



**Arab American University
Faculty of Graduate Studies**

**The Impact of Performance Appraisal on Employee
Retention Case of Ministry of Health –Palestine-
Ramallah**

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Thesis Approval

The Impact of Performance Appraisal on Employee Retention Case of Ministry of Health–Palestine –Ramallah

By

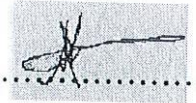
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Declaration

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Abstract

This paper was aimed to identify the impact of performance appraisal on employee retention case of MOH, Ramallah - Palestine. A study aimed to verify the level of the impact of performance on employee retention, the researcher measured the rate of performance appraisal through (reward system, career development, empowerment, feedback and motivation) on the employee retention in the workplace.

The research was a quantitative approach, data gathered using quantitative techniques (questionnaire). Where the sample was purposive selected, sample size was 350 employees from different departments in MOH, and it was analysed by testing and analysing the hypotheses of this study through the Regression test Pearson correlation coefficient, using (SPSS)

Finding showed that there was statistical impact of (employee empowerment) and (Employee motivation) factors on (employee retention), it also showed that there was no statistical impact of (career development, reward system and management feedback) factors on (employee retention).

The research recommended that the MOH should increase attention of evaluation appraisal elements that had an impact on employee retention, by increasing employee awareness, increasing their involvement in decision-making, working on a fair rewards system, and giving timely feedback, etc. In order to increase their performance and retention for the longest period of time. Moreover, it is recommended that the ministry should accord more interest to employee's retention and developing needed competencies in order to advance the ministry.

Keywords: Performance Appraisal, Employee Retention, Ministry of Health, Empowerment, Reward, Feedback, Career Development, Motivation.

Dedication

To my father, who lit up the darkness of my mind and dissolved the darkness of the road. In his hands I realized my senses, for the motive on which I always relied.

To my mother, to the love that never ends, to my first school, to the most beautiful blessing in my life.

To my sisters and brothers, to those who occupied the largest share of my life, whose life did not give me a true smile except with their closeness.

To my friends who were a good company and who shared with me the most beautiful days of my life.

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List of Abbreviations

PM: Performance Management.

PAS: Performance Appraisal System.

PA: Performance Appraisal.

SPSS: Statistical Package for Social Sciences.

MOH: Ministry of Health.

RMO: Research Main Objective.

RSO: Research Sub Objectives.

RQ: Research Question.

HRM: Human Resources Management.

MBO: Management by objective.

KPIs: key performance indicators.

R: Reliability.

Chapter One: Introduction

1.1 Overview:

An overview of the research enterprise was given at the beginning of this chapter. It contained background for the research through explanation of performance appraisal. After that, the research problem, its importance, and its justification were also discussed. The study's goal, along with the research questions and hypotheses, were all described in detail in the chapter. In order to arrange the literature review technique, the chapter's conclusion included study, its scope, and its thesis structure.

1.2 Background

There is an early review of performance appraisal system (PAS) in USA that goes back to more than hundred years. Performance appraisal were made current by Lord and Taylor in 1914 (Grote, 2002). Frederick Taylor's early 20th-century "scientific management" initiatives and artificial performance appraisal had an impact on a lot of businesses. Instead of focusing on actual successes vs goals and formal appraisals of the behaviours that led to those outcomes, it was done on the individual's personality and attributes (Grote, 2002).

Performance appraisal is also known by other names like performance review and employee appraisal. The measuring, monitoring, results, and management of an employee's career progress is called performance appraisal. It is also a way for critically analysing and recording information regarding each party's relative value to the business (Madhavi et al., 2022). Performance appraisal is regarded as a system that assesses how well a person performs inside an organization. Because it typically involves the supervisor to complete an individual evaluation form on sundry dimensions and then

discuss the evaluation outcome with the employee, the evaluation is typically prepared by the employee's direct overseer (Grote, 2002).

The Ministry of Health in Ramallah was chosen for this study because of its large size, age, and the work of the researcher. Therefore, the researcher has first-hand knowledge of the nature of work at the ministry and is aware of several issues with the work environment, such as the long waits for clients seeking specific information, the messy offices, and the frequent switching between ministry buildings. In Ramallah, the ministry has many buildings. Customers become overburdened inside the offices as a result of all these issues, packing the counter and waiting areas, and wasting time.

In Ministry of Health, the researchers found that there are a number of reasons for leaving the job, which are: dissatisfaction, lack of clarity in the job description, daily working hours, especially night shifts, and the lack of a service to take care of the employees' children. Over the course of hours, the lack of a sufficient number of employees and ensuring a fair distribution of the workforce and the poor work conditions in terms of buildings, infrastructure and security (Aljeesh et al.,2016).

This study sought to examine what would happen to employees if performance appraisal was studied in the MOH. The study also sought to increase employees' awareness of performance evaluation in the ministry. Several studies have found that employee retention can be affected by performance appraisals.

Data were gathered and analyzed with the use of the Statistical Package for Social Sciences, using a straightforward random sampling technique.

1.3 Research Problem:

The practice of including human resources dates back roughly ten to fifteen years; formerly, this field was referred to as "people management", which includes recruiting, assessing, training, and employee remuneration, and had formed and clearly defined subject by the 1920s (Chukwunonso, 2014).

Performance appraisal has been mentioned in a lengthy history of human resources research from many views and methodologies. It includes a communication and commitment process between employers and workers, as well as feedback, rewards, and fairness, to manage and improve workforce performance (Thu,2017).

Many service and manufacturing companies face many problems and challenges, including performance appraisals, which are traditionally conducted on an annual or twice-yearly basis, managers use job analysis to learn about these responsibilities and expectations (DeNisi & Murphy 2017). This obviously affects employee retention and lower employee productivity (Gulzar et al., 2017). According to (Ersoz Kaya & Korkmaz, 2021) Because of the costs, organizations do not want to experience the steady loss of staff known as "human resource depletion." Attrition occurred when the expectations of services provided to employees are not satisfactory, whether from the employer or from employees, workload, salaries, benefits and job performance, attrition can be considered a factor that greatly affects the institutions, usually leading to large costs in each of the disruption Recruitment and training of new employees (Adesiyani & Diakite, 2021). As a result, performance evaluation will contribute to retaining employees by raising the efficiency of productivity, increasing the level of performance through increased staff productivity, awareness of workplace challenges, identification of personal performance flaws, and identification of the most qualified candidates for

leadership roles (Daniel, 2019). Organizations are paying more attention to factors like performance appraisal, empowerment, reward system, feedback, career development, and motivation in this setting. Organizations give performance reviews more consideration in an effort to raise employee performance (Gulzar et al., 2017: 85-86)

This study determines the influence of the impacts of performance appraisal on the (MOH), whether in empowerment, rewards, feedback, career development and motivation. To take a closer look at the average of employee retention in the MOH, the researcher conducted some interviews with the human resources department, and some executive managers in the ministry to find out the possibility of retaining employees. As some employees described the performance appraisal procedures as unfair. Therefore, this study will address the following main question:

What is the impact of performance appraisal on employees' retention in the Ministry of Health?

This study is intended to contribute in crystallizing a vision to serve the Ministry in developing the performance appraisal procedures in order to retain worker for the longest possible period and to create systems in line with that.

To the best of the researcher's knowledge, was unable to locate any studies on the impacts of performance evaluation on employee retention in Palestine, particularly in the public sector. As a result, it is anticipated that this study would close the knowledge gap and advance understanding of the performance appraisal management procedure.

1.4 Research Significance and Justifications

1.4.1 Significance

significance of this study came from the significance of its topic of performance appraisal. The term performance appraisal referred to the frequent evaluation of a staff's performance over job and overall worth to the business. The evaluation of a staff's performance looked at their abilities, successes, and evolution—or lack thereof. Employees frequently overestimate their ratings because they are aware that their ratings could affect their raises, jobs, and mental health. Furthermore, few appraisal procedures were as fair as employers believe them to be. The procedure was affected by a number of clear and less evident issues (such as the propensity to rate everyone as "average").

The study's results will be of significant interest to:

- **Academic contribution:** The output of this research will help in the academic contribution, as there is no similar research for this research in Palestine, and it will be a reference in the future for academics.
- **Human Resources Department:** The output of this study will help to establish key benchmarks for human resources management departments in terms of staff allocation and employee retention
- **Employees:** This research will be especially useful in pushing people to develop their abilities, grow as individuals, and improve their performance so that they may have a beneficial influence on the company in which they work.
- **Literature enrichment:** The researcher expects that this study will avail as a valuable resource for researchers in the future, allowing them to profit from the scientific

research stages as well as the theoretical and practical research that it is conducting. Future researchers will carry out follow-up studies on the output of this study.

- **Ministry of Health:** this research paper might help in providing recommendations to the MOH about importance of performance appraisal and workers development in the workplace, and help to retain employees as well as enhancing ministry performance.

1.4.2 Justifications

The researcher pushed to prepare this study for the lack of studies on performance appraisal in health sector in Palestine according to the limits of the researcher's knowing, and desire to increase her scientific knowledge as she considered the subject of study an important factor in the development of institutions' work through the retention employees .The researcher chose the MOH to be the subject of this study, being one of the employees in this sector and for her desire to raise awareness among employees about performance appraisal and to enhance her understanding of them.

1.4.3 Employees Retention Significance

Retaining Valuable Employee(s) is essential, sincere efforts must be taken to persuade the staff to remain content in the existing workplace and refrain from looking for a change. An organization outlay resources and time on grooming a person so that they are fit to work and comprehend the institution culture. Considering that employees are unquestionably the cornerstone of every company. By carrying out daily tasks and preserving client relationships, they preserve the organization's functionality. Without motivated and industrious personnel, it is almost difficult for a firm to succeed. It was expected that businesses would devote a lot of time to finding the top candidates. With the expectation of receiving a good return on their investment, businesses invest heavily in hiring talented individuals.

1.4.4 Why MOH?

(MOH) was selected for this study for a number of reasons, the first of which was the organization's size. Particularly, the size of firms may have a significant impact on employee retention. The size effect, however, can be argued both in favour of improving and against deterring employee retention because larger businesses benefit from economies of scale and have more financial and human resources, which allow them to make investments in human resources. As a result, they were more inclined to make investments in, offer encouragement to, and motivate staff in order to keep them. The second explanation was the age of the organization, which, like the effect of size, was frequently cited as being significant and capable of developing in both positive and negative ways. Older companies typically have greater financial and managerial resources, which makes it easier to retain staff.

1.5 Research Objectives:

1.5.1 Research Main Objective:

- RMO1: To examine the degree of impact of performance appraisal on employee retention in the Ministry of Health in Palestine.

Research Sub Objectives:

- RSO1: To examine the impact of the reward system on employee's retention.
- RSO2: To examine the impact of career development leads to employee's retention.
- RSO3: To examine the impact of empowerment on employee's retention.
- RSO4: To examine the impact of management feedback on employee's retention.
- RSO5: To examine the impact of management motivation on employee's retention.

- RMO2: To examine the significance level of the impact of performance appraisal (Reward system, Career development, empowerment, motivation and feedback) have on employees' retention? With regards to their demographic profile (Age, Gender, Position, Qualification, Department and experience)

1.6 Research Questions and Hypotheses:

1.6.1 Research Main Question

RQ1: What is the impact of performance appraisal on employee retention in the Ministry of Health?

Research Sub Questions:

RQ1: What is the impact of the reward system on employee's retention?

RQ2: What is the impact of career development that leads to employee's retention?

RSQ3: What is the impact of empowerment affects employee's retention?

RSO4: What is the impact of management feedback on employee's retention?

RSO5: What is the impact of management motivation on employee's retention?

RQ2: Is the impact of performance appraisal (Reward system, Career development, empowerment, motivation and feedback) have an impact on employees' retention? With regards to their demographic variable?

The research hypothesizes of this study are:

1.6.2 Main Hypothesis

H1: there is no significant impact of performance appraisal on employee retention in the Ministry of Health?

1.6.3 Hypothesis (Null hypotheses)

H1₀: there is no significant impact of Reward system on employee's retention.

H2₀: there is no significant impact of Career development on employee's retention.

H3₀: there is no significant impact of Empowerment on employee's retention.

H4₀: there is no significant impact of Management feedback on employee's retention.

H5₀: there is no significant of impact of Management motivation on employee's retention.

H2: There is a significant difference for the demographic variables values for the performance appraisal (Reward system, Career development, empowerment, motivation and feedback) and for the employee's retention?

1.6.5 Scope of the Study

MOH personnel at its Ramallah headquarters were the main focus of this research scope.

The following subjects were the exclusive focus of the study's data collection:

The workers at the various offices and divisions of the Ministry. At the Ministry's headquarters, personnel were chosen because more than half of them performed their duties in the same setting.

Additionally, the background and significance of performance appraisal and the factors that affected it, as well as knowledge of performance appraisal instruments and difficulties encountered in their usage, were the subject of this study's comprehensive literature review. This was in addition to the methods and how their application affected workers' productivity.

1.6.6 Theoretical Framework:

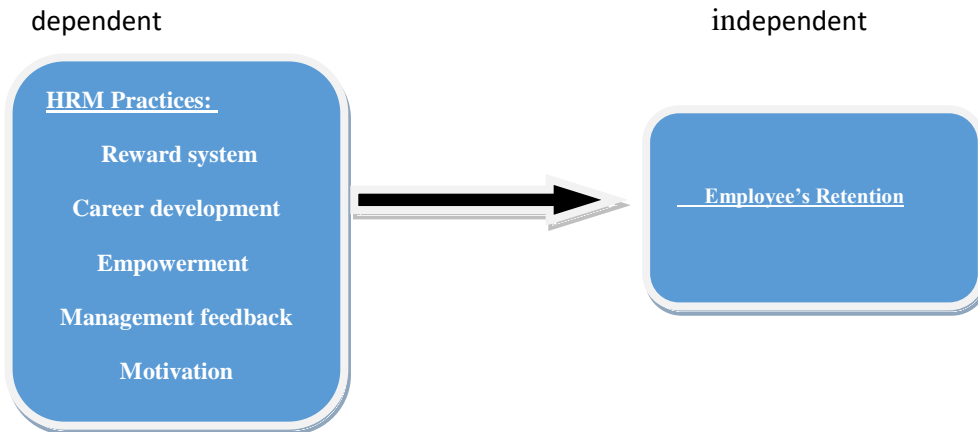


Figure 1.1: The Impact of Performance Appraisal on Employee Retention

Figure 1.1 showed conceptual framework illustrates how the ministry's preparedness and contributions through the reward system, career development, empowerment, feedback, and motivation played a pivotal role in improving employee retention (dependent variable). Dependent variable was (employee retention) and each of independent factors were (reward system, career development, empowerment, feedback, and motivation).

Additionally, using this conceptual framework as a guide, the researcher sought to understand how a successful performance appraisal process—which was affected, by the incentive system, career development, empowerment, feedback, and motivation—impacts the employee retention.

1.6.7 Study Determinants

Geographically, this study focused on the MOH staff in its Ramallah headquarters.

Population and sample: The Ministry of Health in Ramallah, has five buildings, was included in the study. 350 employees were given the survey by the researcher. The

researcher replied gathered from the (350) participants. This sample size was chosen to attain a specific level of validity and to provide adequate information on reliability.

Knowledge: To investigate the potential effects of their application (empowerment, career development, reward system, feedback, and motivation) on employee retention, the study focused on performance appraisal as a starting point for basic tools. An improvement that aids the ministry in adopting a more comprehensive perspective on performance appraisal. In order to review pertinent earlier studies that addressed and addressed these agents, a thorough systematic literature review was done.

The researcher measured the desired goals using quantitative survey research.

A questionnaire created specifically for this purpose served as the instrument. The questionnaire's main usage was to accomplish the study's goals, then to respond to its questions, and finally to gather information to support and discuss its findings as well as to aid in the creation of suggestions.

Time: The questionnaire (distributed and collected) over 3 weeks.

1.6.8 Research Design

The steps below were taken to accomplish the research's goals:

Goals, objectives, hypotheses, primary research questions, and the research method were developed as research axes to help pinpoint the issue. The researcher also conducted a thorough evaluation of the pertinent literature in this area and devised a study methodology and strategy. In order to help the creation of the initial questionnaire, key factor groupings were clearly identified. At this point, a conceptual framework was also envisaged.

- A thorough literature review served as the foundation for the questionnaire development.

- The supervisor and five experts from the Arab American University in Ramallah evaluated the reliability and validity surveys.
- To assure the accuracy of the information gathered, the questionnaire underwent pre-testing.
- To determine the questionnaire's strengths and shortcomings, made the required adjustments, and got insightful feedback, a pilot study was executed.
- 350 workers working for the Ministry of Health were given the primary questionnaire.
- Statistical analysis (validity and reliability tests, Pearson correlation analyses, and other approaches for both quantitative data analysis) was carried out using SPSS v.21
- conclusions were completed, and suggestions were made.

1.6.9 Definition of Keyword

- Performance appraisal: the process of analyzing an individual's attitude in his role in order to facilitate his career growth choice, with the goal of improving organizations' ability to thrive in this harsh environment (nyanjom, 2013).
- Employee retention: the practice and method or regardless of what the company does obtain and retain talented and distinguished employees (al-damoe, 2012).
- Rewards: the gains that result from completing a task, delivering a service, or carrying out an obligation (Edirisooriya, 2014).
- Career development: is related to providing opportunities for employees at the personal and concerned level (Al-sharafi et al., 2018).
- Empowerment: a process through developing a culture of empowerment, exchanging information, developing competence and providing support (Gomathy & Hemalatha, 2022).

- Feedback: is the procedures used to test an employee if a response is true or false (Wiliam, 2012).
- Motivation: is a psychological force within the individual that makes him move to achieve certain goals or meet certain needs. As it is the thoughts to do an element because the elements mean that the personality does it (Gomathy et al., 2022).

Chapter Two: Review of Literature

2.1 Human Resource Management

HRM is making decisions and taking any other actions that have an impact on the description of the connection between the employees and the institution is a lead management activity (Imna & Hussan, 2015). Recently, Individuals have become a fixed and stable capital like a machine because they have valuable capabilities and they have real value and returns, and today their competencies, experience and knowledge are viewed side by side in light of the interest in organizations (Selase, 2018). HRM system is the inputs, procedures and outputs of human resources that give firms a long-term competitive edge (Tangthong et al, 2014). However, Kiyana&Bett, (2017), it is meeting the organization's needs for employee skills and career goals, as it was called, according to them, workforce planning (Kiyana&Bett, 2017). The HRM is the organization's philosophy, a guidelines refer to the management of people, hence human resource management emphasizes the aspect whose importance lies in that the human capital used in any organization should be considered as the assets of the organization rather than the cost (kadiresan et al, 2015).

Additionally, the human resources division will find and keep professional employees, inspire them to perform better, and assist them in balancing their psychological, physical, and social needs. This encourages a long-term commitment among employees and upholds the working relationships within the company (Kadirsan et al., 2015). All organizations and businesses must implement best practices because some HRM policies, methods, and practices operate better than others in this setting (al-damoe et al, 2012).

2.2 Performance Management:

Prior to the late 1980s, the idea of performance appraisal focused primarily on the yearly discussion of goals between the manager and employees. Performance management (PM) adopts a future and strategic approach and is applied to all employees so as to maximize their actual performance and future potential, and as a result, the PM system has evolved and gained wider acceptance in organizations (Akamoh, 2014). To fully benefit the organization and society, PM is described as a formal, structured system for evaluating behavior and results regarding to an employee's job to understand how and why employees perform in their roles and how they might perform more successfully in the future (Akamoh, 2014). When PM is understood as a methodical method to enhance organizational performance through the growth of individual or group performance, it can be used to achieve better results within the parameters of set objectives, benchmarks, and anticipated efficiency needs (Abdilahe, 2021). The phrase "performance management" refers to a movement in emphasis from the evaluation event to the evaluation process, with a primary focus on individual growth. Performed that management places more emphasis on the future than the past (Norton, 2018).

2.2.1 Performance Management Theory:

Researches-such as Norton (2018) and Abdullah (2021)) have agreed on several theories of performance management, which are:

Justice theory: Rawls (1972) Justice, in Rawls' view, is the primary virtue of social institutions, and he tried to make the theory of justice a workable systemic concept rather than letting the maximization of good predominate. There is no philosophical topic more pertinent to the theory and application of social policy. The central idea that

Rawls reintroduced and refined is that of a merely hypothetical social contract: the principles of fairness for the fundamental structure of society... are the norms agreed by free and rational individuals concerned with advancing their own interests in a basic circumstance. The fundamental conditions of their interdependence are defined by equality. Justice is categorized as distributive, procedural, interactive, or informational, whereby distributive justice refers to the formation of fair results, which depends on how the results comply with standards (Abdullah,2021). Many social science systems, including social exchange theory, psychological contracts, expectation theory, and justice theories, have roots in and connections to organizational justice theory (Norton,2018).

Equity Theory: Adams (1963) introduced the theory that revolves around the extent to which employees are motivated because of the treatment they receive in decisions regarding compensation and promotion. Employees are usually frustrated when they see that they are treated unfairly (Adams,1963).

Principle Theory: Employees are advised to evaluate the ratio of their inputs to outputs from another person or organization and to alter their performance to account for any differences that result in less productivity, lower quality, more procrastination, and higher absenteeism. If workers believe they are being fairly paid for increasing productivity, they are more likely to be motivated (Adams ,1963).

Expectation Theory: Vroom (1964) originated the idea that workers perform better when they exert a high amount of effort and feel that their efforts would be rewarded with promotions, raises in pay, or bonuses. According to the notion, employees typically have specific expectations for the behavior they exhibit and will generally appreciate how much they may gain because of the effort (Vroom,1964). The

expectation theory, people adjust their behavior to reflect how satisfied they expect to be when they accomplish a particular goal. Productivity is also predicted to increase when there are obvious, actionable links between people's actions and their results and when the outcome is viewed to satisfy needs (Akamoh ,2014).

2.2.2 Performance Management Goals and Benefits0:

Different researches (Akamoh, 2014; Ibrahim & Daniel, 2019; Rahahleh et al., 2019) discussed several goals and benefits of performance management, including:

1. Through performance management, managers can pinpoint the root causes of issues that hinder employee performance and create an action plan that, when put into practice, eliminates the issues or at the very least lessens their negative effects on job outcomes.
2. The performance management system in any organization aims to achieve three basic objectives: First, to provide the manager and employees with the opportunity to conduct a complete check of performance considering the specific goals. Second, it helps the manager in identifying and discussing the areas of strength and weakness that have been observed in the performance of employees, and third, it inspires the manager to think analytically about employees as individuals and provides the employee with a chance to recognize his/her own potential and what that is. employees need treatment in so as to develop their current and future capabilities. enhancing work productivity, growing employees' talents on the job, giving direction and control over the employee's behavior at work, fairly allocating organizational rewards, and preparing individuals for key future responsibilities.
3. Information that supports discussions on issues like promotions, pay raises, training, employment, and others is provided by effective performance management.

4. Offer the firm many advantages for creating and putting in place a scientific performance management system. This is a tailored training strategy built on identified needs, future employee advancement choices, and strong reward decision-making fundamentals that will increase employee motivation and retention.
5. PM has many benefits for employees in the organization, focuses on enhancing employees' performance in the future while considering their prior success. enables staff members to voice their opinions and help to the fulfillment of the company's long-term goals. Participatory performance management systems improve employees' self-esteem and foster their professional growth and development from a motivational standpoint, enabling them to learn what is expected of them and the repercussions of their poor performance.
6. Their contributions across accomplishing the organization 's objectives are assessed, emphasized, and help increase employee motivation. Participating in the "big picture" is what the PM is all about. A performance management system encourages an employee who is currently performing well to do so both now and in the future.

Performance Appraisal:

PA is initially the procedure of connecting the manager and their staff to accomplish the company's objective. It is also regarded as the process of giving their staff a better working atmosphere. In this context, we will learn about the performance appraisal (PA) process, which is the technique through which a supervisor evaluates standards and employee attitudes in order to provide recommendations about what ought to be improved, and upon this information, the manager can identify who needs guidance, who will be rewarded, and who will be kept or fired (Kozokov, 2014). PA is defined as the feedback and comparison before and after performance, employee evaluation and

decision-making regarding layoffs, promotions, training and change of workplace (Francis et al, 2021). And based on al-damoe et al, (2012) is a type of activity that includes mutual comprehension between subordinates and the supervisor during the process of direct appraisal of performance priorities and special expectations (al-damoe et al, 2012). It was defined by nyanjom (2013) as the process of analyzing an individual's attitude in his role in order to facilitate his career growth choice, with the goal of improving organizations' ability to thrive in this harsh environment (nyanjom, 2013). Finally, Kadiresan et al, (2015), In fact, the overall performance that is likely to affect the organization's effectiveness and success was used as an element in the job evaluation program to enhance employee productivity, allocate rewards, and enhance competencies. Furthermore, despite the fact that the performance review system is costly, the firm is able to identify employee requirements and enhance their strengths (Kadiresan et al, 2015).

Organizations still follow PA practice because it is considered as basic organizational decisions in certain situations where the consequences mentioned in the previous paragraph; promotions, rewards and training needs, which are likely to create a motivation for work and adherence to the organization, so Performance evaluation is an essential component of any organization (Kadiresan et al, 2015).

2.2.3 Performance Appraisal Methods

Based on a different study, performance appraisal methods have been clarified, including the following

Management by objective (MBO): That one of the ways to evaluate the important performance of management is (MBO), should not be used to impose goals, as it is the component of management where employees and their managers create mutually

agreeable goals for one another. Managers and employees disguised as this, according to researchers, are defined as another term for the goal setting approach (defining mutual goals, setting performance goals, work planning and review, targeted training and adjustment according to results) (Druker,1954). Ibrahim & Daniel, (2019), the (MBO) is a technique used to assess performance that is focused on establishing precise, quantifiable goals and using those goals to assess performance and feedback. It was first recognized by management expert Peter Druker (Ibrahim & Daniel, 2019).

When properly implemented, MBO is the greatest and most equitable way to prepare for and grow highly effective personnel.

Goal-setting theory: The process of setting goals allows one to focus on providing a feeling of direction and enabling them to obtain their goal with the least amount of distraction (Locke et al., 1990).

The principle behind MBO is to ensure that everyone in the organization is dedicated to goal setting, that they have an obvious awareness of the company's aims and goals, and that they ought to have a recognition of their own behaviors and duties in accomplishing the organization's aims. Administrators and employees should work to carry out and achieve their required plans (Locke et al., 1990).

Implementation of the self-assessment system based on (MBO) in four stages (Al-Baidhani & Alsaqqaf, 2022):

The first stage: review and approve the job description: During this meeting, The employee and the supervisor talk about the job description of the supervisor and the main responsibilities of the position, the requirements of the real job must be agreed upon (Al-Baidhani & Alsaqqaf, 2022).

The second stage: the creation of performance standards: When workers and their

manager collaborate to set and assess acceptable performance levels, both sides gain significantly (Al-Baidhani & Alsaqqaf, 2022).

The third stage: setting goals: Managers and staff establish challenging yet attainable goals (Al-Baidhani & Alsaqqaf, 2022).

Fourth stage: - employees bring up their goals while speaking with their bosses about how they are doing. When discussing performance with an employee and their supervisor, it is not necessary to wait until the predetermined review time. The objectives might be reassessed and revised (Al-Baidhani & Alsaqqaf, 2022).

Definitions of significant outcomes in a role profile act as a framework for developing performance directions and objectives since they make clear what is expected. When establishing objectives, think about how we will know when this one has been accomplished. To answer issue, it is necessary to look at one of the (KPIs) that can be used to set performance standards and targets for each major outcome area. Figure 2.1, which relates to the key output area for the plant's production manager, provides an illustration of this flow.

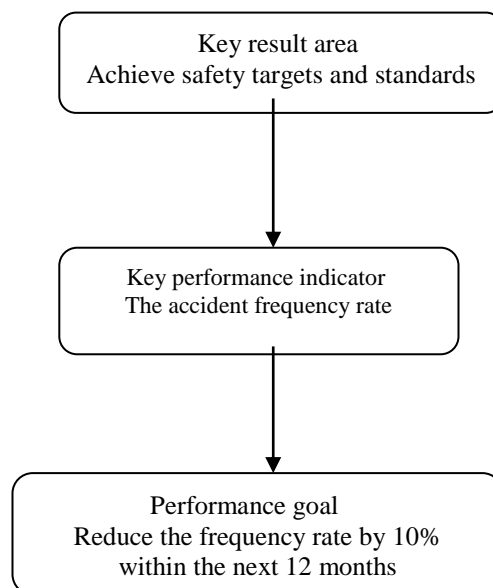


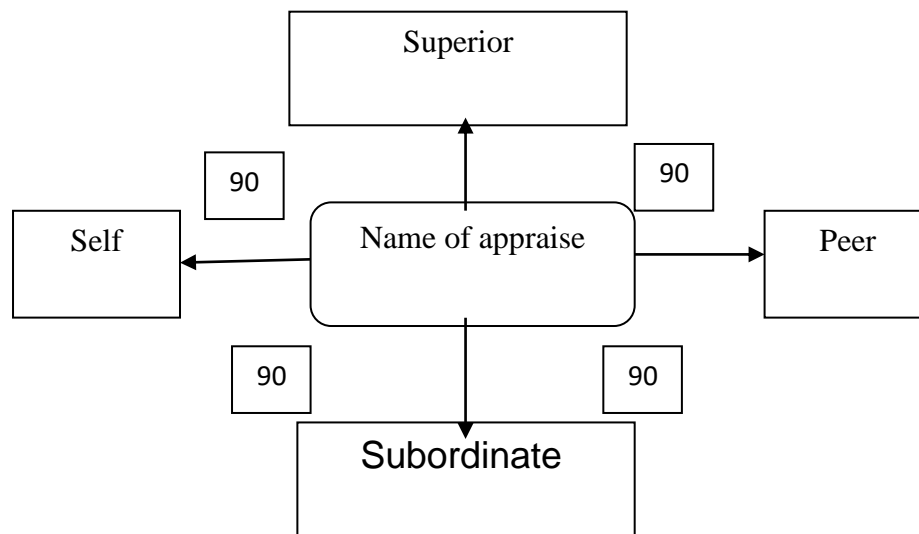
Figure 2-1: Setting Sequence of Performance Goal

Source:(Armstrong, 2009)

For administrator and people with a find out of job flexibility and control, the MBO technique seems to be most beneficial. When placed under a rigid management system, MBO has frequently failed. Undermining the growth and participation of MBOs by focusing on the consequences of not achieving the aim (Al-Baidhani & Alsaqqaf, 2022).

Under performance appraisal methods: The underperformance appraisal approach, which places emphasis on ranking people from best to worst based on value, is a second way to assess performance. The comparative situation of each employee is expressed in terms of numerical rank. According to this evaluation, individuals are sorted from highest to lowest, in the ranking method, managers compare one person to another rather than work standards (Ibrahim & Daniel, 2019).

360-degree feedback method According to Karthikeyan, (2019) it is a process used to obtain various information from sources in the workplace about employee behavior or performance related to work (Karthikeyan, 2019). Feedback is metaphorically oriented to 360 degrees in a circle with a person in the center and is offered by subordinates, peers, and supervisors as well as self-evaluation and, in some circumstances, feedback from external sources like customers, suppliers, or other interested stakeholders (Shanthi & Agalya, 2012). It was specifically mentioned Karthikeyan, (2019) that organizations commonly use it in performance evaluations and employment decisions such as (salary, promotions, etc.) (Karthikeyan, 2019).



Figures 2.2 :360-Degree Feedback Method.

Source: (Shanthi & Agalya, 2012)

Using of 360 degrees for evaluation purposes has the effect that directors are increasingly subjected to criticism because performance criteria may not be valid, especially based on the job and employees as they do not receive sufficient training to performance assessment of the co-worker and the comments and suggestions providers, these can be manipulated Systems and problems in validity and reliability (Karthikeyan, 2019).

It is worth noting here that studies indicate that more than a third of American companies use some kind of multi-source commentary.

2.2.4 Performance Appraisal and Employees Retention:

The opportunity to improve their performance is provided by the fair appraisal system, which also increases employee excitement and dedication (Gulzar et al.,2017). Additionally, fair and open performance reviews have a big impact on keeping employees on board. When businesses utilize this tool for employee counseling and resource planning, the connection becomes even more (Gulzar et al.,2017).

In keeping with (Gulzar et al. (2017); Yasothai et al. (2015); Shah & Asad (2018)), they explain the performance appraisal elements that affect employee retention:

- **Reward System and Employee Retention:** A lot of studies have found a link between long-term employee retention and the incentive structure. A transparent compensation system outperforms an opaque reward system in terms of employee retention. A decent and fair award boosts employee loyalty and retention.
- **Career Development and Employee Retention:** While validating the association between professional advancement and employee retention, a well-structured career plan is critical for retaining people on long-term studies. Most employees recognize importance of training and development in advancing their careers. Employees who are not sufficiently driven to progress their profession through training to be unable to move along the established career path and may be forced to quit the company.
- **Empowerment and Employee Retention:** Empowerment refers to actions taken to increase the autonomy and self-determination of individuals and communities. Employee empowerment has been found to give them the confidence to demonstrate their full potential, which is shown in their performance. Various studies have demonstrated that when management empowers its people, the results are invariably positive.
- **Management Feedback and Employee Retention:** The feedback from management is critical to improve staff productivity, since once they receive it, they will be able to address their weaknesses if necessary. According to studies, management feedback has a direct relationship with employee retention.
- **Motivation and Employee Retention:** High levels of motivation are necessary for employee retention. It is possible to investigate both monetary and non-monetary

rewards while analyzing motivation. Money-based rewards alone are insufficient to keep employees content in their positions. Employee motivation and retention are impacted by company culture, compensation, incentives, recognition, prospects for advancement, work environment, and organizational justice.

2.3 Ministry of Health:

The ministry in charge of the citizens' general health in the State of Palestine is the Palestinian Ministry of Health. It is linked with all public sector hospitals and healthcare facilities in Palestine. Additionally, this ministry compiles data on the state of Palestine's health. The buildings of the Ministry of Health are divided between the cities of Nablus and Ramallah. The Israeli occupation army's actions have had a significant negative impact on the health sector in the State of Palestine, which has suffered numerous material losses as a result of the army's destruction of numerous ambulances. The situation was made worse by the siege of Gaza, which has left the region's health facilities with a severe medical supply shortage¹.

According to the annual report of the Ministry of Health for the year 2022, the number of primary health care centres reached 765 centres in Palestine, including 606 centres in the West Bank and 159 centres in the Gaza Strip. The number of centres increased from 203 at the end of 1994 to 491 in 2021, an increase of 142%.

And the ministry compiles health-related statistics, for example, health care for women, as the ministry took care of pregnant women, for example, as the number of women visiting health centres was 82,990 in 2021. Another example is the ministry cared for children, as the ministry raised the age of children who receive services Free health care

¹ <https://www.moh.gov.ps>

in health centres from the age of 3 to 6 years. Where the number of children visiting primary health care centres reached 422,901 children. And there are many other statistics (ministry of health, 2022).

2.4 Dependent Variables

Based on the readings that were used to construct this thesis, the researcher found several factors that have the most impact on employee retention, and these factors, respectively, are: rewards, career development, empowerment, feedback and motivation

2.5 Reward

One of the crucial components to encourage staff to put forth their best efforts in coming up with creative solutions that create better business jobs and enhance the routine of the firm both financially and non-financially is recognition (Aktar et al., 2012).

Rewards are the gains that result from completing a task, delivering a service, or carrying out an obligation (Edirisooriya, 2014). It is a set of tools that are compatible with the company's plan of a practical type and a material design, which represents the equivalent to the employee's contribution to business success, via their significant work and strives to boost his motivation and output (Barros et al., 2020). The reward is the formulation and implementation of different strategies and policies for employees in a fair, equitable and coordinated manner, according to their assessment, to the organization in turn, to reach the organizational goals (Reddy, 2021).

The theory of social exchange that dates back to the era of George Homan (1958),

² <https://www.moh.gov.ps>

which states that employee satisfaction along with the various Employees will become more committed to their company as a result of the rewards or remuneration they obtain from their employer, and thus the complete incentives strategy to retention has the potential to succeed (Al-Hamoud& Rajoub ,2020). It is especially practical, the rule of reciprocity that focuses on the organization's ability to meet the needs of its employees and reward them for their efforts (Aktar et al., 2012).

2.5.1 Rewards Types:

The reason why people search for the engagement in work is employee rewards, as they are the instruments accessible to employers for attracting, motivating, satisfying, and retaining personnel (Nakiyimba & Emuron, 2020). Accordingly, researchers (Amadi et al., 2021) and (Alhmoud & Rjoub, 2019) agreed on the types of rewards. And they are as follow:

- **Basic salary:** the amount that the employee receives in lieu of the work performed for a specific period agreed upon by saying one month.
- **Contingent Salary:** Contingent salary refers to payments related with the achievement of previously expected goals that are designed to encourage staff to maintain a high level of performance.
- **Allowances:** Allowances are also provided in the organization as allowances are programs used by the employer to supplement the monetary compensation received by employees.
- **recompense:** They are divided into three forms, which are external rewards related to wages, promotion opportunities, and career development. Substantive rewards, which are compensation, such as opportunities to obtain defects in the definition of job tasks, the practicality of employment duties, and assistance for teammates. Social incentives

are those that result from beneficial social interactions at work, such as having supportive connections with coworkers and bosses.

2.5.2 The Importance of Rewards

(Fareed et al., (2013); Alhmoud & Rjoub (2020); Lawler & Jenkins, (1992)) they discussed the importance of rewards, which are:

- Makes a significant contribution to exceptional individual achievement and worker loyalty.
- Helps to retain employees and reduce turnover.
- It inspires employees to work harder and faster for the employee as he needs motivation to go the extra mile.
- The consequence of rewards and appreciation on job satisfaction in addition to motivating the organization's employees.
- Unifying personal interests with the interests of the company to reward employees for actions that benefit both parties.
- Attracting and retaining talent along with encouraging employees to stay with the organization.

2.5.3 The Relationship Between Rewards and Employee Retention

A sum of researchers discussed the impact of rewards on employee retention, including (Kwenin et al., 2013) that the employee is more valuable in the job than the unappreciated employee, that reward systems should be an important area for modernization for employers, and that the increasing variety of the staff indicates to the need for more inspired methods to allocate appropriate rewards to the precise people, and summarized that appreciation and Incentives are a component of a larger endeavor to retain workers, and good practices must be adopted in the workplace that can

contribute to increasing their retention. Elevated levels of incentive contribute to high levels of fulfillment, which leads to lower turnover and more job applicants (Lawler & Jenkins, 1992). they also discussed that to hold employees, a reward system must be distributed in a way that makes them feel equal in the job (Lawler & Jenkins, 1992). Reward enhances recruitment and employee retention, uses mechanisms to recruit and retain talent, achieves the goals that the organization performs and achieves its financial resources as a result (Nakiyimba & Emuron, 2020).

2.6 Career Development

An organization that concentrates on high expectations and on employee talent is said to be one that recognizes career development (Udoakah, 2020). Accordingly, will begin by defining the job by (Wango et al., 2021), which is a regular official activity that the employee performs for the financial compensation (salary) in return for their effort. It can be full time or part-time. Now we will address career development according it is a long-term systematic planning where people gain new knowledge and skills from their supervisors and their surroundings and gain from them, and then the employees set targets based on his experience and talents to create job satisfaction (Siddiqui et al., 2021). Career development is related to providing opportunities for employees at the personal and concerned level (Al-sharafi et al., 2018). And this means that employees are able to promote and move to higher levels within (Udoakah, 2020). It also includes reconciling the professional, individual and more objective components of the firm in order to suit individual and organizational demands, personal qualities, and duties. Career development can be done through the provision of appropriate training, advice, guidance and The way of planning for promotion and succession (Siddiqui et al., 2021).

career development defined as a lifelong process where employees prepare for hiring, selection and continuing to choose from among the many jobs available during their lives. The matter of the dynamics of career development consist of the employee atmosphere, communication, and improvement (Houssein et al., 2020). The researchers (Nanle & Goodluck, 2021), identified the four dimensions of career development, which are achieving professional goals, developing the relevant capacity, opportunities for promotion and compensation. The quality of this work largely influences the nature, standard of living, and kind of individuals who become On it, as well as their feeling of aim and the resources at their disposal.

2.6.1 Exploration Strategies and Career Preparation

According to (Dubuque & Hunt, 2020) the employee should prepare for the job by:

- Self-awareness: Understanding your interests, strengths, needs, and personal values.
- Awareness of your career choice: Being aware of the possibilities you have for a career.
- Being aware of the professions that best suit your personality: recognizing the profession(s) that most closely align with your personal interests.
- Understanding the essential tactics and processes required to accomplish your career goal: understanding how to get ready for and enter the career of your choice.

2.6.2 The Relationship Between Career Development and Employee Retention

Several studies have proven that career development affects employee retention, and one of these studies is the study by (Al-Aali, 2021), where it discussed the career development within the organization retains employees by increasing job satisfaction, enhancing organizational performance and creating a positive culture towards work. (Nagarathanam et al., 2018) considered that employee commitments, will improve the

professional management of the organization. Which has been classified as part of the important basics in human resource management practices, especially employee retention. It increases employee retention. They also summarized (Shujaat et al., 2013) the influence of career development on employee retention, which is that the perceived availability of career development programs for their employees has a significant impact on retention, and the category of career development is the furthestmost vital factor that can be the main reason for employee satisfaction and retention.

2.7 Empowerment

Empowerment practices have been implemented since the seventies, the word empowerment originally appeared in the English-speaking country and applied to social workers and workers in the field of public health and community development at the present time. The word became popular and entered the world of politics and business and it's a term for the level of the feminist movement, Freudian psychology, theology, the black power movement and the Ghanaian (Abun et al., 2021). Emphasized the idea of employee empowerment, that it can be derived from the concepts of participatory performance, industrial democracy and job enrichment (Ngqeza & Dhanpat, 2021). The concept of empowerment is common in psychology, administration and management circles. The popularity of this latter approach has led some writers to refer to the nineties as the era of empowerment to the new millennium (Wall et al., 2004).

Empowerment is the basic premise of the logic of empowerment is that there is a problem because the victims are powerless. It means strengthening the ability of victims of disability to make decisions (Madhu, 2019). Empowerment as a process through developing a culture of empowerment, exchanging information, developing competence

and providing support (Gomathy & Hemalatha, 2022). McGregor (1960) discussed theory x and y that employee participation, productivity, and motivation can be achieved and improved by designing more flexible and independent jobs. Empowerment is within the design doctrine of the organization, empowerment is clearly distinguished by centralization and decentralization and the addition of formal and informal character to Processes of knowledge, interaction, and judgment as the end chain of means that determines the organizational outcome (Badjie et al., 2020).

Both (Gul et al., (2022); Tanjeen (2013)), agreed that empowerment requires four conditions, which are meaning, competence, influence and choice, and self-determination:

Meaning: The value of the work provided in relation to the employees' ideas.

Efficiency: is the ability of an individual to perform the required job.

Influence: is the effect of an individual's behavior in the organization in relation to the achievement of objectives.

Self-determination: The employee's conviction that he or she has authority over decisions regarding job actions, attitudes, and ethics.

2.7.1 Types of Empowerment

There is three type of empowerment

1. **Verbal Empowerment:** Verbal empowerment is the capacity to communicate ideas and participate in decision-making in a variety of settings. It is believed that doing so will increase employees' commitment to the organization, independence (the ability to use their knowledge and skills independently), and career satisfaction (Tanjeen, 2013).

2. **Behavioral Empowerment:** refers to the ability to pick up new abilities and handle a job that is increasingly difficult. It also includes the capacity to work in groups to solve an issue and to recognize problems that need resolution. Teamwork and reporting are further facets of behavioral empowerment (Tanjeen, 2013).
3. **Resulting Empowerment:** comprises the capacity to pinpoint the root causes of issues and resolve them, as well as the capacity to make adjustments and modifications to the method work is carried out to boost an organization's effectiveness (Tanjeen, 2013).

2.8.2 Employee Empowerment Elements

According to (Tanjeen (2013); Gul et al., (2012) ; zaraket et al., (2018)), there are elements of employee empowerment which are

- **Style:** Self-management and teamwork are traits of empowered employees. Business choices are made, put into action, and held accountable by employees.
- **Skills:** Employees with more power receive training in effective communication and problem-solving techniques. They point out issues and criticize inefficient measures.
- **Staff:** In empowering organizations, empowered leaders function as catalysts for the culture of empowerment, which is then strengthened by empowering management strategies that are designed to help staff develop.

2.7.3 Key Perspectives on Empowerment

Both (Baird et al., (2020); Wall et al., (2004)), agreed on four perspectives of empowerment, which are:

- **Psychological Empowerment:** This is an empirical or individual viewpoint concerned with how empowered employees feel, where the focus is on individual views of self-determination and associated conceptions.

- **Structural Empowerment:** Reflects the fact that it focuses on delegating additional responsibility to individuals or groups to carry out and manage their primary tasks, which is known as ensuring that the employee has the authority to perform his job, such as job enrichment and self-managing work teams.
- **Organizational Empowerment:** It includes the participation or representation of employees in decision-making within the expanded organization. Examples of this include consultation, participation, and management styles that enhance this.
- **Embedded Empowerment:** The topical example that will be emphasized is the work on human resource management, in which the role of organizational empowerment is an essential component within a larger framework. with additional elements like spending on training and selection.

2.7.4 The Relationship Between Empowerment and Employee Retention

Empowerment increases workers' participation and interest in the success of the company, meaning that the more trustworthy the worker is to the company, the better his performance and dealing with work pressures and the longer they stay. Businesses that neglect to empower their staff are more likely to fail. Achieving a high turnover rate, as empowerment improves organizational performance by enhancing employee engagement with managers (Emmanuel et al., 2021).

Employee empowerment is additional important approach that, if carefully applied, can lead to employee retention (Gul et al., 2022).

2.8 Feedback

Feedback is the procedures used to test an employee if a response is true or false (William, 2012). It is an activity in which employees actively participate and therefore

feedback research should benefit from the contribution and the primary responsibility of the employee (Tan & Chen, 2022). That feedback is directive here. The term describes the situation in which directed actions operate to narrow the gap between both the system's perceived and actual states (Wynn & Maier, 2022).) It is the methodology. Proven to improve overall performance (Jain & Jain, 2020). The main source of human education in the sense of removing the barriers faced by the employee in spreading their activities towards the goals offered by the work environment (Farooq & Khan, 2011). There is a strong motivation to always ask for feedback (Amah, 2008). Peer feedback is also an effective way to promote self-awareness and self-directed learning (Koay, 2017). As feedback has a favorable influence on job outcomes, including spreading awareness. The Self-efficacy of employees in the course of work and improving goal setting and achievement (Li & Qian, 2016).

2.8.1 Feedback Roles

The roles of feedback are summarized as follows:

- **Pursuit of the goal:** It relates to how the system deals with its goals and can absorb doubts and turmoil (Wynn & Maier, 2022).
- **Learning:** relates to how a system develops to learn and modify its behavior, such as in response to a shift or disordered environment (Wynn & Maier, 2022).
- **The emergence of ideas:** on how to create a system of unexpected paths (Wynn & Maier, 2022).

2.8.2 The Importance of Feedback

The importance of feedback is:

- Improving the interactions between the employer and the employee, feedback is an important aspect as it is an integral part of the administrative process (Jain & Jain,

2020).

- More reaction This is a comprehensive management process, it is necessary to strive and thrive in these institutions (Jain & Jain, 2020).
- Changes the messy employee-employer relationship into an insatiable trust and open relationship (Jain & Jain, 2020).
- An excellent tool for providing each employee with information about their pros and cons that also comes from a variety of sources (Jain & Jain, 2020).

2.9 Motivation

Motivation: It's a word that signifies to move and comes from the Latin word mover (Ramlall, 2004). The ability of the effort to meet some personal demands determines whether a person is motivated to put up high amounts of effort toward organizational goals (Pillai, 2020). Motivation is a psychological force within the individual that makes him move to achieve certain goals or meet certain needs. As it is the thoughts to do an element because the elements mean that the personality does it (Gomathy et al., 2022). It is also an act that facilitates pushing people to act in a positive way (Shaheen & Farooqi, 2014).

Employee motivation: vital part of the workplace because it affects the success of the department and in some cases the entire company, and it is necessary to motivate employees to do their best for their jobs (Gomathy et al., 2022). As the motivational factors are the needs of employees that contribute to employee lighting and productivity (Pillai, 2020).

Motivational Philosophies

Motivational philosophies were divided into three categories, which are content motive,

process motives and promotion theory (Galli, 2020).

Motivating content: Recognizing and understanding the needs of your employees. The basis of this category of partial theories comes from Maslow's Hierarchy of Needs, a concept prevalent in psychology that defines basic, psychological needs and the fulfillment of individual needs (Galli, 2020).

Process motives: focus on setting the appropriate goal and linking the employee's effort with the expected result and the expectation that the rewards of a particular project are worth the trouble (Galli, 2020).

Reinforcement: The consequences of employee actions will motivate employees to perform in predictable ways through positive reinforcement (Galli, 2020).

2.9.1 The Importance of Motivation:

According to (Abu Melhem & Ozgit (2019); Gomathy et al., (2022)), motivation helps to

- Meeting the organizational objectives.
- The employees are hardworking, creative, reliable and fully immersed in their work.
- Improving customer satisfaction with regard to corporate services.
- Helps retain employees.

2.9.2 Motivation Theories

Researchers have agreed on several theories of motivation, which are:

Need theories: Is the theory in which the internal factors that activate the behavior are determined. Whereas physiological or psychological inadequacies influence behavior, and these needs might be strong or insufficient and influenced by external variables, human needs vary through time (McClelland, 1965).

Maslow's Hierarchy Theory:

Maslow believed that humanity aspires to self-actualization and views human potential as a largely unexplained organization (Giwa, 2022). Maslow's theory indicates that

- Physiological needs: Security, safety, and protection from physical and emotional harm, as well as continuing to provide for one's material necessities
- Safety Needs: A person's need for safety and protection from physical and mental harm, as well as the continuation of material necessities.
- Social needs: Humans require love, acceptance, belonging, and camaraderie.
- Report needs: a person's requirements for status, recognition, and interest as well as outward esteem elements like self-esteem, independence, and accomplishment.
- Self-actualization needs: the desire to achieve one's potential for self-actualization and to satisfy one's own requirements for development.

McClelland's Need Theory: Some people who are unsuccessfully motivated but have personal goals they want to reach rather than the rewards of success. These folks aspire to improve upon or increase the effectiveness of something (McClelland, 1965). The theory focuses on three needs: achievement, power and belonging.

- Need for achievement: is the desire to succeed and strive to achieve in respect to a set of norms (McClelland, 1965).
- The need for power: the requirement to coerce others into actions they otherwise would not have taken (McClelland, 1965).
- Affiliation Need: Desire for close, friendly personal relationships (McClelland, 1965).

Herzberg motivation/ Hygiene Theory: Herzberg (1950s) conducted a large-scale study of workers in the late 1950s to learn what particular aspects of employment made

people feel especially positive or negative about their jobs. The findings showed that while some job-related variables are consistently linked to employee job happiness, others can lead to job discontent. Herzberg claims that motivational variables, often known as job satisfaction, are essentially inherently satisfying aspects of the profession. Factors related to hygiene, sometimes known as job discontent, are extraneous aspects of the workplace (Herzberg, 1950).

The hint that dissatisfaction is not the reverse of satisfaction was one of Herzberg's study's most intriguing conclusions. Herzberg contends that while hygienic elements can be managed well to prevent employee unhappiness, they cannot serve as sources of passion or enjoyment. For example, nice working conditions will keep employees employed but will not drive them to exert more effort. However, unfavorable working conditions might lead to employee dissatisfaction and resignation. According to Herzberg, a manager should concentrate on characteristics that inspire or satisfy workers if they wish to improve employee satisfaction. Employee motivation, job happiness, and instant effective performance are often all benefits of a rewarding employment. However, low employment availability is not always accompanied by discontent and subpar performance; Instead, a lack of fulfillment at work may result in employees doing an okay job rather than their best (Haque et al., 2014).

Expectation Theory: The theory holds that motivation is a joint function of the individual's perception that effort will lead to performance and the perceived desire for the results that may result from the performance. And vroom Discuss how the power of the ability to believe in a particular way determines the strength of the expectation that an action will follow a result and on the seriousness of that result on the participant (Vroom ,1964).

2.10.3 Employee Motivation Methods:

Researchers (Hee & Rhung (2019); Ryan & Deci (2000)) suggested two forms of employee motivation: extrinsic motivation and intrinsic motivation.

Extrinsic Motivation

An extrinsic motivation is a concept that refers to any activity performed in order to attain a specific result. (Ryan & Deci, 2000).

Compensation is the most essential part for employees in the firm, with prizes and other additional incentives having less influence than salary, and it has been observed that employees want to change their jobs if another company offers better offers (Hee & Rhung, 2019).

- **External rewards:** It is critical for the 2000 generation to manage growing prices, various cultures, and future responsibilities. A good incentive system with more advantages and reward possibilities would boost youth productivity and creativity because they are constantly seeking improvement and better prospects in the job. (Ryan & Deci, 2000).
- **Career development:** It is an additional method of staff retention that entails institutional advancement, training, and development (Ryan & Deci, 2000).
- **Work environment:** The work environment is stimulating when building a comfortable organizational culture for employees, as well as interaction between superiors and co-workers. A favorable work environment will result to higher positive performance for employees and reduce turnover, as a positive work environment helps the employee to be able to perform a job with the best productivity (Ryan & Deci, 2000).
- **Workload:** It is another important factor in changing employment since it is the

quantity of working the task set by superiors. When a worker believes that his responsibility is too heavy, he will begin to make a shift, whether by quitting the company or adjusting his performance at work, since he believes that there is no equilibrium in all aspects of his life; in fact, employees do not want to take a job more than the job description. Organizations should not put their personnel under stress and should limit their workload (Hee & Rhung, 2019).

Intrinsic Motivation

It is the primary aspects that result from the perceived advantages in a work or activity, such as pleasure and passion for performing a task (Ryan & Deci, 2000).

- **sense of purpose:** is one of the most significant aspects for young workers and has an impact on employee retention. This demonstrates young people's concern for others and their environment, as well as their drive to learn and progress on a personal and career level (Hee & Rhung, 2019).
- **Hard work:** It is also a concern for millennials because they are thirsty for motivation and love a challenge as the generation wants to take on and make a change in the world. Millennium Mountain will constantly be drawn to new experiences. Work Philosophy for Life (Hee & Rhung, 2019).
- **Freedom of choice:** is another essential motive for employees, freedom of choice is important when making a decision, however, the decision-making authority must be appointed according to their experiences and not beyond their capabilities (Hee & Rhung, 2019).
- **Recognition:** Describes the gratitude and respect received at work, particularly from superiors (Hee & Rhung, 2019).

2.9.4 The Relationship Between Motivation and Employee Retention

There is a direct relationship between employee retention and motivation that benefits the company greatly, as the work motive, participation in work and providing the appropriate motivation to employees helps in retaining employees and dropping the percentage of employees. Employee turnover, and the intrinsic and extrinsic motivation improves the level of motivation and the practical dealing with compensation, as this leads to a similar improvement in employee retention (Almulla & Alzoubi, 2019) and (Ogundare, 2022).

2.10 Employee Retention:

One of the most crucial factors is employee retention challenge that every organization and its manager struggle to solve (Rao et al, 2018). Based on the foregoing al-damoe, (2012) employee retention is the practice and method or regardless of what the company does obtain and retain talented and distinguished employees (al-damoe, 2012). Haider (2015) stated that employee retention comprises of practices that strengthen employees to remain an essential element of the business for a longer period than the time till the retirement age or the completion of the task (Haider, 2015). Retention is the process of customer admiration, identification, commitment, trust, and readiness to direct (Nyanjom, 2013). Therefore, James & Mathew (2012) outlined the procedure for encouraging personnel to stay with the organization for as long as possible. Where the commitment to continue doing Continuous business or interaction with a certain organization (Nyanjom, 2013). Hence, the authors (Baruah, Barthakur, 2012) and (Helenius, 2007) agreed on several factors that cause non-retention of employees, including Employee turnover, job satisfaction, job alternatives, and others. Managing

retention is a voluntary action taken by the company to build a culture that engages and integrates workers over the long term. Employee retention is therefore a voluntary endeavor by any firm to create a setting focused on keeping or retaining staff. Its main purpose is to prevent loss of qualified employee from the organization (al-damoe et al, 2012).

Organizations go to considerable lengths to develop their workforce in the hopes of receiving a good return on investment, which helps them retain people. But what happens to the company if a worker leaves? To put the significance of employee retention into perspective, (Gorde (2019); Igbino et al (2022)) presented a list of five explanations for why companies keep their employee. It is also the answer to the above question.

1. A company's expenses might increase by hundreds of thousands of dollars due to the cost of employee turnover. A cautious estimate of 25% of the typical employee wage is used by industry professionals.
2. Loss of Company Knowledge: When individual leaves a job, they leave behind crucial business information. The employee has frequently been given a lot of time and money in the hopes of a future return. When an employee leaves, investment is lost.
3. Relationships are forged to benefit the company, and when an employee departs, the bonds they forged are severed.
4. The influence of a termination is felt throughout the organization. Most of the time, teammates must pick up the slack. Low attrition rates help a company preserve its reputation. Prospective employees are encouraged to work with the organization by higher retention rates.

5. Unless there is a good cause, employees seldom leave a company. A lot of time is spent finding and training a replacement if someone leaves their post. Even after that, the company cannot ensure that the incoming hire will perform their duties as effectively as the outgoing one.

In general, firms save money, foster a positive workplace environment, and improve productivity by keeping personnel. Employers typically take good care of workers who remain with them for a long time. Outsiders have a positive impression of a close-knit community built on loyalty, which can help an organization stand out as a great place to work. It involves more than just financial and time investments in your staff; it also involves some degree of interpersonal interaction. Making employees feel at ease at work will increase staff retention rates and the overall success of the organization.

Building a staff retention plan on the organization's vision, mission, values, and policies is a good place to start. Retention aids in succession planning as it aims to identify the appropriate strategic positions in the institution and helps in obtaining a talented and committed workforce that will reduce costs, training, and development. Retention is important because it improves the health and success of the company. And from there, a team of academics offered employee retention tactics (Gomathy et al, 2022); (Ramlall, 2003).

2.10.1 Employee Retention Strategies

- **Compensation and employee retention strategy:** (Das & Baruah (2013); Gorde (2019)) compensation is the most significant component of the employee retention process, the employees have high hopes for their remuneration packages. Compensation includes salary, wages, bonuses and insurance Health and post-retirement benefits. The compensation package should be flexible and does not support the unification of

compensation because employees of various ages have varied possibilities, because what youth want may not be valuable to any mid-aged employee (Singh, 2019).

- **Rewards and appreciation strategy:** The reward is something that the employee receives since of their participation and commitment to the organization's success of goals and objectives. The reward approach is to create procedures and guidelines that will inspire high-performing staff. He explained that the reward systems in the institutions have a favorable correlation with employee satisfaction with their jobs and their retention (Igbinoaba et al 2022); Fazal-e-Hasan et al ,2022).

- **Promotion strategy and growth opportunities:** growth is an essential part of the professional life of each individual. Another opportunity, as there is a positive relationship between raise and job satisfaction, which in turn helps in employee retention. The inside career development of employees is frequently the best sign of an employee's dedication (Gorde, 2019); Das & Baruah (2013).

- **Work-life balance strategy and employee retention:** Work-life harmony is becoming crucial for participation and affects employee retention, as knowing the individual's needs by the organization and balancing work and life will Reflect in a positive way on employee retention (Das & Baruah, 2013).

- **Participation strategy in decision-making:** Employee engagement in decision-making is a major motivation for boosting performance since it increases a feeling of belonging amongst employees in their regular tasks. Employee involvement in making decisions can be improved using the following platforms: Consultant for labor-management collaboration Because it is legitimate for a company to involve people in decision-making, administration should include that it keeps to its basic values, despite of the concerns that affect it, or else its objectives may not be met (Igbinoaba et al., 2022)

and (Das & Baruah, 2013).

- **Work environment and employee retention strategy:** (Das & Baruah (2013); Ramapriya & Sudhamathi (2020) The employee advantages from a work atmosphere that promotes a sense of identification because organizations with liberal HR policies have a much better chance of attracting and keeping employees by providing an acceptable amount of employee retention. Long-term levels of commitment are increased by privacy and appropriate control in the workplace. Employee retention elements should be broken down into three areas: social, mental, and physical. The interactions between workers and others both internally and externally make up the social dimension. Work features, flexible travel options, and tasks where they can apply their expertise and observe the effects of their existence make up the mental dimension. Fair payment is referred to in the financial dimension (Silva et al. (2019).

- **Training, development and employee retention strategy:** As firms may sustain leadership in this cutthroat environment, one of the most important components is to invest in staff training and development. employee retention. by giving its staff thorough training in the newest technologies. Training and development inspire employees to stick with the company and builds a solid team (Das & Baruah (2013); Cloutier et al., (2015)).

- **Leadership and employee retention strategy:** leadership style, open channel policies and the use of good ideas are factors that enhance employee permanence in companies, as the direct manager's supervision increases the level of employee job satisfaction (Silva et al., 2019).

- **Job security and employee retention strategy:** Job security contributes to strong dedication and job satisfaction, as well as organizational personnel retention (Das &

Baruah, 2013).

- **Job satisfaction and employee retention strategy:** Employees' attitude towards their work includes attitudes, feelings, thoughts, and beliefs regarding the job. Job satisfaction comprises of people's attitudes and emotions towards their jobs, including factors The employee's interaction with their manager, the variety of workers, minimum wage, and the physical elements of their surroundings can all have an impact on job satisfaction (Igbinoba et al., 2022).

- **Employee recognition strategy:** The employee recognition is a powerful motivating strategy that can knowingly progress both employee work satisfaction and overall company routine (Amoatema & Kyeremeh, 2016). Employees who are highly motivated give their employers a competitive edge because of how well they perform, which helps the company develop and prosper while also fulfilling its goals and business strategy. Non-financial benefits, including recognition, were emphasized as being necessary to the company and as having a favorable connection with employee job satisfaction and organizational performance. Employee performance is both higher in quality and quantity when employees are happy with their jobs and the organization for which they work (Madhani, 2020).

- **Work/functional flexibility and retention:** It is the aptitude of workers to make choices that affect when, where and how much they participate in related tasks. They will discover ways to balance work and life. Elastic working not only reduces absence but also supports them retain with employees (Singh, 2019).

2.10.2 Three R's Retention Principle

Based on Gorde (2019) there are three R's for retention, which are:

1. Respect: According to the pyramid, people are given a unique admiration or

consideration. The foundation for keeping your employees is respect. Recognition and prizes will be meaningless if you don't value your employees (Gorde, 2019).

2. Recognition: Due to management's disregard for employees' demands and reactions, many issues with unhappiness and morale arise. Particular attention is defined as "exceptional notice or special attention" and the act of being consciously aware (Gorde, 2019).
3. Rewards: While rewards are the smallest component of the retention equation, they are nevertheless a significant reward because they go above and beyond the fundamentals of respect and appreciation to make it worthwhile for workers to work hard, with interest, and go above and beyond the call of duty (Gorde, 2019).

2.10.3 Employee Retention Challenges

Employees leave organizations for a variety of reasons, the most prevalent of which are as follows: according to (Decker (2006); Gorde (2019); Gomathy et al., (2022)), which are:

- **The job is not what the employee expects:** Occasionally job tasks do not appear to be as Unexpected job responsibilities cause unhappiness among candidates (Decker (2006); Gorde (2019); Gomathy et al., (2022)).
- **Job and person mismatch:** The applicant may be suited to a particular type of job that fits his character. If he is assigned a job that doesn't fit his nature, he will struggle to work successfully and will investigate the reasons for his departure (Decker (2006); Gorde (2019); Gomathy et al., (2022)).
- **There is no opportunity for growth:** If there is no opportunity to learn and grow in the current job or reduce it, the employee will leave the organization (Decker (2006); Gorde (2019); Gomathy et al., (2022)).

- **Lack of appreciation:** If the work is not recognized by the director, the employee becomes upset and loses enthusiasm for the position (Decker (2006); Gorde (2019); Gomathy et al., (2022)).
- **Lack of trust and support in co-workers, seniors, and management:** The most critical component necessary for an individual to develop into a profession is trust. Work colleagues, elders, and administration who are rude and dismissive can create an office environment hostile and challenging to work in (Decker (2006); Gorde (2019); Gomathy et al., (2022)).
- **Stress caused by work exhaustion and imbalance in working life:** Work stress can lead to an imbalance in working life, which often leads to employee leaving the institution.
- **Compensation:** Attractive pay deals given by rival organizations may entice employees to join them (Decker (2006); Gorde (2019); Gomathy et al., (2022)).
- **New job offers:** An attractive job offers of work that the employee believes is beneficial to him in terms of job responsibility, reward, development, learning, etc. can result in the employee resigning from the company (Decker (2006); Gorde (2019); Gomathy et al., (2022)).

2.11 Previous Studies

1. The reward system, career development, empowerment, feedback, and motivation were a few of the elements that the study "Impact of performance appraisal on employee retention a study on banking sector of Pakistan" discussed as aspects that affect employee retention according to this study, there was a statistically insignificant association between employee retention and the reward system, or in

comparison to the other factors, it was strongly correlated with employee retention (Gulzar et al., 2017).

2. The study "The effects of Performance Appraisal on employee retention: A Comparison between Finnish and Vietnamese enterprises" looked at a number of retention-related issues. Since employees do not anticipate that awards would be connected to performance reviews or retention, one of the variables that was identified as being more crucial was the reward system, they believe that performance reviews should be used for personal growth rather than to distribute awards, however if prizes are given following an evaluation, they favor monetary incentives (Thu, 2017).
3. The study "Employee Retention: A Review of Literature" addressed a number of factors for employee retention, including pay, a reward system, opportunities for advancement and growth, involvement in decision-making, work-life balance, a positive work environment, training and development, leadership, and job security, this study came to the conclusion that the human resources policy is complicated and that it was difficult to comprehend the assets that could cause the organization to fail, by keeping these assets, the business and its employees would be kept intact (Das & Baruah, 2013).
4. According to the findings of "A study on the impact of effectiveness of performance appraisal on employee engagement and retention in the health care sector, Tiruchirappalli corporation", performance appraisal implementation requires improvement because there was a sizable information gap in the reward system and low morale and commitment are the result, as well as the effect of the appraisal,

Engagement and retention among employees were impacted by performance (Dhanya & Prashath, 2020).

Systemic process job execution, contribution, employee engagement, retention, communication system, idea sharing, allocating training needs, and career advancement were the aspects that affected performance evaluation (Dhanya & Prashath, 2020).

5. The study "The Impact and Analysis of Performance Appraisal on Employee Motivation and its Effects on Employee Retention in the Banking Sector in Covid 19" addressed each of these issues, including rewards, motivation, the development of the existing structure, legal purpose, compensation, and value understanding. I had come to the conclusion that motivation was directly impacted by performance evaluation, and I had also come to the conclusion that evaluation procedures had an impact on employee behavior and performance, if there was motivation, rewards, and opportunities for future growth, more employees would be retained, and work efficiency would rise (Faisal et al., 2021).

The researcher came to the conclusion through the theoretical frameworks of other researchers that the factors most affecting employee retention are the rewards system, motivation, feedback, career development, and empowerment, so these factors were studied in this study. This conclusion was based on a number of studies, some of which are mentioned in this study and some of which were not.

Chapter Three: Research Methodology

3.1 Overview

A chapter included the research of design, sample size, population, data collecting, questionnaire design and content, instrument validity, pilot of study, and data processing and analysis methodologies.

3.2 Research design

The study commenced in Jan 2022. Literature review was completed at the end of August 2022. Testing of validity, pilot study questionnaire administration and data collection were completed at the end of November 2022.

Data analysis, discussion, conclusions, and recommendations were completed at the end of December 2022.

3.3 Framework of the Research Methodology

3.3.1 Research Methodology

The researcher used a quantitative approach to conduct this analysis, collecting data using a quantitative technique. Using a questionnaire survey methodology, the researcher gathered primary data to serve as an example. So as to emphasize the validity of the questionnaire and the degree of its sincerity, it would be presented to five arbitrators with expertise in human resources management. The respondents would either self-administer the questionnaires, received them in the mail, or received them in person. In order to identify the elements that could avoid employee turnover and kept them satisfied, the questionnaire for this research created in a way that it included all the essential components of performance appraisal process in employee retention. Several

MOH staff pre-tested the questionnaire and ensured its accuracy. To determine whether the questionnaire development was appropriate and clear, a pilot test would be carried out.

The researcher obtained secondary data from a variety of publications, such as books, journals, thesis, and published articles. Employee retention had reportedly become widely accepted in HRM literature on a global scale, according to the research review. The literature research also discussed the value of performance reviews in fostering staff retention that produced intriguing organizational outcomes.

3.4 Research Population, Sample and Sampling Procedure

3.4.1 Population

The research was conducted at the headquarters of the Ministry of Health in Ramallah, Palestine. The ministry has 5 buildings distributed in the city of Ramallah, and the research included all categories of doctors, nurses, administrators, engineers, laboratory technicians and radiology and others.

Workers in Ramallah's Ministry of Health divisions who participated in the study completed questionnaires. population of this study consists of all the employees who work in the buildings where the Ministry is located in Ramallah.

A group of employees of both genders from all categories were purposive selected to participate in this study.

The population of this study represented by the total number of employees in MOH in Ramallah-Palestine (1921 employees). It was obtained a suitable sample that is representative of the total population, the researcher examined both the Herbert and Morgan method and come up the sample.

3.4.2 Sample and Sampling Procedure

Herbert Arkin (1974) suggested that the best sample size for population between 1900 and 2000 should be between 309 and 318, Therefore, the sample size would be limited to 318 employees from the MOH in the West Bank.

Morgan and Krejcie (1970) suggested that the best sample size for population between 1900 and 2000 Should be between 320 and 322. Therefore, the sample size would be limited to 322 employees from the MOH in the west bank.

In spite, so as to obtain a desired and correct sample size the researcher would distributed 350 questionnaires so as to obtain good and reliable results.

3.4.2 Instruments of the Study

The tools utilized in this study were built using a quantitative research methodology. a questionnaire built around the study's goals.

3.4.3 Type of Sample

The population described as all members who met a set of specifications or a specific criterion (Etikan & Bala, 2017). In this study the community consisted of all employees working in the Ministry of Health.

Samples from the population were drawn using a purposive sampling strategy for the quantitative method.

A basic purposive sample allowed the researcher to select the sample at purposive from the sample frame, with this kind of sampling, also known as judgement sampling, the researcher uses their knowledge to choose a sample that will be most helpful to their research goals. (Etikan & Bala, 2017).

A stratified purposive sampling method would be used.

Table 3.1 Shows The Distribution Of The Selected Sample According To Their Demographic Characteristics.

Variable	Categories	Frequencies	Percentage%
Gender	Male	145	41.4
	Female	205	58.6
Age	20-30 years	70	20.0
	31-40 years	119	34.0
	41 years or more	161	46.0
Educational level	Diploma or less	47	13.4
	Bachelor	214	61.1
	Higher education	89	25.4
Job title	Manager	42	12.0
	Vice-manager	9	2.6
	Head-section	116	33.1
	Employee	183	52.3
Years of experience	1-3 years	48	13.7
	4-7 years	33	9.4
	More than 7 years	269	76.9
Department	Medical	26	7.4
	Nursery	58	16.6
	Pharmacist	50	14.3
	Supportive Health career	67	19.1
	Management	104	29.7
	Engineer	17	4.9
	Computer programmers	10	2.9
	Others	18	5.1
Total		350	100%

The findings of table (1) shows the following:

- **Gender:** female respondents came first with (58.6%), while male ones came second with (41.4%).
- **Age:** employees with (41 years old or more) came first with (46.0%), followed by (31-40 years) old with (34.0%), while (20-30 years) old came third and last with (20.0%).
- **Educational level:** Employees with (bachelor) degree had the highest number with (61.1%), followed by (higher education) with (25.4%), while (diploma or less) educational level came third and last with (13.4%).
- **Job title:** the highest number of respondents was the (employees) with (52.3%), followed by (head-section) with (33.1%), and (managers) came third with (12.0%), and finally came (vice-managers) with only (2.6%).
- **Years of experience:** the highest years of experience was (more than 7 years) with (76.9%), followed by (1-3 years) of experience with (13.7%), while employees with (4-7 years) came third and last with (9.4%).
- **Department:** the highest distribution of the sample came in favour of employees who work in (management) with (29.7%), followed by (supportive health career) with (19.1%), and (nursery) department came third with (16.6%), while employees who work as (Pharmacists) came forth with (14.3%), then came (medical) department with (7.4%), and employees who work in (other) departments came sixth with (5.1%), followed by (engineers) with (4.9%), and finally came (computer programmers) who came eighth with only (2.9%).

3.4.4 Questionnaire Design

Based on the outcomes of the pilot study, the first questionnaire draft was intended to be changed. The supervisor and the five arbitrators adjusted and improved the questionnaire's structure, cover letter outlining the aim of the study, the confidentiality of the data to promote a high response rate, and the format for answering was provided with the questionnaire.

The variety of the questions authorized the researcher to get all the data required to support the study's findings, discussion, conclusions, and recommendations. The questions were designed to meet the research objectives and cover the study's major domains.

Section A and Section B were the two sections of the questionnaire.

Section A: Demographic Information

Section A mainly contained demographic characteristics: Background information about the participants. This section consists of six variables: Gender, age, position, education level, job title, experience in the Ministry of Health and departments, and type of work.

Section B: the impact of employee appraisal on employee retention

This section consists of six subsections. In this section, the researcher used the five-point Likert scale to determine the participants' preferences or level of agreement with a series of statements in the questionnaire. It also allowed participants to make a wider range of responses. The neutral option could be considered as an easy option to choose when a participant was uncertain about the statement formulated in the questionnaire.

- The first subsection consisted of ten statements that measured the ministry reward system.

- The second subsection consisted of twelve statements which measured career development in the ministry.
- The third subsection consisted of seven statements which measured empowerment in the ministry.
- The fourth subsection consisted of twelve statements which measured feedback in the ministry.
- The fifth subsection consisted of ten statements which measured motivation in the ministry.
- The six section consisted of eight statements which measured employee retention in the ministry.

Table 3.2: Sample of Likert Scale used in the questionnaire

Score	Responses
1	Strongly Disagree
2	Disagree
3	Neutral
4	Agree
5	Strongly Agree

This type of questionnaire has the following advantages:

1. Since the questions were structured, it was smooth to match the outcome of the survey between staffs of different departments.
2. The respondents were not affected by the researcher.
3. Data collected could be easily analyses using the Statistical (SPSS).
4. Respondents were given necessary time to answer the questionnaire.

3.4.5 Pilot Study

The pilot study, which was often a small-scale study that assisted in planning and adjusting the primary study, was the first step in the overall research methodology (In, 2017). It was also known by several terms as an experimental project, an exploratory study, optional, preliminary, experimental or investigative (Thabane et al., 2010). A pilot study is a limited feasibility study created to choose various components of the intended procedures for carrying out a larger or more in-depth inquiry and ascertainment (Lowe, 2019). Whereas, conducting an empirical study before completing the research designed to help determine the question research or to Choose the proposed study design's feasibility, reliability, and validity (Thabane et al., 2010). As it was based on quantitative methods, large-scale studies might use a several studies experimental data before conducting the main survey, so as to develop a later quantitative phase of the study, researchers could begin gathering and evaluating qualitative data on a relatively uncharted issue (van Teijlingen & Hundley, 2002). The pilot study's main goal was not to provide definitive answers to particular research concerns. However, it stopped researchers from beginning a sizable study before they had enough understanding of the suggested methodologies, and it avoided a fatal mistake in a time- and money-intensive project (Lowe, 2019).

So as to conduct the pilot study, the researcher administered questionnaire to 30 participants. This means that 30 employees' have been involved in determining the reliability of the study questionnaire.

To analyses the reliability of the study questionnaire, two tests were applied; Pearson Correlation was applied to find out the relation between each paragraph and the field that it belonged to, the following table showed these results.

In order to test the validity of the questionnaire, internal consistency validity was verified by calculating the correlation between the degree of the paragraph and the degree on the dimension to which the paragraph belonged to the part related to performance appraisal and employee retention on an exploratory sample that consisted of (30) male and female employees who work at the Palestinian Ministry of Health, where correlation value was significant if the correlation value was significant at ($\alpha \leq 0.05$ or 0.01), which meant that there was a linear correlation between the paragraph and the field it belonged to, otherwise we rejected the paragraph that had low correlation at ($\alpha > 0.05$), which led that the accepted paragraphs had an internal consistency of the study tool. The following table shows the correlation coefficients by using Pearson Correlation test.

Table 3.3: The validity of the internal construction of the scale by calculating the Pearson correlation coefficient between the score on the item and the sub-score of the domain to which the item belongs to (N=30)

table3.3: relationship between each paragraph 1

No.	The relation between the paragraph and the field it belongs to	Sig.	No.	The relation between the paragraph and the field it belongs to	Sig.
First Field: Reward System			1	0.709	0.000**
1	0.927	0.000**	2	0.794	0.000**
2	0.900	0.000**	3	0.764	0.000**
3	0.855	0.000**	4	0.769	0.000**
4	0.904	0.000**	5	0.648	0.000**
5	0.787	0.000**	6	0.671	0.000**
6	0.892	0.000**	7	0.722	0.000**
7	0.943	0.000**	8	0.742	0.000**
8	0.901	0.000**	9	0.779	0.000**
9	0.849	0.000**	10	0.762	0.000**
10	0.878	0.000**	11	0.710	0.000**

No.	The relation between the paragraph and the field it belongs to	Sig.	No.	The relation between the paragraph and the field it belongs to	Sig.
Second Field: Career Development			12	0.673	0.000**
1	0.879	0.000**	Fifth Field: Management motivation		
2	0.881	0.000**	1	0.304	0.103
3	0.837	0.000**	2	0.268	0.152
4	0.702	0.000**	3	0.549	0.002**
5	0.805	0.000**	4	0.478	0.007**
6	0.622	0.000**	5	0.517	0.003**
7	0.762	0.000**	6	0.755	0.000**
8	0.834	0.000**	7	0.758	0.000**
9	0.667	0.000**	8	0.590	0.001*
10	0.844	0.000**	9	0.381	0.038*
11	0.436	0.016*	10	0.857	0.000**
12	0.778	0.000**	11	0.766	0.000**
Third Field: Employees' Empowerment			12	0.700	0.000**
1	0.610	0.000**	Sixth Field: Employees' retention		
2	0.673	0.000**	1	0.513	0.004**
3	0.445	0.014*	2	0.737	0.000**
4	0.890	0.000**	3	0.472	0.009**
5	0.909	0.000**	4	0.593	0.001**
6	0.900	0.000**	5	0.297	0.111
7	0.869	0.000**	6	0.659	0.000**
8	0.879	0.000**	7	0.681	0.000**
Forth Field: Management Feedback			8	0.698	0.000**
			9	0.750	0.000**

* Significant at ($\alpha \leq 0.05$).

The findings of table (1) showed the following:

- First field (Reward System): there statistically significant relation between all paragraphs and the (reward system), where (r-value) were between (0.787-943) with (0.000) significant level, which means that the (10) paragraphs showed its reliability.

- Second field (Career Development): there statistically significant relation between all paragraphs and (career development), where (r-value) were between (0.622-881) with (0.000) significant level except paragraph number (11) which was (r=0.436) at (0.016) significant level, which means that all paragraphs showed its reliability.
- Third field (Employees' Empowerment): there statistically significant relation between all paragraphs and (employees' empowerment) field, since (r-value) came between (0.610-0.909) at (0.000) significant level except paragraph number (3), where (r=0.445) at (0.014) significant level, which means that all fields showed its reliability.
- Forth field (Management Feedback): there statistically significant relation between all paragraphs and (management feedback) field, since (r-value) came between (0.648-0.794) at (0.000) significant level, which means that all fields showed its reliability.
- Fifth field (Management Motivation): there statistically significant relation between fields number (3, 4, 5, 6, 7, 10, 11, 12), since (r-value) came between (0.700-0.857) at (0.000) significant level, and there were also a statistical significant relation between paragraphs number (8 and 9), since (r-values = 0.590 and 0.381) at (0.001 and 0.038) significant levels in sequence, while there were no statistical significant relation between paragraphs number (1 and 2), since (r-values = 0.0.304 and 0.268) at (0.103 and 0.152) significance levels in sequence, so we accepted all paragraphs of (management motivation) except (1 and 2).
- Sixth field (Employees' Retention): there statistically significant relation between paragraphs number (2, 6, 7, 8, 9) and (employees' retention) field, since (r-value) came between (0.659-0.750) significant level, and there were also a statistical

significant relation between paragraphs number (1, 3, 4) and (employees' retention) field, since (r-values = 0.513, 0.472, 0.593) at (0.004, 0.009, 0.001) significant levels, while there were no statistical significant relation between paragraph number (5) and (employees' retention) field), since (r-value=0.297) at (0.111) significant level, so we accepted all paragraphs except paragraph number (5).

The questionnaire has been replaced after this pilot study. As there were some paragraphs not related to the data collections. According to that, there would be another appendix after taking this in consideration. (Appendix C was the replaced appendix).

To test the consistence of the study tool (the questionnaire), we applied Cronbach's Alpha test, the following table showed these results

Table 3.4 Cronbachs' Alpha test to find out the consistency of the study tool.

Field Number	Number of Paragraphs	Cronbachs' Alpha (expletory sample N=30)	Cronbachs' Alpha (selected sample N=350)
First field: Reward System	10	0.968	0.966
Second field: Career Development	12	0.932	0.928
Third field: Employees' Empowerment	8	0.917	0.899
Forth field: Management feedback	12	0.919	0.952
Fifth field: Management motivation	12	0.826	0.878
Sixth field: Employees' retention	9	0.766	0.852

The findings of table (3.4) showed that all fields proved its consistence, according to (Bruin, 2006), since Cronbachs' Alpha values were higher than (0.7), and came between (0.766-0.968), which means that we can accept all paragraphs of the study tool.

So, the study adopted the following all paragraphs of the designed questionnaire (see appendix C):

- First field: (10) paragraphs.
- Second field: all paragraphs except paragraph number (11), so this field will consist of (11) paragraphs.
- Third field: all paragraphs except paragraph number (3), so this field will consist of (7) paragraphs.
- Fourth field: all (12) paragraphs.
- Fifth field: all paragraphs except paragraphs number (1 and 2), so this field will consist of (10) paragraphs.
- Sixth field: all paragraphs except paragraph number (5), so this field will consist of (8) paragraphs.

3.5 Data Collection Method and Procedures

This study used two different sorts of data collection techniques. Primary data made up the first type, and secondary data made up the second. The researcher utilized a survey to collect data from the main sources. The primary sources for the secondary data were books and journal articles. After receiving consent from the general directors of each department, the researcher distributed a questionnaire to the ministry employee directly for the quantitative portion. After it was administered, a three-week period was used to gather the questionnaire. The researcher then had to confirm the quantity of filled questionnaire forms.

3.5.1 Data Analysis Technique

The data analysis technique for the quantitative approach involved several processes and techniques.

For the quantitative method, data were screened and analyzed through adjective and inferential statistics, using SPSS version 21.

Before the quantitative data were analyzed to test their significance to the research hypotheses, the data were screened to ensure that they were entered correctly. The data screening technique is known as part of the data cleaning process in the quantitative method.

Since there was a high likelihood of data entering errors, data files were carefully examined. To check if data had been entered correctly, the data were screened, using the frequencies or descriptive commands within the descriptive statistics method. The data screening results indicated that there were no missing values in each variable. Thus, this implies that there were no data losses or biases

Otherwise, descriptive statistics were used to examine the demographic profile (as presented in Section A of the questionnaire). By explaining the connection between variables in a sample or population, descriptive statistics were used to organize summarize data (Kaur et al., 2018).

Inferential statistics were employed by the researcher to test the research hypotheses. So as to determine whether there was a significant association between two elements, the researcher also utilized the Pearson Correlation test (Verhagen et al., 2004). The significance level displayed in the "correlation" column output was what the researcher focused on, in determining whether the research hypotheses evaluated using this technique were significant or not. The researcher might draw the conclusion that the

alternative study hypotheses were accepted or failed to be rejected if the significant "Sig." value was equal to $p = 0.00$ or less than 0.05 ($p < 0.05$).

The Pearson Correlation coefficient was therefore utilized to determine the strength of the relation between the variables (Wright, 2014). The strength of the relation was determined by looking at the value of "r" as given in the Pearson Correlation table when using Pearson Correlation to analyze the data. The direction of the correlation coefficient often denotes how strongly two variables were related or how strongly they were associated. However, the correlation coefficient would display a value of 0 if there was no relationship (Wright, 2014).

However, one of the assumption tests in linear regression utilizing the ordinary least square (OLS) approach was the linearity test. The aim of the linearity test was to ascertain whether or not the distribution of data for the independent and dependent variables followed a straight line pattern. Because the regression utilized was a linear regression, the linearity assumption must be satisfied. You check the data distribution between the dependent variable and the independent variable in the linear regression linearity assumption test (Wright, 2014).

If the value (sig.) deviation from linearity > 0.05 , then the link between the independent variables were linearity dependent, otherwise it's not linear. The following table showed these results.

Linearity test results:

Table 3.5 :linearity test results 1

			Sum of Squares	df	Mean Square	F	Sig.
Reward system * employee retention	Between Groups	(Combined)	47.182	35	1.348	3.314	.000
		Linearity	30.412	1	30.412	74.764	.000
		Deviation from Linearity	16.771	34	.493	1.213	.200
	Within Groups	126.099	310	.407			
	Total	173.282	345				
Career development * employee retention	Between Groups	(Combined)	65.193	39	1.672	4.732	.000
		Linearity	51.591	1	51.591	146.054	.000
		Deviation from Linearity	13.602	38	.358	1.013	.453
	Within Groups	108.089	306	.353			
	Total	173.282	345				
Employee empowerment * employee retention	Between Groups	(Combined)	86.117	31	2.778	10.007	.000
		Linearity	74.420	1	74.420	268.091	.000
		Deviation from Linearity	11.697	30	.390	1.405	.083
	Within Groups	87.165	314	.278			
	Total	173.282	345				
Management feedback * employee retention	Between Groups	(Combined)	72.821	41	1.776	5.375	.000
		Linearity	55.343	1	55.343	167.473	.000
		Deviation from Linearity	17.478	40	.437	1.322	.101
	Within Groups	100.460	304	.330			
	Total	173.282	345				
Employee motivation * employee retention	Between Groups	(Combined)	63.333	25	2.533	7.369	.000
		Linearity	54.931	1	54.931	159.778	.000
		Deviation from Linearity	8.402	24	.350	1.018	.442
	Within Groups	108.984	317	.344			
	Total	172.317	342				

ANOVA outcome table, value (sig. Deviation from Linearity were (0.200, 0.453, 0.083, 0.101, 0.442) and all of them were >0.05 , it could be concluded that there was a linear impact between the variable of performance appraisal fields (reward system, career development, employee empowerment, management feedback and employee motivation) on employee retention at the Palestinian MOH from employees' point of view, that means regression test will be acceptable to be fulfilled.

Chapter Four: Data Analysis and Discussion

This chapter introduced data analysis to answer the study questions and to analysis hypotheses.

At the beginning, the research needed to find out mean scores of the respondents answers toward each field of the questionnaire. Where meant, standard deviations, percentages and respondents' scale.

4.1 Descriptive Analysis

4.1.1 First Field (Reward System)

To analysis reward system, the mean scores and standard deviations were calculated for all items (questions) to know the impact of reward system on employee retention. Table (4.1) shows the results.

Table 4.1: Means, standard deviations, percentages and respondents' scale toward the first field (reward system).

No.	Statement	Mean	StD	Percentage	Scale
1.	Rewards culture is available at the ministry	2.21	1.18	44.2	Low
2.	The ministry adopts mechanisms for awarding rewards based on efficiency	2.09	1.10	41.8	Low
3.	There are clear strategies for reward system according to employee experience	2.03	1.03	40.6	Low
4.	The ministry grants rewarding bonuses in order to retain employees	2.00	1.03	40.0	Low
5.	The reward system is modern	2.06	1.00	41.2	Low
6.	The ministry seeks a reward system in order to retain employees	2.05	0.99	41.0	Low
7.	The ministry pays great attention to the reward system	2.02	0.99	40.4	Low
8.	The ministry interested to satisfy the nominated employees for rewards in order to retain them	2.10	1.00	42.0	Low
9.	The employees are informed of the policies and mechanism of awarding the rewards	2.05	0.99	41.0	Low
10.	The reward system is fair	1.99	1.02	39.8	Low
Grand total of the reward system field		2.09	0.91	41.8	Low

The data of table (4.1) showed that there was a low degree of (reward system) according to respondents point of view, where the grand total degree was (2.09) with (41.8%) of acceptance, the highest answer came in favor of statement number (1) which stated that (rewards culture is available at the ministry) with a low degree of acceptance (mean=2.21) that represented (44.2%), while the lowest answer came in favor of statement number (10), which stated that (the reward system is fair), with a low degree of acceptance (mean=1.99) that represented (39.8%).

4.1.2 Second Field (Career Development)

To analysis career development, the mean scores and standard deviations were calculated for all items (questions) to know the impact of career development on employee retention. Table (4.2) shows the results.

Table 4.2: Means, Standard Deviations, Percentages and Respondents' Scale Toward the Second Field (Career Development).

No.	Statement	Mean	StD	Percentage	Scale
1.	The development of employees based on clear criteria	2.66	1.09	53.2	Medium
2.	The procedures to develop employees is accurate	2.48	1.02	49.6	Low
3.	Career development is carried out according to job requirements	2.70	1.09	54.0	Medium
4.	Career development procedures depend on an external references	2.73	0.99	54.6	Medium
5.	The selection of the employees is based on the evaluation of the arbitrators for the candidates of career development	2.69	1.06	53.8	Medium
6.	Employees are promoted based on tests	2.51	1.06	50.2	Low
7.	Curriculum vitae of job candidates are carefully studied	2.71	1.07	54.2	Medium
8.	The ministry pays attention to competencies in promotion	2.48	1.06	49.6	Low
9.	There is no favoritism in the career development process	2.42	1.08	48.4	Low
10.	The path of career development is clear and known to all	2.58	1.08	51.6	Low
12.	Employees' promotion policy is clear to all	2.52	1.08	50.4	Low
Grand total of the career development field		2.59	0.84	51.8	Low

The data of table (4.2) showed that there was a low degree of (career development) according to respondents' answers, where the grand total degree was (2.59) with (51.8%) of acceptance, the highest answer came in favor of statement number (4) which stated that (career development procedures depend on an external references) with a medium degree of acceptance (mean=2.69) that represented (54.6%), while the lowest answer came in favor of statement number (9), which stated that (there was no favoritism in the career development process), with a low degree of acceptance (mean=2.42) that represented (48.4%).

4.1.3 Third Field (Employee Empowerment)

To analysis employee empowerment, the mean scores and standard deviations were calculated for all items (questions) to know the impact of employee empowerment on employee retention. Table (4.3) shows the results.

Table 4.3: Means, Standard Deviations, Percentages and Respondents' Scale Toward the Third Field (Employee Empowerment).

No.	Statement	Mean	StD	Percentage	Scale
1.	There are clear employee empowerment strategies followed by the ministry	2.85	1.04	57.0	Medium
2.	The ministry follows scientific methods in order to empower the employees	2.76	0.99	55.2	Medium
3.	Employees participate in decision-making	2.57	1.04	51.4	Low
4.	Employee empowerment reinforce their loyalty and commitment	3.60	1.04	72.0	High
5.	Empowerment makes my job easier, faster and more efficient	3.49	1.03	69.8	High
6.	Empowerment makes my job more effective and economical	3.55	0.98	71.0	High
7.	Empowerment make my job more friendly to customers	3.55	0.95	71.0	High
8.	Empowerment helps the ministry to retain employees	3.53	0.98	70.6	High
Grand total of the employees' empowerment field		3.21	0.75	64.2	medium

The data of table (4.3) showed that there was a medium degree of (employees' empowerment) according to respondents' answers, where the grand total degree was

(3.21) with (64.2%) of acceptance, the highest answer came in favor of statement number (4) which stated that (employee empowerment reinforce their loyalty and commitment) with a high degree of acceptance (mean=3.60) that represented (72.0%), while the lowest answer came in favor of statement number (3), which stated that (employees participate in decision-making), with a low degree of acceptance (mean=2.57) that represented (51.4%).

4.1.4 Fourth Field (Management Feedback)

To analysis management feedback, the mean scores and standard deviations were calculated for all items (questions) to know the impact of management feedback on employee retention. Table (4.4) shows the results.

Table 4.4: Means, Standard Deviations, Percentages and Respondents' Scale Toward the Fourth Field (Management Feedback).

No.	Statement	Mean	StD	Percentage	Scale
1.	There are clear strategies for feedback in the ministry	2.85	0.99	57.0	Medium
2.	The ministry continuously tracks employees feedback	2.77	0.97	55.4	Medium
3.	The feedback focuses on the task and the job in general	2.95	0.97	59.0	Medium
4.	Feedback is provided just-in-time for the process or task	2.77	0.95	55.4	Medium
5.	The ministry is concerned with employee feedback	2.72	0.96	54.4	Medium
6.	Feedback contains written direction and affirmation in place of the note score	2.81	0.92	56.2	Medium
7.	The notes provide clear, specific and achievable future goals	2.95	0.99	59.0	Medium
8.	The feedback aims to motivate the employees sustainability in the ministry	3.04	1.03	60.8	Medium
9.	There is a link between feedback and the planned goals	3.13	1.00	62.6	Medium
10.	There is an independent body that receives feedback	2.77	0.97	55.4	Medium
11.	Employees are able to provide their feedback independently (without any influence / pressure)	2.75	1.03	55.0	Medium
12.	Employees can provide their feedback in easy way	2.74	1.02	54.8	Medium
Grand total of the management feedback field		2.85	0.79	57.0	medium

The data of table (4.4) showed that there was a medium degree of (management feedback) according to respondents' answers, where the grand total degree was (2.85) with (57.0%) of acceptance, the highest answer came in favor of statement number (9)

which stated that (there is a link between feedback and the planned goals) with a medium degree of acceptance (mean=3.13) that represented (62.6%), while the lowest answer came in favor of statement number (5), which stated that (the ministry was concerned with employee feedback), with a medium degree of acceptance (mean=2.72) that represented (54.4%).

4.1.5 Fifth Field (Employee motivation)

To analysis employee motivation, the mean scores and standard deviations were calculated for all items (questions) to know the impact of employee motivation on employee retention. Table (4.5) shows the results.

Table 4.5: Means, Standard Deviations, Percentages and Respondents' Scale Toward the Fifth Field (Employee Motivation).

No.	Statement	Mean	StD	Percentage	Scale
3.	I am satisfied with the salary that I receive	2.42	1.18	48.4	Low
4.	There is satisfaction with the granted lunch breaks, rest leaves and vacations by the ministry	2.74	1.18	54.8	Medium
5.	The ministry provides good physical working conditions	2.68	1.07	53.6	Medium
6.	The employees feel job security in the ministry	2.74	1.15	54.8	Medium
7.	There is a direct relation between employee retention and motivation	3.11	1.09	62.2	Medium
8.	There is a satisfaction of the provided medical benefits in the ministry	3.02	1.04	60.4	Medium
9.	The available retirement benefits are sufficient	2.51	1.09	50.2	Low
10.	The work environment (including offices, space.. etc) increase my job performance	3.39	1.03	67.8	medium
11.	There are continuous meetings with the officials, as necessarily needed	2.89	1.01	57.8	medium
12.	There are clear objectives and work tasks that contribute to motivation to carry out the required tasks	3.04	1.00	60.8	Medium
Grand total of the employee motivation field		2.75	0.79	55.0	Medium

The data of table (4.5) showed that there was a medium degree of (Employee motivation) according to respondents' answers, where the grand total degree was (2.75)

with (55.0%) of acceptance, the highest answer came in favor of statement number (10) which stated that (the work environment including offices, space, etc, increase my job satisfaction) with a medium degree of acceptance (mean=3.39) that represented (67.8%), while the lowest answer came in favor of statement number (3), which stated that (I am satisfied with the salary I receive), with a low degree of acceptance (mean=2.42) that represented (48.4%).

4.1.6 Sixth Field (Employee Retention)

To analysis employee retention, the mean scores and standard deviations were calculated for all items (questions) to know how the ministry of health retain the employees. Table (4.6) shows the results.

Table 4.6: Means, Standard Deviations, Percentages and Respondents' Scale Toward the Sixth Field (Employee Retention).

No.	Statement	Mean	StD	Percentage	Scale
1.	The ministry gives benefits and incentives more attention	2.49	1.06	49.8	Low
2.	Get the praise that I deserve for my efforts	2.62	1.14	52.4	Medium
3.	I believe that putting the three elements (recognition, reward and respect) into practice will improve employee retention	3.88	1.04	77.6	High
4.	The training program is closely related to the advancement of my profession	3.59	1.07	71.8	High
6.	I believe that productivity results are greatly affected by employee retention	3.41	1.02	68.2	High
7.	I believe that periodic feedback helps in employee retention	3.46	0.98	69.2	High
8.	I think that employee empowerment helps to retain employees	3.66	0.96	73.2	High
9.	I can see that employee retention is affected by motivation	3.77	0.99	75.4	High
Grand total of the employee retention field		3.23	0.71	64.6	Medium

The data of table (4.6) showed that there was a medium degree of (employee retention) according to respondents' answers, where the grand total degree was (3.23) with (64.6%) of acceptance, the highest answer came in favor of statement number (3) which

stated that (get the praise that I deserve for my efforts) with a medium degree of acceptance (mean=3.88) that represented (77.6%), while the lowest answer came in favor of statement number (1), which stated that (the ministry gives benefits and incentives more attention), with a low degree of acceptance (mean=2.49) that represented (49.8%).

According to the study questions, the respondents' answers were coded and set in SPSS program, then the researcher applied the appropriate statistics to answer the study questions and to analysis hypotheses.

4.7 Analysis of the Research Questions and hypothesis:

4.7.1 Main Question: What is the Impact of Performance Appraisal on Employee Retention in the Ministry of Health?

To answer the main question, the researcher derived the following first main hypothesis.

H1: There is a significant impact of performance appraisal (Reward system, Career development, empowerment, motivation and feedback) on employee retention

To analyses the first main hypothesis, Multi-Linear Regression test was applied, the following table shows these results.

Table 4.7: Multi-Linear Regression Applied at the First Main Hypothesis

Item	R	R2	B	Std. Error	Beta	t-value	Sig.
Constant	0.729	0.531	0.847	0.125		6.767	0.000
Reward System			0.048	0.041	0.062	1.157	0.248
Career Development			0.020	0.063	0.023	0.319	0.750
Employee Empowerment			0.359	0.054	0.378	6.695	0.000*
Management Feedback			-0.004	0.058	-0.005	-0.073	0.942
Employee motivation			0.361	0.058	0.366	6.234	0.000*

* Significant at ($\alpha \leq 0.05$).

Table (4.7) showed that there were statistical impact of (employee empowerment) and (Employee motivation) factors on (employee retention), where ($t_{\text{calculated}} = 6.695$ and 6.234) in sequence, and there are higher than ($t_{\text{Tabulated}}$) values at (0.000, 0.000) significant levels in sequence, it also showed that there were no statistical impact of (reward system, career development, and management feedback) factors on (employee retention), where ($t_{\text{calculated}} = 1.157, 0.319$ and -0.073), and there were higher than ($t_{\text{Tabulated}}$) values at (0.248, 0.750 and 0.942) significant levels in sequence.

And the table showed there were a significant impact of (Employee empowerment) and (Employee motivation) factors on (Employee retention) ,where ($\text{sig}_{\text{calculated}} = 0.000$ and 0.000) in sequence ,which means the sig lower than ($\alpha \leq 0.05$),it also showed that there were no significant impact of (reward system, career development, and management feedback) factors on (employee retention),where ($\text{sig}_{\text{calculated}} = 0.248, 0.750$ and 0.942) in sequence , which means sig the higher than ($\alpha \leq 0.05$).

To find out the statistical impacts of (employee empowerment) and (employee motivation) factors, the following equation was applied

$$Y = \text{Const.} + \beta_3 X_3 + \beta_5 X_5 \pm e$$

$$\text{Employee Retention} = 0.847 + 0.359 X_3 + 0.361 X_5 + e$$

Which means that if the MOH increased the implementation of both (employee empowerment and management motivation) by one degree, this would increase employee retention by (0.359 and 0.361) degrees in sequence, and this equation could explain (53.12%) of the factors that affected employee retention in the Palestinian MOH.

4.7.2 Research Sub Questions and hypothesis :

RQ1: What is the impact of the reward system on employee retention?

To answer the first question, the researcher derived the following hypothesis.

H1₀: there is no significant impact of Reward system on employee retention.

To analysed the first hypothesis, Linear-Regression was applied, the table 4.7 shows the result.

The findings of table (4.7) showed that the (t Calculated =1.157) and (significant=0.28) in sequence which means there was no impact between reward system and employee retention in MOH according to respondents' answers, it also showed the (t Calculated =1.157), it was lower than (t Tabulated) and (significant=0.28) , it was higher than ($\alpha \leq 0.05$).

RQ2: What is the impact of career development that leads to employee retention?

To answer the second question, the researcher derived the following hypothesis.

H2₀: There is no significant impact of Career development on employee retention.

To analysed the second hypothesis, Linear-Regression was applied, the table 4.7 shows the result.

The findings of table (4.7) showed that the (t Calculated =0.319) and (significant=0.750) in sequence which means there was no impact between career development and employee retention in MOH according to respondents' answers, it also showed the (t Calculated =0.319), it was lower than (t Tabulated) and (significant=0.750) , it was higher than ($\alpha \leq 0.05$).

RSQ3: What is the impact of empowerment affects employee retention?

To answer the third question, the researcher derived the following hypothesis.

H3₀: There is no significant impact of Empowerment on employee retention.

To analysed the third hypothesis, Linear-Regression was applied, the table 4.7 shows the result.

The findings of table (4.7) showed that the (t Calculated =6.695) and (significant=0.000) in sequence which means there was impact between employee empowerment and employee retention in MOH according to respondents' answers, it also showed the (t Calculated =6.695), it was close to (t Tabulated) and (significant=0.000) , it was lower than ($\alpha \leq 0.05$).

RSO4: What is the impact of management feedback on employee retention?

To answer the fourth question, the researcher derived the following hypothesis.

H4₀: 'There is no significant impact of Management feedback on employee retention.

To analysed the fourth hypothesis, Linear-Regression was applied, the table 4.7 shows the result.

The findings of table (4.7) showed that the (t Calculated =-0.073) and (significant=0.942) in sequence which means there was no impact between management feedback and employee retention in MOH according to respondents' answers, it also showed the (t Calculated =-0.07.), it was lower than (t Tabulated) and (significant=0.942) , it was higher than ($\alpha \leq 0.05$).

RSO5: What is the impact of Employee motivation on employee retention?

To answer the fifth question, the researcher derived the following hypothesis.

H5₀: there is no significant of impact of Employee motivation on employee retention.

To analysed the fifth hypothesis, Linear-Regression was applied, the table 4.7 shows the result.

The findings of table (4.7) showed that the (t Calculated =6.234) and (significant=0.000) in sequence which means there was impact between employee motivation and employee retention in MOH according to respondents' answers, it also showed the (t Calculated =6.234), it was close (t Tabulated) and (significant=0.000) , it was lower than ($\alpha \leq 0.05$).

RQ6: is there a significant difference for the demographic variables values for the performance appraisal (Reward system, Career development, empowerment, motivation and feedback) and for the employee's retention?

The researcher derived the following second main hypothesis:

H2: There is a significant difference for the demographic variables values for the performance appraisal (Reward system, Career development, empowerment, motivation and feedback) and for the employee's retention?

To analyses the second main hypothesis, the researcher derived the following sub-hypotheses and applied (General Linear Model) test by using Univariate Analysis.

H2-1: There is a significant difference for the demographic variables values for the performance appraisal (Reward system, Career development, empowerment, motivation and feedback) and for the employee's retention?

Table 4.8: General Linear Model Applied to Test Hypothesis H2-1 According to Employees' Demographic Characteristics.

Source		Type III Sum of Squares	df	Mean Square	F	Sig.
Intercept	Hypothesis	1733.471	1	1733.471	2830.954	.014
	Error	.591	.965	.612		
Reward System	Hypothesis	47.024	35	1.344	4.300	.000
	Error	10.636	34.040	.312		
Gender	Hypothesis	.594	1	.594	1.691	.196
	Error	37.324	106.281	.351		
Reward System * gender	Hypothesis	7.172	24	.299	.730	.819
	Error	116.622	285	.409 ^d		
Intercept	Hypothesis	1752.984	1	1752.984	11846.350	0.000
	Error	0.519	3.505	0.148		
Reward System	Hypothesis	41.430	35	1.184	3.491	0.000
	Error	34.363	101.337	0.339		
age	Hypothesis	0.242	2	0.121	0.336	0.715
	Error	60.532	168.215	0.360		
Reward System * age	Hypothesis	15.848	51	0.311	0.725	0.916
	Error					
Intercept	Hypothesis	1505.098	1	1505.098	527.606	0.000
	Error	0.733	2.709	.285		
Reward System	Hypothesis	41.131	35	1.175	2.648	0.000
	Error	30.242	68.148	0.444		
Educational level	Hypothesis	0.546	2	0.273	0.635	0.532
	Error	52.033	121.021	0.430		
Reward System * Educational level	Hypothesis	22.222	49	0.454	1.142	0.255
	Error	102.866	259	0.397		
Intercept	Hypothesis	925.659	1	925.659	2226.145	0.000
	Error	3.312	7.964	0.416		
Reward System	Hypothesis	31.041	35	0.887	1.979	0.007
	Error	33.827	75.484	0.448		
Job position	Hypothesis	1.266	3	0.422	0.991	0.399
	Error	60.428	141.840	0.426		
Reward System * Job position	Hypothesis	22.920	49	0.468	1.220	0.166

Source		Type III Sum of Squares	df	Mean Square	F	Sig.
	Error	98.918	258	0.383		
Intercept	Hypothesis	1229.187	1	1229.187	808.132	0.001
	Error	3.341	2.196	1.521		
Reward System	Hypothesis	36.287	35	1.037	3.563	0.000
	Error	19.682	67.646	0.291		
Years of experience	Hypothesis	3.455	2	1.727	5.508	0.005
	Error	34.190	109.030	0.314		
Reward System * years of experience	Hypothesis	11.895	44	0.270	0.641	0.962
	Error	111.280	264	0.422		
Intercept	Hypothesis	1473.775	1	1473.775	4008.982	0.000
	Error	6.742	18.340	0.368		
Reward System	Hypothesis	36.896	35	1.054	2.689	0.000
	Error	77.736	198.285	0.392		
Department	Hypothesis	2.447	7	0.350	0.892	0.514
	Error	78.080	199.143	0.392		
Reward System * department	Hypothesis	35.414	92	0.385	0.950	0.605
	Error	85.498	211	0.405		

The findings of table (4.8) showed that there was no statistical significant differences at ($\alpha \leq 0.05$) between mean scores of respondents toward the impact of (Reward System) on employee retention due to all of their demographic characteristics (gender, age, educational level, job position, years of experience, department). Where ($F_{Calculated} = 0.730, 0.725, 1.142, 1.220, 0.641, 0.950$) and all of them were lower than ($F_{Tabulated}$) value at (0.819, 0.916, 0.255, 0.166, 0.962, 0.605) significance levels.

H2-2: There is a significant difference with ($\alpha \leq 0.05$) between mean scores of respondents toward the impact of (Career Development) on employee retention due to their demographic characteristics (gender, age, job position, educational level, years of experience, department).

Table 4.9: General Linear Model Applied to Test Hypothesis H2-2 According to Employees' Demographic Characteristics.

Source		Type III Sum of Squares	df	Mean Square	F	Sig.
Intercept	Hypothesis	1964.633	1	1964.633	1764.705	0.013
	Error	1163	1.044	1.113		
Career Development	Hypothesis	58.480	39	1.499	4.308	0.000
	Error	13.339	38.320	0.348		
Gender	Hypothesis	1.171	1	1.171	3.370	0.070
	Error	25.706	74.010	0.347		
Career Development * gender	Hypothesis	11.841	34	0.348	1.008	0.461
	Error	93.618	271	0.345		
Intercept	Hypothesis	2060.345	1	2060.345	8990.390	0.000
	Error	0.742	3.237	0.229		
Career Development	Hypothesis	55.619	39	1.426	3.786	0.000
	Error	33.142	87.973	0.377		
Age	Hypothesis	0.420	2	0.210	0.564	0.571
	Error	41.990	112.695	0.373		
Career Development * age	Hypothesis	24.128	63	0.383	1.105	0.293
	Error	83.505	241	0.346		
Intercept	Hypothesis	1721.630	1	1721.630	10706.618	0.000
	Error	0.598	3.721	0.161		
Career Development	Hypothesis	55.526	39	1.424	3.827	0.000
	Error	25.821	69.414	0.372		
Educational level	Hypothesis	0.269	2	0.135	0.365	0.695
	Error	35.596	96.704	0.368		
Career Development * Educational level	Hypothesis	20.628	55	0.375	1.074	0.350
	Error	86.959	249	0.349		
Intercept	Hypothesis	984.384	1	984.384	1796.328	0.000

Source		Type III Sum of Squares	df	Mean Square	F	Sig.
Career Development	Error	3.347	6.107	0.548		
	Hypothesis	46.017	39	1.180	3.061	0.000
Job position	Error	32.534	84.386	0.386		
	Hypothesis	2.149	3	0.716	1.909	0.132
Career Development * Job position	Error	47.275	125.974	0.375		
	Hypothesis	24.474	62	0.395	1.164	0.211
Intercept	Error	81.756	241	0.339		
	Hypothesis	1332.414	1	1332.414	1805.963	0.000
Career Development	Error	1.704	2.309	0.738		
	Hypothesis	54.572	39	1.399	3.959	0.000
Years of experience	Error	15.053	42.592	0.353		
	Hypothesis	1.610	2	0.805	2.285	0.109
Career Development * years of experience	Error	24.389	96.216	0.352		
	Hypothesis	14.846	42	0.353	1.014	0.454
Intercept	Error	91.338	262	0.349		
	Hypothesis	1664.021	1	1664.021	2731.391	0.000
Career Development	Error	6.375	10.465	0.609		
	Hypothesis	54.988	39	1.410	3.751	0.000
Department	Error	64.291	171.021	0.376		
	Hypothesis	5.176	7	0.739	1.987	0.059
Career Development * department	Error	68.921	185.240	0.372		
	Hypothesis	47.260	120	0.394	1.273	0.072
Intercept	Error	55.388	179	0.309		
	Hypothesis					

The findings of table (4.9) showed that there was no statistical significant differences at ($\alpha \leq 0.05$) between mean scores of respondents toward the impact of (Career Development) on employee retention due to all of their demographic characteristics (gender, age, educational level, job position, years of experience, department). Where ($F_{calculated} = 1.008, 1.105, 1.074, 1.164, 1.014, 1.273$) and all of them were lower than ($F_{Tabulated}$) value at (0.461, 0.293, 0.350, 0.211, 0.454, 0.072) significance levels.

H2-3: There is a significant difference with ($\alpha \leq 0.05$) between mean scores of respondents toward the impact of (Employee Empowerment) on employee retention due to their demographic characteristics (gender, age, job position, educational level, years of experience, department).

Table 4.10: General Linear Model Applied to Test Hypothesis H2-3 According to Employees' Demographic Characteristics.

Source		Type III Sum of Squares	df	Mean Square	F	Sig.
Intercept	Hypothesis	1175.644	1	1175.644	3031.842	0.004
	Error	0.496	279	0.388		
Employee Empowerment	Hypothesis	84.170	31	2.715	10.477	0.000
	Error	9.264	35.746	0.259		
Gender	Hypothesis	0.407	1	0.407	1.521	0.220
	Error	25.840	96.632	0.367		
Employee Empowerment * gender	Hypothesis	6.119	24	0.255	0.911	0.286
	Error	80.844	289	0.280		
Intercept	Hypothesis	1247.072	1	1247.072	1886.276	0.000
	Error	1.627	2.461	0.661		
Employee Empowerment	Hypothesis	68.155	31	2.199	8.605	0.000
	Error	21.441	83.918	0.255		
Age	Hypothesis	1.546	2	0.773	2.972	0.055
	Error	31.721	121.966	0.260		
Employee Empowerment * age	Hypothesis	10.067	41	0.246	0.875	0.690
	Error	76.063	271	0.281		
Intercept	Hypothesis	1084.299	1	1084.299	1597.941	0.000
	Error	1.658	2.443	0.679		
Employee Empowerment	Hypothesis	68.726	31	2.217	7.655	0.000
	Error	22.764	78.597	0.290		
Educational level	Hypothesis	1.620	2	0.810	2.826	0.064
	Error	29.482	102.842	0.287		
Employee Empowerment * Educational level	Hypothesis	12.517	42	0.298	1.105	0.314
	Error	72.847	270	0.270		

Source		Type III Sum of Squares	df	Mean Square	F	Sig.
Intercept	Hypothesis	717.959	1	717.959	1461.533	0.000
	Error	2.890	5.883	0.491		
Employee Empowerment	Hypothesis	68.214	31	2.200	8.958	0.000
	Error	32.370	131.772	0.246		
Job position	Hypothesis	2.126	3	0.709	2.828	0.040
	Error	40.866	163.065	0.251		
Employee Empowerment * Job position	Hypothesis	10.142	46	0.220	0.766	0.862
	Error	76.269	0.265	0.288		
Intercept	Hypothesis	881.812	1	881.812	1431.006	0.000
	Error	1.628	2.641	0.616		
Employee Empowerment	Hypothesis	53.942	31	1.740	7.120	0.000
	Error	16.263	66.542	0.244		
Years of experience	Hypothesis	1.491	2	0.745	3.013	0.055
	Error	19.780	79.938	0.247		
Employee Empowerment * years of experience	Hypothesis	7.888	34	0.232	0.827	0.743
	Error	78.014	278	0.281		
Intercept	Hypothesis	1070.510	1	1070.510	1510.246	0.000
	Error	7.150	10.086	0.709		
Employee Empowerment	Hypothesis	73.890	31	2.384	8.148	0.000
	Error	48.670	166.371	0.293		
Department	Hypothesis	7.416	7	1.059	3.624	0.001
	Error	48.872	167.149	0.292		
Employee Empowerment * department	Hypothesis	28.607	91	0.314	1.263	0.087
	Error	53.766	216	0.249		

The findings of table (4.10) showed that there was no statistical significant differences at ($\alpha \leq 0.05$) between mean scores of respondents toward the impact of (Employee Empowerment) on employee retention due to all of their demographic characteristics (gender, age, educational level, job position, years of experience, department). Where (F

Calculated = 0.911, 0.875, 1.105, 0.766, 0.827, 1.263) and all of them were lower than (*F_{Tabulated}*) value at (0.286, 0.690, 0.314, 0.862, 0.743, 0.087) significance levels.

H2-4: There is a significant difference with ($\alpha \leq 0.05$) between mean scores of respondents toward the impact of (Employee Motivation) on employee retention due to their demographic characteristics (gender, age, job position, educational level, years of experience, department).

Table 4.11: General Linear Model Applied to Test Hypothesis H2-4 According to Employees' Demographic Characteristics.

Source		Type III Sum of Squares	Df	Mean Square	F	Sig.
Intercept	Hypothesis	1544.906	1	1544.906	6796.125	0.000
	Error	0.563	2.479	0.227		
Employee Motivation	Hypothesis	70.150	41	1.711	6.712	0.000
	Error	13.498	52.952	0.255		
Gender	Hypothesis	0.186	1	0.186	0.695	0.407
	Error	21.369	79.791	0.268		
Employee Motivation * gender	Hypothesis	6.803	29	0.235	0.699	0.876
	Error	91.944	91.944	0.336		
Intercept	Hypothesis	1638.538	1	1638.537	5620.608	0.000
	Error	1.135	3.893	0.292		
Employee Motivation	Hypothesis	63.009	41	1.537	5.257	0.000
	Error	29.080	99.470	0.292		
Age	Hypothesis	0.546	2	0.273	0.928	0.398
	Error	31.983	108.651	0.294		
Employee Motivation * age	Hypothesis	13.789	50	0.276	0.814	0.808
	Error	85.415	252	0.339		
Intercept	Hypothesis	1285.904	1	1285.904	9234.236	0.000
	Error	1.125	8.080	0.139		
Employee Motivation	Hypothesis	57.271	41	1.397	3.277	0.000
	Error	28.335	66.466	0.426		
Educational level	Hypothesis	0.183	2	0.091	0.217	0.805
	Error	29.853	70.918	0.421		

Source		Type III Sum of Squares	Df	Mean Square	F	Sig.
Employee Motivation * Educational level	Hypothesis	20.238	43	0.471	1.521	0.026*
	Error	80.167	259	0.310		
Intercept	Hypothesis	858.751	1	858.751	1464.437	0.000
	Error	3.484	5.942	0.586		
Employee Motivation	Hypothesis	54.097	41	1.319	4.006	0.000
	Error	33.902	102.933	0.329		
Job position	Hypothesis	2.620	3	0.873	2.656	0.052
	Error	38.447	116.886	0.329		
Employee Motivation * Job position	Hypothesis	17.265	52	0.332	1.027	0.433
	Error	80.529	249	0.323		
Intercept	Hypothesis	1082.815	1	1082.815	2002.832	0.000
	Error	1.418	2.622	0.541		
Employee Motivation	Hypothesis	55.352	41	1.350	4.874	0.000
	Error	16.432	59.330	0.277		
Years of experience	Hypothesis	1.174	2	0.587	2.063	0.134
	Error	23.597	82.900	0.285		
Employee Motivation * years of experience	Hypothesis	10.982	41	0.268	0.808	0.792
	Error	86.503	261	0.331		
Intercept	Hypothesis	1354.221	1	1354.221	2197.344	0.000
	Error	6.626	10.752	0.616		
Employee Motivation	Hypothesis	58.023	41	1.415	4.567	0.000
	Error	55.599	179.435	0.310		
Department	Hypothesis	5.565	7	0.795	2.561	0.015
	Error	58.478	188.401	0.310		
Employee Motivation * department	Hypothesis	30.679	101	0.304	0.929	0.658
	Error	64.103	0.196	0.327		

The findings of table (4.11) showed that there was no statistical significant differences at ($\alpha \leq 0.05$) between mean scores of respondents toward the impact of (Employee Motivation) on employee retention due to all of their demographic characteristics

(gender, age, job position, years of experience, department) except their (educational level). Where ($F_{Calculated} = 0.699, 0.814, 1.027, 0.808, 0.929$) and all of them were lower than ($F_{Tabulated}$) value at (0.876, 0.808, 0.433, 0.792, 0.658) significance levels. While there was a statistical significant differences at ($\alpha \leq 0.05$) between mean scores of respondents toward the impact of (Employee Motivation) on employee retention due to their (educational level), where ($F_{Calculated} = 1.521$) and it was higher than ($F_{Tabulated}$) value at (0.026) significance level.

To find out the statistical differences between respondents' answers toward the impact of (employee motivation) on employee retention at the Palestinian Ministry of Health due to their (educational level), comparison between mean scores of respondents were shown in the following table

Table 4.12: Differences between Mean Scores of Respondents toward the Impact of Employee Motivation on Employee Retention Due to their Educational Level.

		Diploma or less	Bachelor	Higher Education
The impact of employee motivation on employee retention due to their educational level	Diploma or less		-0.04	0.16
	Bachelor	0.04		0.25*
	Higher Education	-0.16	-0.25*	

statistically significant at ($\alpha \leq 0.05$).

The data of table (4.12) showed that there was a statistical difference between mean score of respondents' answers toward the impact of employee motivation on employee retention due to their educational level between (bachelor) and (higher education) in favor of (bachelor) degree.

H2-5: There is a significant difference with ($\alpha \leq 0.05$) between mean scores of respondents toward the impact of (Management Feedback) on employee retention due to their demographic characteristics (gender, age, job position, educational level, years of experience, department).

Table 4.13: General Linear Model Applied to Test Hypothesis H2-5 According to Employees' Demographic Characteristics.

Source		Type III Sum of Squares	df	Mean Square	F	Sig.
Intercept	Hypothesis	1629.863	1	1629.863	4331.445	0.005
	Error	0.443	1.177	0.376		
Management Feedback	Hypothesis	58.488	25	2.340	5.326	0.000
	Error	11.089	25.242	0.439		
Gender	Hypothesis	0.383	1	0.383	0.973	0.328
	Error	22.801	57.896	0.394		
Management Feedback * gender	Hypothesis	10.266	23	0.446	1.352	0.133
	Error	96.722	0.293	0.330		
Intercept	Hypothesis	1504.120	1	1504.120	1389.084	0.000
	Error	1.095	10.119	0.108		
Management Feedback	Hypothesis	59.449	25	2.378	5.766	0.000
	Error	27.480	66.638	0.412		
Age	Hypothesis	0.118	2	0.059	0.148	0.863
	Error	34.111	85.441	0.399		
Management Feedback * age	Hypothesis	17.894	40	0.447	1.368	0.078
	Error	89.911	275	0.327		
Intercept	Hypothesis	1305.063	1	1305.063	3526.321	0.000
	Error	1.128	3.049	0.370		
Management Feedback	Hypothesis	64.816	25	2.593	6.130	0.000
	Error	29.060	68.711	0.423		
Educational level	Hypothesis	0.766	2	0.383	0.935	0.396
	Error	34.772	84.941	0.409		
Management Feedback * Educational level	Hypothesis	19.112	41	0.466	1.439	0.048*
	Error	88.770	274	0.324		
Intercept	Hypothesis	872.423	1	872.423	2760.494	0.000

Source		Type III Sum of Squares	df	Mean Square	F	Sig.
Management Feedback	Error	3.840	12.152	0.316		
	Hypothesis	48.344	25	1.934	5.171	0.000
Job position	Error	29.297	78.341	0.374		
	Hypothesis	0.873	3	0.291	0.798	0.497
Management Feedback * Job position	Error	46.422	127.347	0.365		
	Hypothesis	18.159	47	0.386	1.143	0.255
Intercept	Error	90.238	267	0.338		
	Hypothesis	1092.444	1	1092.444	1061.353	0.000
Management Feedback	Error	2.414	2.345	1.029		
	Hypothesis	44.265	25	1.771	5.796	0.000
Years of experience	Error	15.207	49.782	0.305		
	Hypothesis	2.783	2	1.241	4.005	0.023
Management Feedback * years of experience	Error	21.481	69.309	0.310		
	Hypothesis	10.191	34	0.300	0.893	0.643
Intercept	Error	94.307	281	0.336		
	Hypothesis	1438.981	1	1738.981	2850.822	0.000
Management Feedback	Error	6.330	12.540	0.505		
	Hypothesis	49.743	25	1.990	5.355	0.000
Department	Error	59.812	160.967	0.372		
	Hypothesis	4.271	7	0.610	1.654	0.123
Management Feedback * department	Error	63.238	171.442	0.369		
	Hypothesis	38.711	98	0.395	1.267	0.080
Intercept	Error	66.115	212	0.312		

The findings of table (4.13) showed that there was no statistical significant differences at ($\alpha \leq 0.05$) between mean scores of respondents toward the impact of (Management Feedback) on employee retention due to all of their demographic characteristics (gender, age, job position, years of experience, department) except their (educational level). Where ($F_{\text{calculated}} = 1.352, 1.368, 1.143, 0.893, 1.267$) and all of them were lower than ($F_{\text{tabulated}}$) value at (0.133, 0.078, 0.255, 0.643, 0.080) significance levels. While

there was a statistical significant differences at ($\alpha \leq 0.05$) between mean scores of respondents toward the impact of (Management Feedback) on employee retention due to their (educational level), where ($F_{Calculated} = 1.439$) and it was higher than ($F_{Tabulated}$) value at (0.048) significance level.

To find out the statistical differences between respondents' answers toward the impact of (management feedback) on employee retention at the Palestinian Ministry of Health due to their (educational level), comparison between mean scores of respondents were shown in the following table

Table 4.14: Differences between Mean Scores of Respondents toward the Impact of Management Feedback on Employee Retention Due to their Educational Level.

		Diploma or less	Bachelor	Higher Education
The impact of management feedback on employee retention due to their educational level	Diploma or less		-0.05	0.16
	Bachelor	0.05		0.62*
	Higher Education	-0.16	-0.62*	

statistically significant at ($\alpha \leq 0.05$).

The data of table (4.14) showed that there were statistical differences between mean score of respondents' answers toward the impact of management feedback on employee retention due to their educational level between (bachelor) and (higher education) in favor of (bachelor) degree.

Chapter Five: Findings, Discussion and Recommendation

The study aimed to discover the impact of the impact of performance appraisal (empowerment, rewards, feedback, career development and motivation) on employee retention: case of the Palestinian MOH. So, this chapter introduced a discussion of the study analysis according to the revealed results.

5.1 Findings

In the light of the investigation of the results that have been achieved and analyzed as a reflection on the retention of employees, the thesis found that some variable has a relationship with retention and some factors haven't relationship with retention.

5.1.1 Main Question: What is the Impact of Performance Appraisal on Employee Retention the Ministry of Health?

In order to answer the main question, the researcher derived the main first hypothesis which stated that: There was no significant impact of performance appraisal (Reward System, Career Development, Employee Empowerment, Employee motivation, Management Feedback) on employee retention.

The study revealed that there were statistical impacts of performance appraisal factors (Employee empowerment, Employee motivation) on employee retention in the Palestinian Ministry of Health from employees' point of view, where an increase of implementing (Employee empowerment and Employee motivation) by one degree would cause an increase of employee retention by (0.359 and 0.361) in sequence, while the other performance appraisal factors had no statistical impact in employee retention.

5.1.2 Question Number One: What is the Impact of the Reward System on Employee Retention?

In order to answer the question, the researcher derived the first sub-hypothesis which stated that: There was no significant impact of reward system on employee retention.

The study found that there was no significant statistical impact of implementing reward system in employee retention at the Palestinian Ministry of Health. This result could be explained by respondents' low answers towards some factors of the implemented reward system at the Palestinian Ministry of Health (mean=2.09, 41.8%) of acceptance, where they believed that (reward culture is available at the ministry, the ministry adopted mechanisms for awarding rewards based on efficiency, there were clear strategies for reward system according to employee experience. The ministry granted rewarding bonuses in order to retain employees, the reward system was modern, the ministry sought a reward system in order to retain employees, the ministry paid great attention to the reward system, the ministry interested to satisfy the nominated employees for rewards in order to retain them, the employees were informed of the policies and mechanisms of awarding the rewards, and the reward system was fair) with low degree of acceptance, which led to the fact that if the Palestinian Ministry of Health increased its implementation of these factors by one degree, employee retention would be increased by (0.048) degree, so the higher degree of implementing reward system would lead to a higher degree of employee retention.

5.1.3 Question Number Two: What is the Impact of Career Development that Leads to Employee Retention?

To answer sub-question two, the researcher derived the following hypothesis which stated that: There was no significant impact of career development on employee retention.

The study found that there was a no significant statistical impact of career development on employee retention, this result could be explained by respondents' low answers towards some factors of the implemented career development at the Palestinian Ministry of Health (mean=2.59, 51.8%) of acceptance, where they believed that (the procedures to develop employees is accurate, employees were promoted based on tests, the ministry paid attention to competencies, in promotion, there was no favoritism in the career development process, the path of career development was clear and known to all, employees' promotion policy was clear to all) with low degree of acceptance, on the other hand, the respondents believed that (the development of employees based on clear criteria, career development was carried out according to job requirements, career development procedures depend on external references, the selection of the employees was based on the evaluation of the arbitrators for the candidates of career development, and curriculum vitae of job candidates were carefully studied) with medium degree of acceptance, which led to the fact that if the Palestinian Ministry of Health increased its implementation of these factors by one degree, employee retention would be increased by (0.020) degree.

5.1.4 Question Number Three: What is the Impact of Empowerment Affects Employee Retention?

In order to answer question number three, the researcher derived the following hypothesis: There was no significant impact of empowerment on employee retention.

The study revealed that there was a statistical significant impact of employee empowerment on employee retention from respondents' point of view, this result could be explained by respondents' medium answers towards some factors of the implemented employee empowerment at the Palestinian Ministry of Health (mean=3.21, 64.28%) of acceptance, where they believed that (employee empowerment reinforced their loyalty and commitment, empowerment made their job easier, faster and more efficient, empowerment made their job more effective and economical, empowerment made their job more friendly to customers and empowerment helped the ministry to retain employees) with high degree of acceptance, on the other hand, the respondents believed that (there were clear employee empowerment strategies followed by the ministry, and the ministry followed scientific methods in order to empower the employees) with medium degree of acceptance, they also believed that (employee participate in decision-making) had a low degree of acceptance. which led to the fact that if the Palestinian Ministry of Health increased its implementation of these factors by one degree, employee retention would be increased by (0.359) degree.

5.1.5 Question Number Four: What is the Impact of Management Feedback on Employee Retention?

In order to answer this question, the researcher derived the following hypothesis which stated that: There was no significant impact of management feedback on employee retention.

The study found that there was no significant statistical impact of management feedback on employee retention at the Palestinian Ministry of Health from employees' point of view. This result could be explained by respondents' medium answers towards some factors of the implemented management feedback at the Palestinian Ministry of Health (mean=2.85, 57.0%) of acceptance, where they believed that (there were clear strategies for feedback in the ministry, the ministry continuously tracked employees feedback, the feedback focused on the task and the job in general, feedback was provided just-in-time for the process or task, the ministry was concerned with employee feedback, it contained written direction and affirmation in place of the note score. The notes provided clear, specific and achievable future goals, the feedback aimed to motivate the employees' sustainability in the ministry, there was a link between feedback and the planned goals, here was an independent body that received feedback, employees were able to provide their feedback independently, and employees could provide their feedback in easy way) with medium degree of acceptance. which led to the fact that if the Palestinian Ministry of Health increased its implementation of these factors by one degree, employee retention would be increased by (-0.004) degree.

5.1.6 Question Number Five: What is the Impact of Employee Motivation on Employee Retention?

In order to answer question number five, the researcher derived the following hypothesis which stated that: There was no significant impact of Employee motivation on employee retention.

The findings showed that there was a statistical significant impact of Employee motivation on employee retention in the Palestinian Ministry of Health from respondents' point of view. This result could be explained by respondents' medium

answers towards some factors of the implemented employee motivation at the Palestinian Ministry of Health (mean=2.75, 55.0%) of acceptance, where they believed that (I am satisfied with the salary that I receive, and the available retirement benefits are sufficient) with low degree of acceptance, on the other hand, respondents believed that (there was satisfaction with the granted lunch breaks, rest leaves and vacations by the ministry, the ministry provided good physical working conditions, the employees felt job security in the ministry, there was a direct relation between employee retention and motivation, there was a satisfaction of the provided medical benefits in the ministry, the work environment “including offices, space, ..etc” increased their job performance, there were continuous meetings with the officials as necessarily needed, and there were clear objectives and work tasks that contribute to motivation to carry out the required tasks) with medium degree of acceptance. which led to the fact that if the Palestinian Ministry of Health increased its implementation of these factors by one degree, employee retention would be increased by (0.361) degree.

5.1.7 Question Number Six: is the Performance Appraisal (Reward System, Career Development, Employee Empowerment, Employee Motivation and Management Feedback) Have an Impact on Employees’ Retention? With Regards to their Demographic Profile?

In order to answer the last question, the researcher derived the following second main hypothesis which stated that: There was the performance appraisal (Reward system, Career development, employee empowerment, employee motivation and management feedback) have an impact on employees’ retention? With regards to their demographic profile?

The study revealed that there was no statistical significant performance appraisal (Reward system, Career development, employee empowerment, employee motivation and management feedback) have an impact on employees' retention? With regards to their demographic profile?

It also found that there were no statistical significant differences at ($\alpha \leq 0.05$) between mean scores of respondents toward the impact of (employee motivation, management feedback) on employee retention due to all of their demographic characteristics (gender, age, job position, years of experience, department) except their (educational level), where ($t_{Calculated} = 1.521$ and 1.439) and they were lower than ($t_{Tabulated}$), and the ($sig_{Calculated} = 0.026$ and 0.048) it were lower than ($\alpha \leq 0.05$).

5.2 Discussion

The study conducted by the researcher, she found several articles that were in line with the results of this study, and some were not in line with it. Therefore, she added her own point of view to the study with each factor as followed:

- **Reward system:**

The results of the study showed that there is no impact of reward system on employee retention, as it was found that these results were not in line with a serval of researchers (for example, but not limited to) including (Reddy, 2021; Amadi et al., 2021; Alhmoud & Rjoub, 2019; Alhmoud & Rjoub, 2020) as they agreed in their research that the reward system was closely related to employee retention, and this was not consistent with what appeared in this study.

And it was from the researcher's opinion that the reward system was closely related to the retention of employees, as these results appeared in the study based on employees'

dissatisfaction with salaries, the lack of rewarding bonuses, there was no justice in rewards and the lack of a reward system culture.

Although the hypothesis had been invalidated, the researcher was certain that if the ministry improves the rewards system, the result was reversed, as it became as there was a relationship between them.

- **Career Development:**

The study's findings revealed no impact of career development on employee retention, which meant they did not agree with those of (Siddiqui et al., 2021, Houssein et al., 2020, Al-Aali, 2021; Nagarathanam et al., 2018), who reported that development was a key factor in employee retention.

Researcher stated that career development had an important role in employees retention if the ministry sets clear standards for employee development, the procedures are characterized by accuracy, employee development according to job requirements, CVs and tests for their development, and good training plans must be put in place for employees to urge them to Career development, that will make the career development be used not only to retain employees but also to increase loyalty and satisfaction.

- **Employee Empowerment:**

Study indicated that there is impact of employee empowerment on employees retention, and these results were in consistent with several studies, including (Emmanuel et al., 2021; Gul et al., 2022) as it appeared through their study that this impact existed.

The researcher found that the results of this study were based on the ministry's performance in empowering employees in terms of enhancing their participation in decision-making, the existence of clear empowerment strategies, and employees' awareness of the importance of empowerment. Perhaps the ministry must maintain this

level of empowerment, and accordingly the ministry must improve to a better level than they were, because it's empowerment that will maintain employees and increase their loyalty and satisfaction.

It was worth noting that the feedback, if done correctly, will increase the effectiveness of the employees, because if they are submitted in a timely manner, the employees will know their weaknesses and work to improve them, thus the Ministry will retain its employees.

- **Management Feedback:**

The study showed that there was no impact of feedback on employee retention, and several studies were not consistent with (Farooq & Khan, 2011) study, where they agreed that there was the impact on feedback and employee retention.

The researcher opinion, that the results of the study were based on several problems in the feedback system in the ministry, including the lack of clear strategies for feedback, failure to provide feedback in a timely manner to employees, and the absence of a party to receive feedback.

It was worth noting that the feedback, if done correctly, will increase the effectiveness of the employees, because if they are submitted in a timely manner, the employees will know their weaknesses and work to improve them, thus the Ministry will retain its employees.

- **Employee motivation:**

Study showed that there is impact of employee motivation on employee retention, as agreed by (Almulla & Alzoubi (2019); Ogundare (2022)). with this study.

From the researcher's point of view, motivation played an important role in retaining employees, as the researcher found that the ministry worked to motivate employees in a

many ways, such as health insurance and retirement salary after service for a certain number of years and other motivation methods that increased employee retention and increased their satisfaction and loyalty.

5.3 Recommendations

Upon the findings of this research, the study recommended decision-makers, and the upper administrators at the Palestinian MOH to revise the implemented strategy related to employees' performance appraisal, since the results showed low and medium degrees of implementing (reward system, career development, employee empowerment, management feedback, employee motivation) which led to a medium degree of implementing employee retention policy.

The study also recommended to pay more attention to the employees' educational level since it proved that employees who had bachelor degree had higher degree of acceptance toward the impact of (employee motivation and management feedback) on employee retention rather than the other educational levels (diploma or less and higher education), since they represented the highest percentage of working employees.

The study also recommended working employees at the Palestinian MOH to develop their skills, professionally and scientifically, which might increase their probability of career succession, where according to the Ministry's laws and legislations related to career development, the more active, skilled, educated and effective public servants the more chance of career succession and development.

5.3.1 Contributions & Implications

According to the aim in the study, the findings proved the importance of employee performance appraisal in employee retention at the Palestinian MOH, which needed to pay more attention for all the factors that have high effect on performance appraisal process.

Where the ministry should improve attention to factors that helped to retain employees and raise awareness of employees about the performance appraisal process, which would help to increase the performance of employees and increase their loyalty. The ministry must work to improve the reward system, which was difficult, as this system had a complex mechanism in the public sector, and from here the ministry must work with the government for a fair system for its employees.

As for career development, subordinates must develop a new mechanism for employees in order to give equal opportunity for employees to develop and work, and to raise awareness of the process in order to avoid leaving employees. Also, employees must be involved in decision-making and take their opinions, as each person had a different view of the decision, which would increase the upgrading of the ministry to the level more than required.

The study also showed that there was impact on empowerment and employee retention, and accordingly, the ministry must increase the powers of employees and allow them to participate in decision-making, and give them powers in their jobs, because this would help the ministry to reach the desired goals.

As for feedback, it was one of the main reasons for retaining employees, and accordingly, the ministry must cultivate this culture and adhere to feedback procedures,

which helped employees know and improve their weaknesses, and this would help the ministry to keep the employees.

Motivation must be increased in the organization, as the results showed that there was impact on motivation and employee retention, especially with the mention of the primary motive, such as appreciation, praise, etc., and working to maintain a culture of motivation that maintains employee satisfaction and retention.

5.3.2 Obstacles of the Study

study faced several obstacles. The time was the first obstacle the study faced. Where the researcher finished preparing the research at the first academic semester 2022-2023 so that effected the researcher as the time was short.

It was also to investigate the main factors of employee appraisal performance (reward system, career development, employee empowerment, employee motivation, management feedback) on employee retention in general, and at the Palestinian MOH in particular, where the researcher had designed a questionnaire as the study tool and distributed it among working employees at the Ministry of Health in Palestine.

The study questionnaires provided a generalizable study of the impact between performance appraisal and employee retention in the Ministry of Health at its headquarters in Ramallah. To conduct an in-depth study of this topic, quantitative research methods have been proposed to investigate the study and reveal the reasons behind it. The awareness of employees could be considered as another obstacle because they were not familiar with the performance appraisal department and what the evaluation tools were. Another disadvantage of this study was the lack of studies related to performance appraisal in Palestine. The surrounding area also in some way obstacle the results of this research. The time constraint factor, was another obstacle that the

researcher cannot avoid during the research. As the Ministry's procedures took a long time to allow researchers to distribute the questionnaire within its facilities and the large several of buildings in the Ministry of Health in Ramallah

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Appendixes

Appendix A: Questionnaire Revision

List of Academic and Professional Referees:

Serial	Referee	Place of Work
1	Dr.Ashraf Almimi	Arab American University
2	Dr.Majeed Mansour	Arab American University
3	Dr.Raed Iriqat	Arab American University
4	Dr.Zahi Yassin	Arab American University
5	Dr.Ahmad M. Herzallah	Al-Quds University

Appendix B: Questionnaire-Arabic

Arab American University
Ramallah Site



الجامعة العربية الأمريكية
موقع رام الله

الموضوع: استبانة لرسالة علمية

زميلاتي وزملائي الأعزاء،

انا لميس سوابنة ، طالبة دراسات عليا في الجامعة العربية الأمريكية . أقوم بإجراء دراسة حول أثر تقييم الأداء على الاحتفاظ بالموظفين في وزارة الصحة في رام الله لإنهاء درجة الماجستير في تخصص إدارة الموارد البشرية

يسعدني أن أقدم هذا الاستبيان البحثي لأغراض علمية وقد يخرج البحث بتوصيات تساهم في تطوير الموارد البشرية في الوزارة وتساهم في الحفاظ على الموظفين .

من خلال مراجعة الأدبيات السابقة ، وجدت الباحثة أن تقييم الأداء يحوي على عدة محاور هي : نظام المكافآت ، التطور الوظيفي ، التمكين ، التغذية الراجعة و التحفيز التي تؤثر على الاحتفاظ بالموظفين . وسيتم الوقوف على رأيكم من خلال تعبئتمكم للأسئلة ذات العلاقة بكل محور كما هو موضح فيما يلي، وسيتم الحفاظ على المعلومات بسرية تامة .

إنني أثق بحرصكم على تعبئة الاستبيان بشكل محايد وشفاف يعكس انطباعكم ورأيكم وما تعلمون حول الأداء الوظيفي وسياسات الاحتفاظ بالموظفين .

شكرا لوقتكم الثمين

الباحثة : لميس سوابنة

القسم الأول:

البيانات الأساسية: يحتوي هذا القسم على البيانات الشخصية الخاصة بك، يرجى وضع إشارة (✓) في الخانة التي

تلائمك:

الجنس

ذكر • أنثى

العمر

20 إلى 30 عاماً □ 31 إلى 40 عاماً • 41 عام فأكثر

المؤهل العلمي

دبلوم فأقل • بكالوريوس □ دراسات عليا

المسمى الوظيفي

• مدير ○ نائب مدير ○ رئيس قسم ○ موظف

سنوات الخبرة

1- 3 سنوات □ 3- 7 سنوات • 7 سنوات فأكثر

طبيعة العمل

طبي □ تمريض □ صيدلي □ المهن الصحية المساندة (مختبر ، أشعة ، تغذية)

□ إداري ○ مهندسين ○ مبرمجين الحاسوب ○ أخرى

القسم الثاني: عبارات الاستبانة:

تم وضع هذا الاستبان من اجل قياس مدى تأثير تقييم الاداء على الاحتفاظ بالموظفين حيث يتم تصنيف استبيان المسح على مقياس تقييم من خمس نقاط .
الرجاء وضع إشارة (✓) أمام الخيار الذي يتلاءم مع وجهة نظرك:

المتغير المستقل					
المحور الأول: نظام المكافآت :تتكون المكافآت من جميع المزايا النقدية وغير النقدية والخارجية والجوهرية والاجتماعية التي يمكن للموظف ان يتلقاها من المؤسسة .					
الرقم	الفقرة	موافق بشدة	موافق	محايد	غير موافق بشدة
1	توجد ثقافة المكافآت في الوزارة.				
2	تتبنى الوزارة آليات منح المكافآت حسب الخبرة .				
3	هناك استراتيجيات واضحة لنظام المكافآت استناداً الى الكفاءة.				
4	تقوم الوزارة بمنح مكافآت مجزية من اجل الاحتفاظ بالموظفين .				
5	يتسم نظام المكافآت بالحدائثة.				
6	تسعى الوزارة لنظام مكافآت من أجل الاحتفاظ بالموظفين.				
7	تبدى الوزارة اهتماماً كبيراً بنظام المكافآت.				
8	هناك اهتمام في الوزارة لارضاء الموظفين المرشحين للمكافآت بهدف الاحتفاظبهم.				
9	يعلم الموظفون سياسات وآلية منح المكافآت.				
10	يتسم نظام المكافآت بالعدالة.				
المحور الثاني: التطور الوظيفي : هو مواومة الجوانب المهنية الشخصية الفردية والجوانب المهنية الأكثر موضوعية للمنظمة من أجل تحقيق أفضل ملاءمة بين الاحتياجات الفردية والتنظيمية وكذلك الخصائص الشخصية والأهداف المهنية.					
الرقم	الفقرة	موافق بشدة	موافق	محايد	غير موافق بشدة
1	يتم تطوير الموظفين بناء على معايير واضحة.				
2	تتسم إجراءات تطوير الموظفين بالدقة.				
3	يتم التطور الوظيفي وفقاً لمتطلبات الوظيفة.				
4	تعتمد اجراءات التطور الوظيفي على مرجعية خارجية.				
5	يتم اختيار الموظفين بناءً على تقييم المحكمين للأشخاص المرشحين للتطور الوظيفي.				
6	يتم ترقية الموظفين بناء على اختبارات.				

7	يتم دراسة السير الذاتية للمرشحين للوظائف بعناية.				
8	تهتم الوزارة بالكفاءات عند الترقيات.				
9	لا يوجد محابة في عملية التطور الوظيفي.				
10	مسار التطوير الوظيفي واضح ومعلوم للجميع.				
11	سياسة ترقية الموظفين واضحة للجميع.				

المحور الثالث: التمكين: منح الموظفين السلطة وفرص المشاركة في صناعة القرارات، مما يساهم في تعزيز دورهم وفعاليتهم ، كما يؤدي تمكين الموظف إلى حصوله على الاستقلالية في بيئة عمله، وتطوير أدائه لتحقيق الأهداف

الرقم	الفقرة	موافق بشدة	موافق	محايد	غير موافق بشدة	غير موافق
1	هناك استراتيجيات واضحة لتمكين الموظفين تتبعها الوزارة.					
2	تتبع الوزارة الأساليب العلمية في تمكين الموظفين.					
3	يشارك الموظفون في اتخاذ القرار.					
4	يعزز التمكين ولاء الموظفين والتزامهم.					
5	يجعل التمكين وظيفتي أسهل وأسرع وأكثر فعالية.					
6	يجعل التمكين وظيفتي أكثر فاعلية واقتصادية					
7	يجعل التمكين وظيفتي أكثر ملاءمة للعملاء.					
8	يساعد التمكين الوزارة على الاحتفاظ بالموظفين.					

المحور الرابع: التغذية الراجعة/الملاحظات : المعلومات المفيدة أو النقد أو المراجعة حول نشاط أو أداء أو سلوك سابق لفرد أو شركة أو منظمة.

الرقم	الفقرة	موافق بشدة	موافق	محايد	غير موافق بشدة	غير موافق
1	هناك استراتيجيات للتغذية الراجعة في الوزارة.					
2	تتبع الوزارة التغذية الراجعة للموظفين بشكل مستمر.					
3	تركز التغذية الراجعة على المهمة و الوظيفة بشكل عام.					
4	يتم تقديم التغذية الراجعة في الوقت المناسب للعملية او المهمة .					
5	تهتم الوزارة بالتغذية الراجعة للموظفين .					
6	تحتوي الملاحظات على توجيهه وتأكيد مكتوب عوضا عن العلامة التقييمية للملاحظة .					
7	تقدم الملاحظات أهدافاً مستقبلية واضحة ومحددة وقابلة للتحقيق.					
8	تهدف التغذية الراجعة إلى تحفيز الموظفين جوهرياً في الوزارة .					

					9	هناك ارتباط بين التغذية الراجعة و الاهداف المخطط لها.
					10	يوجد جهة مستقلة تستقبل الملاحظات.
					11	يتمكن الموظفين من تقديم ملاحظاتهم بشكل مستقل (دون أي تأثيراضغط).
					12	يتمكن الموظفين من تقديم ملاحظاتهم بشكل ميسر.
المحور الخامس: التحفيز: العملية التي تثير وتنشط وتوجه وتدعم السلوك والأداء ؛ و تحفيز الموظفين على العمل لتحقيق الهدف المنشود.						
الرقم	الفقرة	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
1	هناك رضى عن الراتب الذي أتقاضاه .					
2	هناك راضى عن استراحة الغداء وإجازات الراحة والإجازات الممنوحة في المنظمة.					
3	يتم توفير ظروف عمل بدنية جيدة في الوزارة.					
4	يشعر الموظفون في الوزارة بالأمان في وظيفتهم.					
5	توجد علاقة مباشرة بين الاحتفاظ بالموظفين و التحفيز .					
6	الفوائد الطبية المقدمة في الوزارة مرضية.					
7	فوائد التقاعد المتاحة كافية.					
8	تساهم بيئة العمل بما يشمل المكاتب والمكان وغيرها في زيادة أدائي الوظيفي					
9	يوجد لقاءات مستمرة وحسبما يلزم مع المسؤولين					
10	يوجد أهداف ومهام عمل واضحة لعمل تساهم في تحفيز لتنفيذ المهام المطلوبة					

المتغير التابع

الاحتفاظ بالموظفين : ممارسة تعكس حجم الجهود الذي تبذلها المؤسسة في سبيل خفض معدل دوران العمل والاحتفاظ بالعاملين لديهم من خلال توفير بيئة عمل إيجابية تقدرهم وتحفزهم على البقاء في المنظمة.

الرقم	الفقرة	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
1	تمنح الوزارة المزايا والحوافز مزيداً من الاهتمام.					
2	أصلح على الثناء الذي استحقه لجهودي .					
3	اعتقد أن وضع العناصر الثلاثة (التقدير والمكافأة والاحترام) موضع التنفيذ سيحسن الاحتفاظ بالموظفين.					
4	يرتبط البرنامج التدريبي بالنهوض بمهنتي ارتباطاً وثيقاً.					
5	أرى أن نتائج الإنتاجية تتأثر بشكل كبير بالاحتفاظ بالموظفين.					
6	أرى أن الملاحظات الدورية تساعد في الاحتفاظ بالموظفين.					
7	أرى أن تمكين الموظف يساعد على الاحتفاظ بهم.					
8	أرى أن الاحتفاظ بالموظفين يتأثر بالتحفيز.					

مع الشكر

Appendix C: Questionnaire-English

(After Editing)

Arab American University
Ramallah Site



الجامعة العربية الأمريكية
موقع رام الله

Subject: Questionnaire for a scientific thesis

My Dear colleagues,

I'm Lameess sawabteh, a graduate student at the Arab American University. I am conducting a study on the impact of performance appraisal on employee retention in the Ministry of Health in Ramallah to finish a master's degree in human resource management.

By reviewing the previous literature, the researcher found that performance appraisal contains several axes: the reward system, career development, empowerment, feedback and motivation that affect employee retention.

Your opinion will be obtained by filling out the questions related to each axis, as shown below.

I trust your keenness to fill out the questionnaire in an impartial and transparent manner that reflects your impression, opinion, and what you know about job performance and employee retention policies.

Thanks for your valuable time.

Researcher: lamees sawabteh

Section One

Basic Data: This section contains your personal data. Please tick (✓) the appropriate

box:

Gender:

- Male female

Age:

- 20 to 30 years old 31 to 40 years old 41 years and over

Education:

- Diploma or less Bachelor High Education

Job Title:

- Manager Vice –manager Head of section Employee

Years of experience:

- 1-3 years 4-7 years more than 7 years

Department:

- Medical Nursery Pharmacist Supportive health care
 Engineer computer programmers others

The second section: Questionnaire phrases:

This questionnaire was developed in order to measure the impact of performance appraisal on employee retention. The survey questionnaire is rated on a five-point evaluation scale.

Please tick (✓) the option that matches your point of view:

Independent variable						
The first dimension: the rewards system: The rewards that employee can obtain from the organization include all monetary, non-monetary, external, internal, and social benefits.						
No	Paragraph	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	Rewards culture is available at the ministry					
2	The ministry adopts mechanisms for awarding rewards based on efficiency					
3	There are clear strategies for reward system according to employee experience					
4	The ministry grants rewarding bonuses in order to retain employees					
5	The reward system is modern					
6	The ministry seeks a reward system in order to retain employees					
7	The ministry pays great attention to the reward system					
8	The ministry interested to satisfy the nominated employees for rewards in order to retain them					
9	The employees are informed of the policies and mechanism of awarding the rewards					
10	The reward system is fair					

The second dimension: career development: to establish the best match between individual and organizational demands, as well as between personal traits and professional goals, is the harmonization of individual personal professional features and the most objective professional components of the organization.						
No	Paragraph	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	The development of employees based on clear criteria					
2	The procedures to develop employees is accurate					
3	Career development is carried out according to job requirements					
4	Career development procedures depend on an external references					
5	The selection of the employees is based on the evaluation of the arbitrators for the candidates of career development					
6	Employees are promoted based on tests					
7	Curriculum vitae of job candidates are carefully studied					
8	The ministry pays attention to competencies in promotion					
9	There is no favoritism in the career development process					
10	The path of career development is clear and known to all					
11	Employees' promotion policy is clear to all					

dimension Three: Empowerment: Giving or sharing formal authority to someone to act on behalf of the person giving the authority.						
No	Paragraph	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	There are clear employee empowerment strategies followed by the ministry					
2	The ministry follows scientific methods in order to empower the employees					
3	Employees participate in decision-making					
4	Employee empowerment reinforce their loyalty and commitment					
5	Empowerment makes my job easier, faster and more efficient					
6	Empowerment makes my job more effective and economical					
7	Empowerment make my job more friendly to customers					
8	Empowerment helps the ministry to retain employees					
Fourth dimension: Feedback: the initiative to seek feedback from others regarding one's behavior and performance at work.						
No	Paragraph	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	There are clear strategies for feedback in the ministry					
2	The ministry continuously tracks employees feedback					

3	The feedback focuses on the task and the job in general					
4	Feedback is provided just-in-time for the process or task					
5	The ministry is concerned with employee feedback					
6	Feedback contains written direction and affirmation in place of the note score					
7	The notes provide clear, specific and achievable future goals					
8	The feedback aims to motivate the employees sustainability in the ministry					
9	There is a link between feedback and the planned goals					
10	There is an independent body that receives feedback					
11	Employees are able to provide their feedback independently (without any influence / pressure)					
12	Employees can provide their feedback in easy way					

Fifth dimension: Motivation: The process that excites, activates, directs and supports behavior and performance; And motivate employees to work to achieve the desired goal.

No	Paragraph	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	I am satisfied with the salary that I receive					
2	There is satisfaction with the granted lunch breaks, rest leaves and vacations by the ministry					
3	The ministry provides good physical working					

	conditions					
4	The employees feel job security in the ministry					
5	There is a direct relation between employee retention and motivation					
6	There is a satisfaction of the provided medical benefits in the ministry					
7	The available retirement benefits are sufficient					
8	The work environment (including offices, space.. etc) increase my job performance					
9	There are continuous meetings with the officials, as necessarily needed					
10	There are clear objectives and work tasks that contribute to motivation to carry out the required tasks					
Dependent variable						
Employee Retention: As the main difficulty facing organizations today is not only managing these resources but also retaining them, it is a strategy that employees trust to stay with the organization for the greatest historical occasion or pending project completion.						
No	Paragraph	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	The ministry gives benefits and incentives more attention					
2	Get the praise that I deserve for my efforts					
3	I believe that putting the three elements (recognition, reward and respect) into practice will improve employee retention					
4	The training program is closely related to the advancement of my profession					
5	I believe that productivity results are greatly affected by employee retention					

6	I believe that periodic feedback helps in employee retention					
7	I think that employee empowerment helps to retain employees					
8	I can see that employee retention is affected by motivation					

Thanks you

Appendix D: Questionnaire-English

(Before Editing)

Arab American University
Ramallah Site



الجامعة العربية الأمريكية
موقع رام الله

Subject: Questionnaire for a scientific thesis

My Dear colleagues,

I'm Lameess sawabteh, a graduate student at the Arab American University. I am conducting a study on the impact of performance appraisal on employee retention in the Ministry of Health in Ramallah to finish a master's degree in human resource management.

By reviewing the previous literature, the researcher found that performance appraisal contains several axes: the reward system, career development, empowerment, feedback and motivation that affect employee retention.

Your opinion will be obtained by filling out the questions related to each axis, as shown below.

I trust your keenness to fill out the questionnaire in an impartial and transparent manner that reflects your impression, opinion, and what you know about job performance and employee retention policies.

Thanks for your valuable time

Researcher: lamees sawabteh

Section One

Basic Data: This section contains your personal data. Please tick (✓) the appropriate

box:

Gender:

- Male female

Age:

- 20 to 30 years old 31 to 40 years old 41 years and over

Education:

- Diploma or less Bachelor High Education

Job Title:

- Manager Vice –manager Head of section Employee

Years of experience:

- 1-3 years 4-7 years more than 7 years

Department:

- Medical Nursery Pharmacist Supportive health care
 Engineer computer programmers others

The second section: Questionnaire phrases:

This questionnaire was developed in order to measure the impact of performance appraisal on employee retention. The survey questionnaire is rated on a five-point evaluation scale.

Please tick (✓) the option that matches your point of view:

Independent variable						
The first dimension: the rewards system: The rewards that employee can obtain from the organization include all monetary, non-monetary, external, internal, and social benefits.						
No	Paragraph	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	Rewards culture is available at the ministry					
2	The ministry adopts mechanisms for awarding rewards based on efficiency					
3	There are clear strategies for reward system according to employee experience					
4	The ministry grants rewarding bonuses in order to retain employees					
5	The reward system is modern					
6	The ministry seeks a reward system in order to retain employees					
7	The ministry pays great attention to the reward system					
8	The ministry interested to satisfy the nominated employees for rewards in order to retain them					
9	The employees are informed of the policies and mechanism of awarding the rewards					
10	The reward system is fair					

The second dimension: career development: to establish the best match between individual and organizational demands, as well as between personal traits and professional goals, is the harmonization of individual personal professional features and the most objective professional components of the organization.

No	Paragraph	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	The development of employees based on clear criteria					
2	The procedures to develop employees is accurate					
3	Career development is carried out according to job requirements					
4	Career development procedures depend on an external references					
5	The selection of the employees is based on the evaluation of the arbitrators for the candidates of career development					
6	Employees are promoted based on tests					
7	Curriculum vitae of job candidates are carefully studied					
8	The ministry pays attention to competencies in promotion					
9	There is no favoritism in the career development process					
10	The path of career development is clear and known to all					
11	Staff may be developed/promoted outside the system.					
12	Employees' promotion policy is clear to all					

dimension Three: Empowerment: Giving or sharing formal authority to someone to act on behalf of the person giving the authority.						
No	Paragraph	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	There are clear employee empowerment strategies followed by the ministry					
2	The ministry follows scientific methods in order to empower the employees					
3	Employees participate in decision-making					
4	Employee empowerment reinforce their loyalty and commitment					
5	Empowerment makes my job easier, faster and more efficient					
6	Empowerment makes my job more effective and economical					
7	Empowerment make my job more friendly to customers					
8	Empowerment helps the ministry to retain employees					
Fourth dimension: Feedback: the initiative to seek feedback from others regarding one's behavior and performance at work.						
No	Paragraph	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	There are clear strategies for feedback in the ministry					
2	The ministry continuously tracks employees feedback					
3	The feedback focuses on the task and the job in general					
4	Feedback is provided just-in-time for the process or task					

5	The ministry is concerned with employee feedback					
6	Feedback contains written direction and affirmation in place of the note score					
7	The notes provide clear, specific and achievable future goals					
8	The feedback aims to motivate the employees sustainability in the ministry					
9	There is a link between feedback and the planned goals					
10	There is an independent body that receives feedback					
11	Employees are able to provide their feedback independently (without any influence / pressure)					
12	Employees can provide their feedback in easy way					

Fifth dimension: Motivation: The process that excites, activates, directs and supports behavior and performance; And motivate employees to work to achieve the desired goal.

No	Paragraph	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	The salary bonus awarded motivates the employee					
2	Financial incentives motivates me more than financial incentive					
3	I am satisfied with the salary that I receive					
4	There is satisfaction with the granted lunch breaks, rest leaves and vacations by the ministry					
5	The ministry provides good physical working conditions					
6	The employees feel job security in the ministry					

7	There is a direct relation between employee retention and motivation					
8	There is a satisfaction of the provided medical benefits in the ministry					
9	The available retirement benefits are sufficient					
10	The work environment (including offices, space.. etc) increase my job performance					
11	There are continuous meetings with the officials, as necessarily needed					
12	There are clear objectives and work tasks that contribute to motivation to carry out the required tasks					

Dependent variable

Employee Retention: As the main difficulty facing organizations today is not only managing these resources but also retaining them, it is a strategy that employees trust to stay with the organization for the greatest historical occasion or pending project completion.

No	Paragraph	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	The ministry gives benefits and incentives more attention					
2	Get the praise that I deserve for my efforts					
3	I believe that putting the three elements (recognition, reward and respect) into practice will improve employee retention					
4	The training program is closely related to the advancement of my profession					
5	I agree that I get rewards on a regular basis is a positive					
6	I believe that productivity results are greatly affected by employee retention					
7	I believe that periodic feedback helps in employee retention					

8	I think that employee empowerment helps to retain employees					
9	I can see that employee retention is affected by motivation					

Thanks you

المخلص

أجريت هذه الدراسة للتعرف على أثر تقييم الأداء على الاحتفاظ بالموظفين في وزارة الصحة ، رام الله - فلسطين. حيث هدفت هذه الدراسة إلى التحقق من مدى تأثير الأداء على الاحتفاظ بالموظفين ولهذه الغاية قامت الباحثة بقياس معدل تقييم الأداء من خلال (نظام المكافآت ، التطوير الوظيفي ، التمكين ، التغذية الراجعة والتحفيز) على الاحتفاظ بالموظفين في مكان العمل. استخدم الباحث المنهج الكمي ، وجمعت البيانات بالطرق الكمية (الاستبانة). حيث كانت العينة عينة عشوائية ، وتم تحليل العينة باختبار وتحليل فرضيات هذه الدراسة باستخدام معامل ارتباط بيرسون ، الحزمة الإحصائية للعلوم الاجتماعية.(SPSS)

أظهرت النتائج هناك علاقة احصائية ايجابية لعوامل (تمكين الموظف) و (تحفيز الموظف) على (الاحتفاظ بالموظفين) ، كما أظهرت عدم وجود علاقة إحصائية لعوامل (نظام المكافآت ، التطوير الوظيفي ، وردود الفعل الإدارية) على (الاحتفاظ بالموظفين). وأظهر بعد ذلك أنه يجب على الوزارة زيادة الاهتمام بعوامل التقييم التي لها تأثير على الاحتفاظ بالموظفين ، من خلال زيادة وعي الموظفين ، وزيادة مشاركتهم في صنع القرار ، والعمل على نظام مكافآت عادل ، وإعطاء التغذية الراجعة في الوقت المناسب ، وما إلى ذلك ، من أجل زيادة أدائهم والاحتفاظ بهم. لأطول فترة زمنية.

وأخيراً يوصي الباحث بضرورة أن تولي الوزارة مزيداً من الاهتمام لهذه العملية من أجل الاحتفاظ بالموظفين والاحتفاظ بالكفاءات الجيدة من أجل النهوض بالوزارة.