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**Staff Nurses' Perception of Performance Appraisal System and Its Relation to Job Crafting Behaviours**

**Nora Elsayed Mohammed Khalil<sup>(1)</sup>, Ahmed Abd Alrahman Hassan<sup>(2)</sup>, Faten Salama Abdelaziz Ahmed<sup>(3)</sup>**

Lecturer, Nursing Administration Department, Faculty of Nursing, Cairo University, Egypt<sup>123</sup>

**ABSTRACT**

**Background:** Performance appraisals are one of the most important aspects of management. It creates the road for the workers' advancement and growth by helping them modify their roles, tasks, or relationships to align with performance expectations and personal preferences. Job-crafting behaviors can be reinforced and encouraged through the appraisal process **Aim:** Explore staff nurses' perception of performance appraisal system and its relation to job crafting behaviours **Design:** A descriptive correlational study design was utilized. **Setting:** This study was conducted in the intensive care units at El Manial Teaching Hospital. **Study Sample:** A convenience sample of all available staff nurses (n=105) out of (160). **Tools:** Two tools were used for data collection two tools were used as follows: **(I)** Performance Appraisal System Questionnaire and **(II)** Job Crafting Questionnaire. **Results:** The findings revealed that (67.9%) of staff nurses had a high perception level of the performance appraisal system and (66%) of them had a moderate perception level of job crafting behaviours. **Conclusions:** There was a highly statistically significant positive correlation between staff nurses' total perception of the performance appraisal system and their job crafting behaviors. **Recommendations:** Healthcare settings should develop and implement a performance reward system recognizing and rewarding nurses for their job-crafting efforts, creativity, and contributions to organizational success. Hospital administrators should identify the facilitators and obstacles to nurses' job crafting across jobs and unit types and provide training workshops or seminars that teach nurses how to identify opportunities for job crafting, set meaningful goals, and develop new skills relevant to their roles. Nurse managers should make sure that nurses are aware of all aspects of the performance appraisal process, including the standards, expectations, and appraisal criteria.

**Keywords:** Job Crafting, Performance Appraisal System, and Staff Nurses

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## Introduction

The current healthcare system is rapidly evolving, so employees must stay up to date on new developments, effectively manage their behaviours and skills, and exhibit a high degree of accountability, initiative, and engagement at work. Healthcare practitioners are expected to perform at a high level while working for organizations. Simultaneously, nurses have higher expectations for their workplaces as they look for chances for fulfilment and personal growth. The nurse has more work to do because there aren't many chances for employment changes. By maintaining control over their work and fostering a positive work environment, nurses may manage these challenges. This can be accomplished by redesigning the work, which raises the overall standard of nursing services by enhancing how duties and job relationships are performed (**Hassan & Abd Elmenem, 2022; Bacaksiz&Tuna &Seren, 2017**)

A performance appraisal system is a basic instrument to evaluate the staff's level of competency to create suitable training programs according to the weaknesses that have been recognized to improve the weak points in the performance. It is essential to all organizations, increases in value the performance of the competent staff, and reinforces the communication between evaluator and staff. performance appraisal can play an successful role in creating the aptitudes of the staff, which inevitably makes a difference progress the healthcare services for the end

clients (**Ugoani, 2020&Chahar, 2020**).In addition, **Rana and Singh, (2021)** defined performance-appraisal system is practical instrument for employee engagement, motivation, and development when they perceive their performance appraisals in accurate and fair manner.

Performance appraisal practices and applications help employees to take initiative and be involved more actively in the system. Nurse managers would set objectives with employees, provide effective coaching, personal support to development the needs, and actively listen to employees' comments related to their own performance, provide constructive performance-appraisal feedback. These practices lead to different affective, cognitive, and active outcomes, and positively correlated to employee mood was better at work, higher job satisfaction, and employee's engagement in work and organizational behaviour (**Mentari and Ratmawati, 2020**).

Furthermore, an effective performance appraisal process includes the preservation of privacy and confidentiality of staff. Focus on staff training needs, skill development, and promotional opportunities, is a major attribute that staff expect from the process.**Baird et al., (2020),Gu et al, (2020), and Gunawan et al, (2019)** reported that performance appraisal has broad implications for attitudes and behaviors in organizations and it will be used by managers to apply decisions about promotions, pay, developing a selection system, identifying training and development needs, it can aid in the selection of the most qualified employee .

Performance appraisal system helps the institution to list three main issues: core competencies performance, standards, and communicating the competencies and standards to employees. Comparing the staff performance based on their appraisal is vital in making future developments. It is supposed to be conducted at least twice annually. However, employee performance appraisal is influenced by several factors, including their surroundings and their resources. It could encourage workers to put in more effort and feel less burned out. Therefore, Job crafting might be considered a proactive and essential strategy for improving productivity and quality of care in the workplace. Growing structural job resources and demanding job needs of the employees are believed to be the most critical factors of high job performance and high thriving (**Robledo, Zappalà&Topa, 2019**).

The term "job crafting" (JC) refers to the modifications made by an employee to the work task, cognitive processes, and associated job limits. It gives the employees the freedom to decide how to define and carry out their tasks. Additionally, JC refers to an employee's ability to restructure the job's overall activities to better suit his goals and interests while still adhering to the available resources and standards established by the position (**Rudolph, Katz, Lavigne &Zacher, 2017**).

Crafting jobs comes naturally to employees. Despite this, nursing matrons are the craftspeople who remodelled nursing positions in healthcare facilities. (**Kostova, Weseler, & Niessen, 2016**). On the other hand,

nurses modify their careers to better suit and have greater significance. They can create an atmosphere at work that enables them to balance their personal and professional obligations. A competent manager can understand the needs of their staff and make use of this knowledge to reorganize work and improve the well-being of nurses. (**Hassan & Abd Elmenem, 2022; Kieft, De Brouwer, Francke & Delnoij, 2014**).

Job crafter's behaviours are classified into three main categories: looking for resources, looking for challenges, and decreasing demands (**Afsar, Masood, &Umrani, 2019**). Seeking resources entails asking management for input and increased work autonomy. Seeking challenges entails looking for chances for personal growth. According to **Ingusci (2018)**, lowering job expectations entails lowering every aspect of the job that contributes to emotional, mental, and physical tiredness.

**Conversely, Letona-Ibañez et al., 2019 &Schachler et al., 2019** anticipated that job crafting may encompass three facets: relational, cognitive, and task crafting. Relational aspects of the job refer to changes in relationships with others, such as increasing contact with those who receive their work, are examples of relational components of the profession. Cognitive crafting refers to changes in an employee's perspective on their work, such as viewing it as a primary component of a bigger institution's endeavor to contribute to customer happiness. Task crafting refers to adjustments made by employees about the

quantity or kind of activities they perform; for instance, adding additional jobs to their job description to better suit their personalities in keeping with this understanding.

Workers who have crafted their jobs obtain higher ratings for the quality of care they provide. Workers who have not done as much job crafting would benefit from providing more straightforward and realistic job crafting instances, so that they could more quickly learn from the examples provided in the numerous job crafting cases. Job crafting has been demonstrated to promote employee performance, which might be used as a novel approach to enhancing workers' productivity at work. In this way, the more employees change their work and regulate it to themselves, it improves the meaning features of their job, and as a result higher performance (Sakuraya, Shimazu, Imamura, & Kawakami, 2020).

#### **Significance:**

Performance appraisal systems are the basis for many administrative decisions in human resource development and motivation. Consequently, organizations must pay attention to how employees see the assessment process. When there is a fair and objective appraisal system that matches the employees' competencies and requirements, employees become devoted to their work and perform at a high level of performance (Lashen, Abd El Megeed, & Elewa, 2023).

The circumstances for work crafting behaviours that lead to good performance and attainment of organizational goals may be

created by organizations, for example by encouraging employees to execute tasks independently and with some autonomy (Sakuraya, Shimazu, Imamura, & Kawakami, 2020). Considering that job crafting involvement in hospital settings is associated with various positive consequences, it is significant to investigate nurses' perceptions regarding their crafting behaviours (Baltesen, 2021; Yepes-Baldó et al., 2018). Also, research on job crafting among healthcare workers has not been extensively studied (Mahmoud, H. G.2017).

Accordance to researcher's knowledge, no study has been done in Egypt on the relationship between job crafting behaviours and performance appraisal systems among nurses. It is anticipated that the findings of this research could contribute to a better understanding of job crafting, and how it is used in healthcare settings. The current research explore the knowledge gap arising from the lack of studies on the relationship between job crafting and performance appraisal systems among Egyptian nurses. The findings can also help in understanding how nurses perceive the current performance appraisal system, feedback from this research can guide nurse managers in identifying areas for improvement and crafting nurses' roles to optimize performance outcomes and foster job-crafting activities that enhance teamwork, creativity, and effectiveness in nursing practice.

#### **Aim of the Study**

The purpose of the current study was to explore staff nurses' perception of performance appraisal system and its relation to job crafting behaviours

### Research questions:

- 1- What is the staff nurses' perception regarding the performance appraisal system?
- 2- What is the staff nurses' perception regarding job-crafting behaviours?
- 3- What is the relation between the performance appraisal system and job-crafting behaviours as perceived by staff nurses?

### Subjects and Methods

#### Research Design:

The goal of the current study was accomplished using a descriptive-correlational research design.

#### Study setting:

This study was carried out at El Manial Teaching Hospital, which is affiliated to Cairo University, including the following intensive care units: (surgical ICU, medical ICU, cardiac ICU, chest ICU, and neurological ICU).

#### Study Sample

A convenience sample of all available staff nurses (n=105) out of (160) who were working at the time of the study and have at least one year of experience in their work setting, providing direct patient care within the study setting and agreed to participate in the study as follows; surgical ICU (54), medical

ICU (20), cardiac ICU (13), chest ICU (8), and Neurological ICU (10).

#### Tools of Data Collection:

Three tools were used to collect data for the present study.

**Tool 1: Personal characteristics data sheet:** It included staff nurses' age, gender, educational qualifications, place of work, and years of experience.

**Tool 2: Performance appraisal system questionnaire.** It is a self-administered questionnaire developed by the researchers based on the theoretical literature and previous studies (Baird, Tung & Su, 2020, Gunawan, Aunguroch, & Fisher, (2019) & Rana and Singh, 2021). It was used to identify staff nurses' perceptions of the performance appraisal system used in their units. It consisted of three dimensions including (22) items as follows: performance appraisal method (10 items), the necessity of performance appraisal (4 items), and the outcomes of performance appraisal (8 items).

**Scoring system:** A three-Likert scale, with 1 denoting disagreement, 2 neutrality, and 3 agreements, was used for assessing the staff nurses' responses. Overall scores were divided into levels as follows: -

- Low perception level = < 60%
- Moderate perception level = 60 – 80%
- High perception level = > 80%

**Tool 3: The Job Crafting Questionnaire (JCQ).** It was adapted from Leana, Appelbaum, & Shevchuk (2009) to assess staff nurses' job crafting behaviours. It made up of three dimensions including (15) items as follows: task crafting (5 items), cognitive crafting (5 items), and relational crafting (5 items).

**Scoring system:** Staff nurses' behaviours were measured on a six Likert scale, ranging from; 6= Very Frequently, 5= Frequently, 4= Occasionally, 3=Rarely, 2=Very Rarely, and 1= Never. To determine the staff nurses' level of job crafting behaviours, overall scores were divided into levels as follows.

- Low job Crafting behaviours level = < 60%
- Moderate job Crafting behaviours level = 60 – 80%
- High job Crafting behaviours level = > 80.

#### **Ethical Consideration:**

Approval of the scientific ethical research committee was obtained from the Faculty of Nursing, Cairo University (code NO. RHIRB 2019041701) before conducting the study. Also, official permission was granted by faculty authorities to the medical and nursing directors of the study hospitals to conduct the study. Nurses' participation in the study was voluntary and They were informed about their right to refuse or to withdraw at any time. Informed consent was acquired from all study staff nurses after a full explanation of the nature and purpose of the study. The study data was coded to ensure anonymity and confidentiality. At any time

during the study, nurses had the right to withdraw.

#### **Validity**

An experienced translator translated the three tools into Arabic to correspond with the educational background of the staff nurses. It was translated into double English, Arabic, and English. Five experts in the field of nursing administration from Cairo University's Faculty of Nursing reviewed the study tools. They requested feedback on the study tools' general appearance, length, clarity, language, and covering of the information. Rephrasing several sentences and fixing grammatical faults were among the necessary changes made in response to expert remarks and suggestions.

#### **Reliability**

The Cronbach's Alpha test was used to assess the internal consistency and homogeneity of the study questionnaires, and the results showed that the job crafting behaviors questionnaire had an internal consistency of (0.85) and the performance evaluation questionnaire had an internal consistency of (0.90.)

#### **Pilot study:**

To determine the utility and clarity of the study tools, a pilot study was carried out in May 2023. 10% of the participants, were included in the study's testing. Respondents needed between ten and fifteen minutes to complete the tools. The tool's final version was determined by the pilot study's outcome. Since the tools were not altered,

the pilot research sample was incorporated into the main study sample.

### Procedure:

To distribute the study questionnaires, researchers spoke with participants throughout two shifts (morning and afternoon). The goal of the study, guidance for filling out the questionnaires, and a guarantee that the data would only be used for scientific research were all covered by the researchers during these discussions. It took ten to fifteen minutes to complete the questionnaire. The completed forms were promptly collected and reviewed to ensure that no information was missing. The data was collected in May, June, and July 2023. **Statistical Design** Data entry and statistical analysis were done using Statistical Package for Social Science (SPSS) version 23 for analysis. The data was analysed using descriptive statistics. The correlation coefficient was used to determine the direction and strength of the relationship between the study variables. This study used t-tests and ANOVA test to identify differences between the selected variables. The p-value <0.05 indicates a significant result.

### Results

**Table (1)** Regarding staff nurses' personal characteristics data. The table illustrates that around two-fifths (42%) of staff nurses were in the age group (18-28) and the highest percentage (81.2%) of them were female. Slightly more than half (59% and 51.4%) of the study sample was an Associate technical institute and working in a surgical ICU. In addition, half of them (52.4%) had 1 to < 10

experience years. **Table (2)** Shows that the highest mean percentage (75.8%) of staff nurses' perception of the performance appraisal system dimensions were for performance appraisal outcomes. While the lowest mean percentage (71.7%) was for the method of performance appraisal. The total mean percentage of the performance appraisal system was 73.77%.

**Figure (1)** Declares that about two-thirds (67.9%) of staff nurses had high perception levels related to the performance appraisal system and about one-third (29.2%) of them had moderate perception. While the lowest percentage of them (1.9%) had a low perception level of the performance appraisal system.

**Table (3)** illustrates that the highest mean percentage (61.1%) was for task-crafting, followed by (60.2%) for relational crafting, while the lowest mean score percentage (55.4%) was for cognitive crafting. While the total mean percentage of Job crafting behaviours was (59%.)

**Figure (2)** declares that more than two-thirds (66%) of staff nurses had a moderate perception levels related to job crafting behaviour and slightly less than one-third (28.3%) of them had a high perception. While the lowest percentage of them (4.7%) had a low perception level of job crafting behaviours.

**Table (4)** indicates that there was a highly statistically significant positive correlation across all performance appraisal system dimensions and job crafting behaviours dimensions.

**Table (5)** declares that there is a highly statistically significant positive correlation ( $r = .316^{**}$ ,  $p = .001$ ) between staff nurses' total perception of the performance appraisal system and their total job crafting behaviours.

**Table (5)** declares that there is a highly statistically significant positive correlation ( $r = .316^{**}$ ,  $p = .001$ ) between

staff nurses' total perception of the performance appraisal system and their total job crafting behaviours.

**Table (6)** shows that there was a significant positive correlation between staff nurses' age and total perception of the performance appraisal system and job crafting behaviours ( $r = .199^*$ ,  $p = .042$ ,  $r = .191$ ,  $p = .031$ ), it also shows that there was a statistically significant difference between nurses' total perception of the performance appraisal system and job crafting behaviours and their place of work ( $f = 4.291$ ,  $p = .003$ ,  $f = 4.619$ ,  $p = .000$ ).

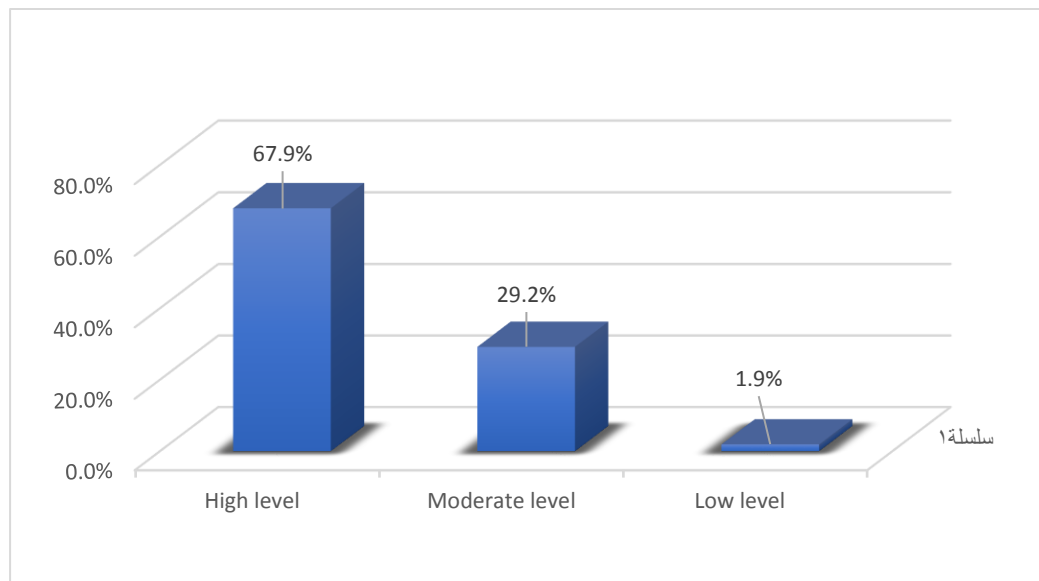
**Table (1): Staff nurses' personal characteristics data (n=105)**

Staff nurses' characteristics data	Category	NO.	%
Gender	Male	25	23.8
	Female	83	81.2
Age	18 to 28	45	42.9
	29- to 39	36	34.3
	40- to 50	24	22.9
Education level	Associate technical institute	62	59.0
	Technical diploma in nursing	43	41.0
Place of work	Surgical ICU	54	51.4
	Medical ICU	20	19.0
	Cardiac ICU	13	12.4
	Chest ICU	8	7.6
	Neurological ICU	10	9.5
Years of experiences	1 < 10 years	55	52.4
	10 < 20	30	28.6
	20 < 30	15	14.3
	≥ 30	5	4.8



**Table (2) Mean and mean percentages of staff nurses' perception of the performance appraisal system (n=105)**

Dimensions	Minimum	Maximum	Mean	±SD	Mean %
Performance appraisal outcomes	8.00	24.00	18.20	4.07	<b>75.8</b>
Method of performance appraisal	10.00	30.00	21.52	4.94	<b>71.7</b>
Necessity of performance appraisal	4.00	12.00	8.96	2.38	<b>74.1</b>
<b>TOTAL</b>	<b>22.00</b>	<b>66.00</b>	<b>48.69</b>	<b>9.29</b>	<b>73.77</b>



**Figure (1) Staff nurses' perception levels regarding the performance appraisal system (n=105)**

**Table (3) Mean and mean percentages of staff nurses' perception of Job crafting behaviours (n=105)**

Dimensions	Minimum	Maximum	Mean	±SD	Mean %
<b>Task-crafting</b>	5	30	21.17	5.58	<b>61.5</b>
<b>Cognitive crafting</b>	5	30	16.00	4.95	<b>55.4</b>
<b>Relational crafting</b>	5	30	19.43	7.74	<b>60.2</b>
<b>TOTAL</b>	<b>15</b>	<b>90</b>	<b>56.61</b>	<b>17.01</b>	<b>59</b>

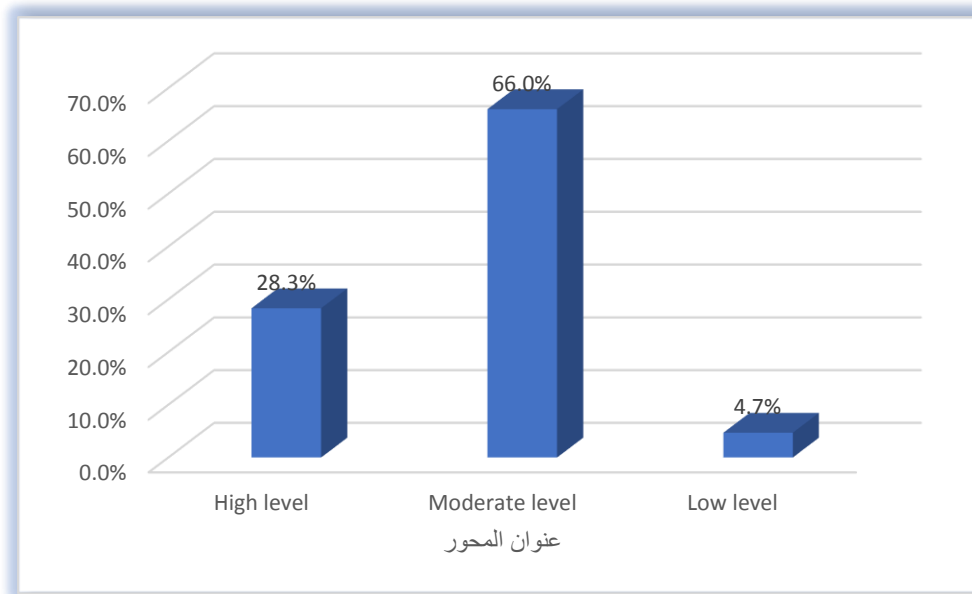


Figure (2) Staff nurses' perception levels regarding job crafting behaviours (n=105)

Table (4) Correlation between staff nurses' perception of performance appraisal system dimensions and job crafting behaviours dimensions (n=105)

Job crafting behaviors		Performance appraisal system			
		Performance appraisal outcomes	Method of performance appraisal	Necessity of performance appraisal	Total
Task-crafting	r	.217*	.259**	.312**	.312**
	p	.026	.008	.001	.001
Cognitive crafting	r	.160	.284**	.201*	.273**
	p	.104	.003	.039	.005
Relational crafting	r	.222*	.331**	.132	.307**
	p	.023	.001	.181	.001

Table (5) Correlation between staff nurses' total perception of the performance appraisal system and job crafting behaviours (n=105)

Variables	Correlation	
	r	P
Performance appraisal system	.316**	.001
Job Crafting behaviors		

**Table (6): Relation between staff nurses' total perception of the performance appraisal system and job crafting behaviors and their age, experiences, and place of work (n=105).**

Personal data		Performance appraisal system	Job Crafting behaviors
Age	r	.199*	.191
	p	.042	.031
Years of experience	r	.428	-.089
	P	.078	.366
Place of work	F	4.291	4.619
	P	.003	.000
Education level	F	3.02	2.425
	P	.897	.122

## Discussion

An effective performance appraisal system explaining the system must be created since an efficient performance appraisal system must be system-driven. Each employee in this institution must be familiar with how the system works. A systematic approach must be used to monitor, recognize, plan for performance, appraise, and motivate employees in order to achieve excellence in the delivery of healthcare. Employees will be motivated to put up their best effort for the success of the institution through an effective performance evaluation system. (Peter, Roshni & P, Kaveri & Selvaraj, Preethi 2023).

Regarding the staff nurses' perception of the performance appraisal system dimensions, the results demonstrated that performance appraisal outcomes had the highest mean score. This might be due to regular feedback about the appraisal results from their nurse managers, which might help them address both their positive and negative aspects. The results additionally revealed that the method of performance appraisal obtained the lowest mean score. This might result from unannounced performance assessment methods criteria, so nurses are unaware of how their work is evaluated.

In the same context, the results of Torabi & Setodeh (2010) study declare that only two-fifths of the staff had a positive perception regarding the applied method of the current performance appraisal. The study by Moradi T, Mehraban MA, and Moeini M (2017), also revealed that less than fifty percent of the nurses assumed the items on their appraisals were not provided to them at the beginning of the year, even though the staff needed to be aware of exactly what is expected of them, and how much of the tasks is deemed optimum. As a result, they should be briefed on their

responsibilities and the standards of care before they start work.

Regarding the staff nurses' overall perception of the performance appraisal system, the current study's findings showed that more than two-thirds of them had a high perception. This might be due to nurses believing that the appraisal system has a positive impact on their career advancement or opportunities for professional development, leading to a higher perception of its effectiveness. This perception can be influenced by factors such as promotion opportunities, training programs, or recognition for performance.

The results of this study match up with those of the following studies: Lashen, Abd elmegeed & Eliwa (2024), pointed out that staff nurses had a high level of performance. Fahmy, Shazly, and Soliman. (2023) concluded that staff nurses have a high level of perception toward the performance appraisal system, Shubair et al. (2023) reported that the employees had a highly positive perception of the performance appraisal system in a study conducted in Sultanate Oman. Emmanuel & John (2021) also approved that staff has a high perception level of the present appraisal system; Dangol (2021) reported in a study conducted in Nepal that employees have high perception levels of the performance appraisal system; and finally, the study of Phan, Jones, Person, & Sparks (2021) which revealed that most of the participants attributed a positive meaning to the performance appraisal system.

In contrast to our findings, Jin Peng's (2022) study conducted in China indicated that the performance appraisal system needs to improve. Moreover, according to Homauni, Mosadeghrad, and Jaafaripooyan (2021), a study conducted in Irian concluded that employees in the health sector had a low perception of the performance appraisal system. Dasanayaka,

**Abeykoon, Ranaweera, and Koswatte (2021)** also found in their study that most of the staff were unsatisfied with the conducted performance appraisal system. **Sarag N. and Kása R. (2021)** also declared in a study conducted in hungry hospitals that staff were unsatisfied with the performance appraisal system.

Healthcare organizations are becoming more conscious of the necessity for their employees to take the initiative to design their future roles to improve healthcare systems (**Gordon et al., 2018**). Job-crafting behaviours are proactive behavioural treatments whereby nurses adjust, reconstruct, or adapt their occupations to enhance their health, inspiration, and job satisfaction (Romeo M. et al 2019). Staff nurses are better equipped to handle change and uncertainty as well as adjust to the demands and limitations of their jobs when they are skilled at job crafting. Staff nurses can find new meaning in their work by implementing job crafting.

Concerning "Job-Crafting Behaviours " The current study found that the majority of nurses had moderate perception levels toward job-crafting behaviours, this might be because nurses may not be aware of job crafting idea and how it can be used in the clinical setting. Nurses may view job-crafting activities as useless or risky, or they might be afraid of the consequences, especially when workplaces are not actively promoting or supporting job-crafting behaviours, nurses may perceive it as less important or relevant to their roles. The findings shown here are corroborated by Huang et al.2020, who studied " Job crafting and organizational commitment of nurses " and showed that the overall job crafting mean score was at a moderate level. Similarly, noted by **lashen, Abd elmegeed & Eliwa (2024)**, who reported that staff nurses had moderate job crafting behaviours.

Conversely; these findings are contradicted by **Gouda, Abdeen,& El-Araby (2021)** in a study conducted at Zagazig University, Egypt, which reported that head nurses had a high engagement level in job crafting tasks. The study of **Alharthi N, Elseesy N, Aljohani W(2023)** also contradicted the current study as it revealed that most nurses had a very high level of perception to job crafting. Another study that contradicts the current findings was carried out in Saudi Arabia by Baghdadi et AL, it explored "The relationship between nurses' work engagement and job crafting behaviours." . findings showed that most of the sample had low job crafting levels. Also, **Leeuwen et al, (2021)** reported that the staff had low job crafting behavior and needed training programs to enhance their capabilities. Aligns **Stempel C & Siestrup K. (2022)**, approved that staff have negative job crafting behavior in a previous study conducted in Germany.

Regarding the job crafting behaviours dimensions, the results indicated that task crafting had the highest mean percentage, followed by relational crafting, and cognitive crafting had the lowest mean score. This finding may have resulted from the current study's setting, which included shortages that were noted, extremely stressful work environments, and excessive workloads that compelled nurses to create their careers by matching expectations and resources. This problem-solving mindset can lead to task-crafting behaviors. The lowest cognitive crafting behaviours may be due to nurses perceiving their jobs as highly demanding or stressful, so they may prioritize coping strategies focused on task completion rather than cognitive restructuring. The results of the study aligned with those of the study carried out in Egypt. by **Gouda, Abdeen, & El-Araby (2021)** the results approved the highest mean score for the task crafting domain.

A properly designed and implemented performance appraisal system can assist ensure that nurses are adequately taught, motivated, and incentivized. A well-functioning appraisal system assesses an individual's performance at work and suggests ways to enhance it. (Peter, Roshni, Kaverim Selvaraj and Preethi. 2023). The linkage between job crafting and the appraisal system promotes a proactive approach to skill development and role enhancement among nurses.

Regarding the relationship between performance appraisal systems and job crafting behaviors, the results of the current study illustrated that there were high statistically significant positive correlations between nurses' performance appraisal systems perception and their job crafting behaviours. This result means that organizations interested in promoting job crafting should ensure that performance appraisal systems are developed and carried out in a manner that improves perception of performance appraisal systems accuracy among staff.

The results of the present study are consistent with those of **Berdicchia, Bracci, and Masino's (2022)** ,who concluded that job crafting is improved by internal motivational “triggers” that performance appraisal systems when deemed reliable, the results also add to the body of knowledge on job-crafting by validating the importance of human resources management practices as a key antecedent.

Further, the results of this research correspond with those of **Badran & Akeel (2023)**, demonstrating a positive relationship between performance and job crafting among nurses in a study conducted in Egypt. Furthermore, an Australian study by **Zhang, Kaur and Parker(2022)** confirmed the positive correlation between staff job crafting and performance. This finding

was also matched with **Rozsa, Folvarčna, Holubek, & Vesela, (2023)** who ensure that Job crafting significant relation to work performance.

Similarly, **Eyiusta & Alten (2023)** found a relationship between job crafting behaviors and job performance in a study conducted in Turkey. Aligns with **Ariani, (2023)**, the study conducted in Indonesia declared a positive relation between the performance appraisal system and job crafting. Moreover, **Akbar, Usman, Lodhi & Mukaran, (2022)** Argued that the relationship between job crafting and job performance is positively significant.

Regarding the relations between staff nurses' total perception of the performance appraisal system and job crafting behaviors and their age, experiences, and place of work, the results indicated that there was a significant positive correlation between staff nurses' age and total perception of the performance appraisal system and job crafting behaviours. This could be because older staff nurses having more experience and maturity in their roles, which could contribute to a more positive perception of the performance appraisal system. Older nurses may have developed a wide range of skills and expertise throughout their careers that can enhance their ability to engage in job crafting behaviors effectively, leading to a positive perception of job crafting. The result of the current study is also consistent with the research conducted by **Kanfer and Akerman. (2007)** ,who concluded that, for some reason, older workers can also craft their jobs ,it is suggested, for example, that older workers aim for greater security and opportunities for control over their work assignments.

The results of the current study also showed that there was a statistically significant difference between nurses' total perception of the performance appraisal system and job crafting behaviours and their place of

work. This may be due to working in different settings with varying levels of support, feedback, recognition, and opportunities for job crafting, which might lead to differences in perception.

### Conclusion:

More than two-thirds of staff nurses had a high perception level toward the current performance appraisal system, while about two-thirds of them had a moderate level of job crafting behaviors. Furthermore, there was a highly statistically significant positive correlation between staff nurses' total perception of the performance appraisal system and total perception of their job crafting behaviors.

### Recommendations:

According to the study's findings, Healthcare settings should develop and implement a performance reward system that recognizes and rewards nurses for their job-crafting efforts, creativity, and contributions to organizational success.

Hospital administrators should identify the facilitators and obstacles to nurses' job crafting across jobs and unit types, provide training workshops or seminars that teach nurses how to identify opportunities for job crafting, set meaningful goals, and develop new skills relevant to their roles.

nurse managers should make sure that nurses are aware of all aspects of the performance appraisal process, including the standards, expectations, and appraisal criteria. They ought to additionally emphasize and communicate the importance of job crafting in improving patient care and provide resources and tools to reward nurses who engage in job crafting activities.

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