

Answer: Agree

1- Since its worldly known medical profession is one of the most challenging profession. What keeps you motivated in this line of pluck?

Answer: The care that I can give to the patients. I'll get more satisfaction when I give care to the patients and when I help them.

3- So how do you handle the negative as well as positive feedback?

Answer: If I get any positive feedback, I would be very happy. Same time if I get negative feedback, I will try to realize why it to happen so next time I'm trying to improve. Initially I'll be sad that it happened to me but after that I would sit and think about that. And then I would really correct it. If they are giving negative feedback it is good for our improvement.

4-So how do you feel when you get feedback from your nurses and your doctors. How do you feel about that?

Answer : If I'm how they are telling sometimes, they're telling very friendly, even if they're telling the negative feedback very friendly, I am okay, and I can accept but sometimes they are getting angry which is not good. Otherwise the negative feedback is good because being a man, Man makes mistakes which is natural. That is not in our conscious way or unconscious way, it will happen. We have to accept our negative feedback. What matters is how they are expressing it to us, how they are correcting.

5- How do you feel when you get the feedback from the patients?

Answer: Actually, we are expecting to get good feedback from the patients because good care is given. Most of the times we get good feedback but sometimes they give bad feedback about us to other staff. I don't have any personal experience of negative feedback but if I receive negative feedback, I would feel bad.

6- Do you feel motivated when you get feedback from nurses' doctors or patients.

Answer: Yes, the positive feedback is motivating, and the negative feedback is also good to some extent.

7- In continuation to the performance appraisal do you prefer recognition that is non-monetary benefits, or do you prefer monetary benefits.

Answer: Personally, at this moment I think I prefer non-monetary benefits such as recognition.

8- So, when was the last time that a performance appraisal was conducted in this hospital? How often is it conducted?

Answer: Three Months back. Now It has been six months since I'm here. Because I'm new so they did it for me after 3 months. Now they are doing it yearly.

9- Are you satisfied with the performance appraisal?

Answer: Yes, I I'm satisfied.

10- So, concluding on this what would you like to say about getting performance appraisal. Do it motivate you?

Answer: Performance Appraisal is good if they're doing it in a positive way, impartially. Sometimes, not here though, somewhere I heard and read on the newspaper that performance appraisal sometimes is depended on the culture, nationality. Sometimes people face racism. Performance Appraisal is a good method to motivate the staff and it would have good effect if they do it impartially.

#### **Participant 4**

Sibi Nair

1- Can you tell me your name and how long have you been in this profession and what is your current designation at this hospital?

Answer: My name is Sibi. I am in my profession for almost 15 years now and I am here in this hospital from a few months, six months only.

Do you know what performance appraisal is?

Answer: Yes

So, you get evaluated here in this hospital?

Answer: Yes, but for not yet because I am just a beginner here, But I have experience with this one by previous employer.

I am conducting my thesis on 360-degree performance appraisal and how it affects employees. Does it motivate or does it demotivate? 360-degree performance appraisal is when you get feedback from your fellow nurses, from your doctors, from your patients. Feedback from everyone you work with, from your colleagues. So that kind of thing. First 13 questions will be like you have to answer between strongly agree, agree, strongly disagree and disagree. And next questions will be open ended so you can give any statement you like.

You are happy with your job.

Answer: Strongly Agree

You really think about looking for a job at another place.

Answer: Strongly disagree.

You see yourself still working here in two years' time.

Answer: Strongly agree.

You are very aware of the organization's vision which motivates you?

Answer: Strongly agree.

You get feedback from your nurses' fellow doctors and nurses and patients.

Answer: Strongly Agree

You have discussion about your performance with your consultants.

Answer: Agree.

You get the right learning and development you need to do your job well.

Answer: Strongly Agree

You are aware of your weakness and strength.

Answer: Strongly Agree

You're aware of Organization goals?

Answer: Strongly Agree

You are aware of your personal goals?

Answer: Strongly Agree

Your organization goals and your personal goals are similar.

Answer: Agree

You receive salary increment time to time?

Answer: Strongly Agree

You get recognition for good work.

Answer: Strongly Agree.

Positive feedback motivates you?

Answer: Strongly Agree.

Negative feedback demotivates you?

Answer: Agree

1- Since its worldly known medical profession is one of the most challenging profession. What keeps you motivated in this line of pluck?

Answer: As you said the profession itself it's like ever growing, you know. There are many opportunities to learn and Moreover you're just going to be a human being and helping them out. And Sincerely speaking the income the salary is the main part. I believe.

2- So how do you handle negative as well as positive feedback?

Answer: Positive always I'm happy with that, but negative depends if I am wrong, I will agree and accept that but if negative I'll go back to the person and say you're wrong. Otherwise see if I am wrong, I'll try to correct it myself and improve it.

3- How do you feel when you get evaluated by the nurses, other nurses you are working with?

Answer: It is an opportunity for me to improve myself the feedback itself. As I told you earlier it depends on positive and negative, positive of course, everyone likes it but when it comes to negative, I've to self-evaluate.

4- Do you know the kind of performance appraisal system you have in your hospital?

Answer: Oh yes, I know.

5- What's that. Do you get feedback from your nurses?

Answer: It's mainly from the in charge, the CNM. She's the one doing the performance appraisal. But for sure she will ask the colleagues of course about the performance. Even the other members of the Multidisciplinary team. So, it's all together.

6- So do you think you will be motivated to be evaluated by the nurses by the doctors and by the patients?

Answer: Whatever if it is positive or negative still it is a chance for us, you know, to improve ourselves.

7-So, in continuation to the performance appraisal, do you prefer recognition i.e. non-monetary benefits or monetary benefits? Or both equally?

Answer: I prefer both, because I told you, evaluation itself is a mode of, a chance to improve we but when you get incentives it helps you to improve very fast. It is really motivating. I like both, it's just not about the money, but any kind of incentives. We are human beings you know, so we need it, it can really motivate you.

8-When was the last time performance appraisal was conducted in this hospital.

Answer: Here, every year. For me not yet because I'm just a beginner here.

9- Are you satisfied with the performance appraisal system?

Answer: I am, because it helps to improve yourself and know yourself, what you are, where you're lacking and to understand your weakness.

## Participant 5

Dr. Yasir Mir

You know by performance appraisal, right? So, do you know what kind of performance appraisal method is followed in your hospital? It's yearly. Do you get feedback from your nurses, your fellow doctors and your patients? Yes.

1- How long you have been in this profession and what's your designation at this hospital.

Answer: Complete medical registrar from last four years.

Perfect. So first I'm going to ask 13 questions which have four options, strongly agree, agree, disagree and strongly disagree. And rest of the questions are going to be open ended in which you can give any statement.

So, the first question is, are you are happy with your job?

Answer: Strongly Agree.

Do you think about looking for a job at another place?

Answer: Strongly Disagree.

You see yourself still working here in two years' time.

Answer: Strongly agree.

You are well aware of the organization's vision which motivates you?

Answer: Agree.

You get feedback from your nurses' fellow doctors and patients?

Answer: Agree.

You have discussions about your performance with your consultants?

Answer: Strongly agree.

You get the right learning and development you need to do your job well.

Answer: Agree.

You are aware of your weakness and strength.

Answer: Agree.

You're aware of Organization goals?

Answer: Agree.

You are aware of your personal goals?

Answer: Agree.

Your organization goals and your personal goals are similar.

Answer: Agree

You receive salary increment time to time?

Answer: Agree.

You get recognition for good work.

Answer: Agree.

Positive feedback motivates you?

Answer: Agree.

Negative feedback demotivates you?

Answer: Agree

Since its worldly known medical profession is one of the most challenging profession. What keeps you motivated in this line of pluck?

Answer: Job satisfaction and money.

How do you handle positive as well as negative feedback?

Answer: Well you take it and try to improve. When you get negative feedback, you try to improve and try to get positive feedback. And you get positive feedback, you feel good, satisfied and happy. And it motivates you to do more.

So, how do you feel when you get feedback from your nurses or your fellow doctors.

Answer: I feel very good, and very happy

So, what if they give negative feedback. How would you feel about that?

Answer: I would have a chat with them and try to improve in areas which are weak.

So, like do you get disheartened or do you get sad or demotivated because of the negative feedback?

Answer: No, I take it as a positive criticism and it's important to improve.

How do you feel when you get the feedback from the patients you treat?

Answer: I think it's the most important thing in this profession. The patient gives good feedback, positive feedback that really motivates you. And if the patient gives negative feedback, we try to chat with them and apologize if there was any discrepancy or any weakness from our side, we try to improve.

Do you get disheartened by the patients negative Feedback?

Answer: I don't think so. No not really.

In continuation to the performance appraisal do you prefer recognition that is non-monetary benefits, or do you prefer monetary benefits or both equally ?

Answer: Monetary Benefits for sure. That's what motivates you.

When was the last time that a performance appraisal was conducted in this hospital?

Answer: We have a performance appraisal every year. So, it's a yearly thing.

Are you satisfied with the performance appraisal system?

Answer: Yes, It's really good.

And on conclusion what would you like to say. Does 360-degree performance appraisal technique motivate you or does it demotivate you?

Answer: I think it's good. It motivates me.