
**THE INFLUENCE OF SUPERVISORS' OBJECTIVE SETTING AND COMMITMENT
ON THE IMPLEMENTATION OF OPEN PERFORMANCE APPRAISAL: THE
MEDIATING EFFECT OF EMPLOYEES' REWARDS**

Lilian Sanga, Miraji Kitigwa and Chacha Matoka
The Open University of Tanzania

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ABSTRACT

This research examines the effects of supervisors' goal-setting and dedication on the deployment of Open Performance Appraisal (OPA) systems within Tanzanian public health institutions, with employee rewards regarded as a mediating variable. Based on the Goal-Setting Theory and Expectancy Theory, the study used a quantitative research method based on a positivist philosophy and a deductive research approach. An explanatory research design was employed to gather data via a structured questionnaire from a stratified random sample of 342 respondents selected from six prominent public health institutions in Dar es Salaam and Dodoma, namely MSD, NHIF, GCLA, NIMR, TFNC, and TMDA. We used Structural Equation Modeling (SEM) to look at how the variables were related to each other. The results showed that setting goals and being committed by supervisors and proper management of rewards have big positive effects on the implementation of OPA. It was discovered that employee rewards mediated the relationship between supervisory practices and OPA implementation, suggesting that clarity of goals and supervisory involvement improve appraisal outcomes mainly through rewards mechanisms. The study finds that supervisors must be able to set clear, measurable goals, show consistent commitment, and make sure that performance outcomes are connected to meaningful rewards for OPA to work. It is suggested that public health institutions improve their training for supervisors in setting goals and managing performance reviews, create clear systems for giving and receiving rewards and feedback, and add mentorship programs to build trust and responsibility. These strategies can help create a culture focused on performance, boost motivation, and make the public health sector in Tanzania work better.

Keywords: Supervisors' Objective Setting, Supervisors' Commitment, Supervisors' Management of Rewards, Employee Rewards, Motivation, Open Performance Appraisal, Public Health Institutions.

1. INTRODUCTION

Performance appraisal systems are an important part of managing human resources, especially in public health institutions where the quality-of-service delivery has a direct impact on the health of the population. Open performance appraisal (OPA) systems have become more popular around the world as a way to hold healthcare workers accountable, make things more open, and make things work better (Armstrong & Taylor, 2020). These systems stress setting goals together, giving feedback all the time, and having open conversations between supervisors and workers. In public health institutions, effective performance appraisal guarantees that health professionals are

motivated, properly supervised, and in alignment with institutional goals like enhancing patient outcomes and ensuring efficient resource utilization (DeNisi & Murphy, 2017). Many healthcare institutions around the world still have trouble effectively implementing OPA systems, even though they could be helpful. Some common problems are supervisors not being clear about their goals, not being committed enough to their jobs, not having ways to give feedback, and not being able to link appraisal results to employee rewards (Pulakos et al., 2019). These weaknesses make employees less motivated and make the institutions less effective, which in turn affects the quality of healthcare services provided to the public.

In Africa, the use of OPA systems in public health institutions has been affected by changes in the public sector that are meant to make services more accountable and better. However, numerous studies demonstrate that these systems frequently do not fulfill their intended objectives due to managerial and systemic deficiencies (Kihoro & Gachunga, 2018; Mbo & Adjasi, 2021). Many African health institutions' supervisors don't have the skills or dedication to set clear, measurable, and achievable performance goals for their staff (Agyemang & Boateng, 2019). Consequently, performance evaluations become subjective and do not accurately reflect the genuine contributions of healthcare professionals. Also, these systems don't work as well as they could because supervisors don't get involved enough, communication is poor, and follow-up is lacking (Muriithi et al., 2020). Another important problem is that there isn't a strong link between the results of performance appraisals and employee rewards like money, promotions, and praise. When workers feel like their hard work isn't being fairly recognized or rewarded, they lose motivation to do a good job, which makes them less happy at work and less productive (Aguinis, 2019). These problems have made it hard for many public health institutions in Africa to build a performance-driven culture that is needed to reach universal health coverage and long-term health outcomes.

To improve service delivery and strengthen performance management, public health institutions in Tanzania, like national referral hospitals, regional health facilities, and district health centers, have started using open performance appraisal systems (Mgoma & Kessy, 2020). The goal is to make sure that supervisors and employees work together to set clear goals, check on progress often, and use the results of evaluations to make decisions about training, promotions, and rewards. Nonetheless, notwithstanding the formulation of policies and frameworks advocating for OPA, the practical execution within public health institutions continues to pose a significant challenge. A lot of supervisors don't set clear and measurable goals, don't show much interest in doing evaluations, and don't give employees enough feedback (Lwiza & Patel, 2021). In addition, the results of performance appraisals are not often tied to meaningful rewards in many health facilities. This makes employees feel undervalued and unmotivated (Msuya, 2020). This lack of connection goes against the goal of OPA, which is to make health services more accountable, efficient, and of higher quality. Supervisors' lack of engagement and unclear goal setting, along with inconsistent reward systems, have led to poor performance monitoring, low staff morale, and high turnover in the health sector (Mushi & Mollel, 2022).

To improve performance appraisal practices in Tanzania's health sector, several interventions have been put in place. These include training programs for supervisors, a review of performance management guidelines, and the use of human resource information systems to make it easier to

monitor and give feedback (Kyaruzi et al., 2021). Even with these efforts, there are still problems with putting them into action. Supervisors still have a lot of work to do, not enough resources, and not enough motivation to do appraisals well. Health workers, on the other hand, often think that the appraisal process is unfair, inconsistent, or not linked to real rewards. This ongoing situation has made it harder to put performance-based management into practice in the public health sector, which has hurt the overall efficiency and responsiveness of healthcare delivery.

To tackle these problems, this research examines the impact of supervisors' goal-setting and dedication on the execution of open performance appraisal in public health institutions, emphasizing the mediating role of employee rewards. Understanding these relationships is very important for improving human resource management, making health workers more accountable, and getting them more motivated. The research aims to produce evidence-based insights to assist policymakers and health administrators in developing more effective performance appraisal frameworks that foster equity, acknowledgment, and enhanced health service outcomes.

2. LITERATURE REVIEW

2.1 Theoretical Review

2.1 Goal-Setting Theory

Locke and Latham's (1990) Goal-Setting Theory says that specific, clear, and hard goals lead to better performance than vague or easy goals. The theory stresses that people do better when they know what is expected of them, agree with their goals, and get feedback on how they are doing. Goal setting in organizations gives people direction and motivates them by making it clear what is expected of them and making sure that everyone's work is in line with the organization's goals (Latham & Pinder, 2005). Within the framework of open performance appraisal, the Goal-Setting Theory elucidates the significance of supervisors' objective setting in enhancing employee performance and appraisal efficacy. When supervisors use a participatory process to set clear and measurable goals, employees are more likely to know what their jobs are and stay focused on reaching those goals (Armstrong & Taylor, 2020). In public health institutions, where teamwork and professional accountability are important for providing services, clear goals help health workers make sure that their daily tasks are in line with the institution's goals, such as improving patient outcomes and making services more efficient (Mgoma & Kessy, 2020). On the other hand, when goals are unclear or unattainable, employees become confused, less motivated, and less interested in the appraisal process. The theory also stresses how important it is for supervisors to be committed to helping their employees reach their goals. Locke and Latham (2002) say that supervisors who are dedicated to the goal-setting process make sure that their employees know what their goals are, get regular feedback, and have access to the help they need to reach them. In public health settings, a supervisor's commitment means that they actively check on performance indicators, mentor staff, and give constructive feedback on how well they are meeting their goals. This interaction not only makes the appraisal process better, but it also builds trust and openness, which are two of the most important values of OPA. Goal-Setting Theory also talks about how important feedback and rewards are for keeping motivation and performance high (Locke & Latham, 2013). For OPA to work well, it is important to not only set clear goals but also make sure that performance results are recognized and rewarded in a meaningful way. Employees are more likely to stick with the performance process if they think that reaching their goals will lead to real

rewards, such as money, promotions, or praise. In this study, Goal-Setting Theory elucidates how supervisors' capacity to establish explicit objectives and exhibit commitment enhances effective OPA implementation, while employee rewards strengthen the motivational connection between goal clarity and performance outcomes.

2.2 Expectancy Theory

Vroom's (1964) Expectancy Theory is another useful way to think about motivation in the performance appraisal process. The theory posits that an individual's motivation to perform is contingent upon three psychological factors: expectancy (the conviction that effort results in performance), instrumentality (the conviction that performance yields rewards), and valence (the significance attributed to those rewards). In essence, employees are motivated when they perceive that their efforts will lead to commendable performance, that such performance will be acknowledged, and that acknowledgment will result in favorable rewards (Porter & Lawler, 1968). Within the context of this study, Expectancy Theory directly endorses the incorporation of employee rewards as a mediating variable linking supervisors' objective setting and commitment to the execution of open performance appraisal. When supervisors are clear about their goals and are dedicated to fair and open evaluation, employees are more likely to believe that their work will be fairly judged. However, for this motivation to result in enhanced performance and successful appraisal execution, employees must also believe that meeting performance objectives will yield significant rewards such as promotions, recognition, or financial incentives (Aguinis, 2019). In public health institutions, characterized by substantial workloads and frequently constrained financial incentives, the perceived correlation between performance and rewards assumes heightened significance (Mushi & Mollel, 2022). If health workers think that their work won't lead to recognition or real benefits, they might stop participating in the OPA process, which could lead to bad appraisal results. On the other hand, when reward systems are clear, fair, and based on measurable results, employees are more likely to want to meet performance standards. Another important factor is the supervisor's commitment. A committed supervisor makes sure that evaluations are fair and explains how performance is linked to rewards, which strengthens the instrumentality part of the expectancy model. So, Expectancy Theory shows how supervisors' actions (like setting clear goals and being fair in their evaluations) affect how employees feel about the appraisal system and how rewards motivate them to do things. The theory suggests that even the most well-designed appraisal system will not effectively change how employees act if the rewards are not meaningful and perceived. This study employs Expectancy Theory to elucidate the mediating function of employee rewards in connecting supervisory practices with the successful execution of open performance appraisal in public health institutions.

2.2 Empirical Literature Review

2.2.1 Supervisors' Objective Setting and The Implementation of Open Performance Appraisal

Numerous empirical studies have underscored the essential function of supervisors' objective setting in augmenting the implementation and efficacy of performance appraisal systems. Li et al. (2019) executed an extensive study across multiple organizations and discovered that well defined, specific, and quantifiable goals markedly enhanced employee engagement and adherence to performance appraisal procedures, highlighting the significance of goal clarity in facilitating

effective implementation. Likewise, van Woerkom (2020), in a mixed-method study conducted in healthcare institutions, demonstrated that when supervisors engaged employees in the co-creation of performance objectives, both the perceived fairness and the practical implementation of open appraisal systems were enhanced, indicating that participatory goal setting cultivates ownership and trust in the process. In a case study of a Dutch academic medical center, Bindels et al. (2021) found that when supervisors set measurable, job-related goals, it was easier to keep track of appraisal results and make sure they fit with the institution's goals, which made it easier to carry out appraisals. However, these findings predominantly originated from high-resource environments, prompting inquiries regarding their applicability to public health institutions in developing nations, where resource limitations and motivational challenges are prevalent. In contrast, Ndlovu (2024) studied public hospitals and discovered that unclear, top-down goals set by supervisors made employees less interested in their work, which made them see appraisals as more of a bureaucratic tool than a way to help them grow. In sum, these studies show that the credibility and usefulness of open performance appraisal systems depend on supervisors' ability to set clear, realistic, and mutually agreed-upon goals. However, there are still gaps, especially when it comes to real-world examples from low-resource public health settings like Tanzania, where heavy workloads and lack of training for supervisors may make it hard to set clear goals. Consequently, this study enhances current understanding by evaluating the direct impact of supervisors' objective setting on the implementation of Organizational Performance Appraisal (OPA) in public health institutions, offering context-specific evidence in an area where research remains scarce.

H₁: Supervisors' objective setting has a significant positive influence on the implementation of open performance appraisal in public health institutions.

2.2.2 Supervisors' Commitment and The Implementation of Open Performance Appraisal

It is widely known that supervisors' commitment to the performance appraisal process is a key factor in its successful implementation. However, there hasn't been much research on this in public health institutions. Muriithi, Kihara, and Njoroge (2020) investigated Kenyan public organizations and discovered that supervisors exhibiting robust commitment via consistent feedback, prompt evaluations, and employee coaching augmented the credibility and acceptance of appraisal systems among employees. In a similar vein, Kilroy et al. (2024) examined public hospitals and found that employees' views on how engaged and committed their supervisors were strong indicators of how well they used appraisal tools and how committed they were to the organization. In Tanzania, Lupenza (2024) utilized a mixed-methods approach to assess public hospital employees' experiences with appraisal mechanisms, revealing that when supervisors exhibited commitment to monitoring, mentoring, and follow-up, employee productivity and appraisal satisfaction markedly increased. In line with these findings, Ndlovu (2024) indicated that supervisors' visible engagement and impartiality during evaluations bolstered nurses' trust and their readiness to participate candidly in the process, highlighting the interpersonal aspects of supervisory commitment. Nonetheless, a persistent limitation in these studies is their cross-sectional design, which hinders causal inference, and the tendency to emphasize the existence of commitment rather than its intensity or consistency over time. Furthermore, although these findings are predominantly consistent across African contexts, they frequently neglect the structural challenges such as elevated patient to staff ratios and constrained managerial capacity encountered by supervisors in

public health institutions, which may hinder sustained commitment to OPA implementation. This study addresses existing gaps by empirically investigating the impact of supervisors' commitment on OPA implementation, providing evidence regarding the behavioral and institutional factors that facilitate effective performance appraisal in the public health sector.

H₂: Supervisors' commitment has a significant positive effect on the implementation of open performance appraisal in public health institutions.

2.2.3 The Mediating Effect of Employees' Rewards on The Relationship Between Supervisors' Objective Setting and Commitment and The Implementation of Open Performance Appraisal

The mediating function of employee rewards has garnered significant scholarly interest, as research indicates that the relationship between supervisory practices and performance outcomes is frequently influenced by the perception and administration of rewards. Manzoor (2021) utilized survey data from various sectors and discovered that intrinsic and extrinsic rewards significantly mediated the relationship between managerial practices and employee performance. This supports the assertion that effective reward systems enhance the motivational influence of supervisors' actions. Owusu and Agbozo (2023) studied private health facilities in Ghana and found that when employee rewards were linked to performance appraisals, the effectiveness of those systems improved a lot. On the other hand, when rewards were inconsistent or seen as unfair, appraisals didn't motivate staff. In a similar vein, Olafsdottir et al. (2014) conducted a systematic review of pay-for-performance (P4P) programs in low-income countries and found that performance-linked rewards yielded positive outcomes solely when employees believed that appraisals accurately represented their efforts and that rewards would be consistently provided, underscoring the significance of perceived fairness and instrumentality. Msuya (2020) discovered in Tanzania that inconsistent and delayed rewards diminished employees' trust in appraisal systems, resulting in low motivation and inadequate performance follow-up in public institutions. These studies collectively demonstrate that rewards not only directly motivate employees but also influence their perceptions of the fairness and value of the appraisal process, thereby mediating the relationship between supervisors' practices and appraisal implementation. Nonetheless, the majority of these studies have concentrated on either direct reward performance relationships or pay-for-performance (P4P) schemes, rather than investigating the mediating mechanisms that connect rewards, supervisory behavior, and appraisal effectiveness. Furthermore, there is a scarcity of empirical investigations examining this mediation within public health contexts, characterized by the coexistence of intrinsic motivation and professional ethics alongside minimal extrinsic incentives. Consequently, the present study aims to address this empirical deficiency by investigating the role of employee rewards as mediators in the relationship between supervisors' objective setting and commitment, and the implementation of open performance appraisal in public health institutions, thereby providing novel insights into the dynamics that influence appraisal effectiveness.

H₃: Employees' rewards significantly mediate the relationship between supervisors' objective setting and commitment and the implementation of open performance appraisal in public health institutions.

3. METHODOLOGY

This study utilized a quantitative research methodology informed by a positivist research philosophy, which prioritizes empirical observation, measurement, and statistical analysis to identify social patterns and evaluate hypotheses (Ganesha & Aithal, 2022; Kehoe et al., 2022; Mustofa et al., 2023). A deductive research methodology was employed, transitioning from broad theoretical frameworks concerning supervisors' objective setting, commitment, and employee rewards to specific hypotheses regarding their correlation with the implementation of open performance appraisal (OPA) in public health institutions (Saunders, Lewis, & Thornhill, 2019; Grinchenko & Shchapova, 2020; Tsai, 2019). The study employed an explanatory research design to investigate causal relationships among the variables and utilized a survey research strategy to gather standardized data from employees in various public health institutions in Dar es Salaam and Dodoma, including MSD, NHIF, GCLA, NIMR, TFNC, and TMDA. The target population comprised 2,404 staff members from the institutions, and a minimum sample size of 342 respondents was calculated using Yamane's formula (1967) and distributed proportionately among the institutions. Stratified random sampling was used to make sure that institutions, departments, and professional groups were all represented. Simple random sampling was then used within each stratum to reduce selection bias. A structured questionnaire was used based on previously validated tools to collect data. The questionnaire had seven sections that asked about demographic information, supervisors' goal setting, commitment, feedback, instrumentality, employee rewards, and OPA implementation. Responses were measured on a five-point Likert scale. The collected quantitative data facilitated the objective measurement of relationships among variables. Structural equation modeling (SEM) was utilized to analyze the data, evaluate the strength and direction of relationships, and test the proposed hypotheses, thereby yielding comprehensive insights into the factors affecting OPA implementation in Tanzanian public health institutions.

4. FINDINGS

4.1 Respondents Profile

The demographic profile of the 310 respondents in this study provides essential insights into the characteristics of employees who contributed to understanding supervisors' influence on the implementation of open performance appraisal (OPA) in public health institutions. There were 185 male respondents (59.7%) and 125 female respondents (40.3%), which means that more men than women took part. However, research shows that gender is not likely to have a big effect on how people see appraisal systems when those systems are clear and fair. There may be small differences in how feedback, communication, and reward management are handled based on gender that could affect employee motivation and engagement (Bjørkelo et al., 2020; Arvidsson & Lemoine, 2021; Van der Meulen & Tillema, 2020; Rehman et al., 2021). In terms of age, most of the people who answered were between 28 and 37 years old (37.4%) or between 38 and 47 years old (37.4%). Only 7.4% were younger than 18 and 27 years old, and 17.7% were older than 48 years old. The age distribution is significant because older and middle aged employees typically possess longer tenure and a deeper understanding of performance management processes, while younger employees offer adaptability and receptiveness to digital appraisal tools. This underscores the necessity for supervisors to modify their strategies to accommodate generational variances in motivation and responsiveness (Locke & Latham, 2019; Vroom, 1964; Aguinis, 2019; Haines & St-Onge, 2021; Pichler et al., 2020). The majority of people (70.6%) had a bachelor's degree or

higher, while only 2.9% had a secondary education. This means that supervisors need to use more advanced communication, feedback, and reward strategies to meet higher expectations for transparency and alignment between individual and organizational goals (Gale et al., 2022; Vroom, 1964; Locke & Latham, 2019; Rehman et al., 2021). Work experience was spread out as follows: 47.1% had more than seven years, 27.7% had between four and six years, 14.2% had one to three years, and 11% had less than a year. This shows that the workforce has a good mix of experienced and new employees. Supervisors' capacity to customize OPA implementation based on experience levels affording autonomy and strategic guidance to veteran employees while delivering explicit direction and assistance to novices is essential for augmenting motivation, performance, and engagement, in alignment with Goal Setting and Expectancy Theories (Vroom, 1964; Locke & Latham, 2019; Morgenson et al., 2019; Gosling et al., 2020). In general, these demographic insights show that even though the sample is diverse in terms of gender, age, education, and experience, supervisors' strategic and adaptive management is still very important for the successful implementation of OPA in public health institutions. Results are presented in Table 1 below;

Table 1: Respondents' Demographic Characteristics

Variable	Category	Frequency	Percentage
Gender	Male	185	59.7
	Female	125	40.3
Age	18 – 27 Years	23	7.4
	28 – 37 Years	116	37.4
	38 – 47 Years	116	37.4
	48 Years and Above	55	17.7
Education Level	Secondary Education	9	2.9
	Certificate Level	18	5.8
	Diploma Level	64	20.6
	Bachelor's Degree and Above	219	70.6
Work Experience	Less than a Year	34	11.0
	1 – 3 Years	44	14.2
	4 – 6 Years	86	27.7
	7 Years and above	146	47.1

4.2 Measurement Model Results

The measurement model for this study exhibited robust reliability and convergent validity across all constructs, thereby affirming that the indicators effectively encapsulate the latent variables. Supervisors' Objective Setting (SOS) demonstrated substantial internal consistency, evidenced by a composite reliability (CR) of 0.834, Cronbach's alpha (CA) of 0.812, Dijkstra-Henseler's rho_A of 0.877, and an average variance extracted (AVE) of 0.642. Individual indicator loadings varied from 0.711 to 0.875, confirming that all items significantly contribute to the measurement of SOS (Hair et al., 2019; Henseler et al., 2016). Likewise, Supervisors' Commitment (SC) exhibited significant reliability and validity, with a CA of 0.828, CR of 0.851, rho_A of 0.889, and AVE of 0.667; its four indicators loaded between 0.758 and 0.909, indicating their considerable role in

measuring supervisory commitment in the context of OPA implementation (Hair et al., 2022; Sarstedt et al., 2022). Supervisors' Management of Rewards (SMR), defined as the mediating variable, exhibited adequate reliability with a CA of 0.796, CR of 0.819, rho_A of 0.860, and AVE of 0.607, and indicator loadings between 0.693 and 0.853, thereby validating the consistent measurement of motivational constructs (Hair et al., 2019; Henseler et al., 2016). The Implementation of Open Performance Appraisal (IOPA) exhibited satisfactory reliability and convergent validity, with a Cronbach's Alpha (CA) of 0.773, a Composite Reliability (CR) of 0.799, a rho_A of 0.842, and an Average Variance Extracted (AVE) of 0.572. Item loadings ranged from 0.711 to 0.825, indicating that all indicators significantly contribute to the latent construct (Hair et al., 2022; Sarstedt et al., 2022). The high loadings and acceptable reliability and AVE values for all constructs show that the measurement model is strong. This supports the use of these constructs in structural equation modeling to look at the links between supervisors' goal setting, commitment, Supervisors' Management of Rewards, and the use of OPA. Table 2 shows the results of the measurement model.

Table 2: Results of the Measurement Model

Constructs	Indicators	Loadings	CA	rho_a	rho_c	AVE
Supervisors' Objective Setting			0.812	0.834	0.877	0.642
	SOS1	0.812				
	SOS2	0.846				
	SOS3	0.875				
	SOS4	0.711				
Supervisors' Commitment			0.828	0.851	0.889	0.667
	SC1	0.862				
	SC2	0.909				
	SC3	0.783				
	SC4	0.758				
Supervisors' Management of Rewards			0.796	0.819	0.860	0.607
	SMR1	0.784				
	SMR2	0.853				
	SMR3	0.824				
	SMR4	0.693				
Implementation of OPA			0.773	0.799	0.842	0.572
	IOPA1	0.825				
	IOPA2	0.794				
	IOPA3	0.733				
	IOPA4	0.711				

4.3 Discriminant Validity

The Fornell-Larcker criterion (Table 3) was used to check the discriminant validity of the study constructs. This compares the square root of the average variance extracted (AVE) of each construct with the inter-construct correlations to make sure that each latent variable is different

from the others (Fornell & Larcker, 1981; Hair et al., 2019). The findings show that the square root of the AVE for Supervisors' Objective Setting (SOS) was 0.807, which is higher than the correlations with Supervisors' Commitment (SC = 0.671), Supervisors' Management of Rewards (SMR = 0.612), and Implementation of Open Performance Appraisal (IOPA = 0.633). In the same way, SC had a square root of AVE of 0.820, which was higher than its correlations with EM (0.689) and IOPA (0.702). EM had a square root of AVE of 0.779, which was higher than its correlation with IOPA (0.718). Lastly, IOPA's square root of AVE was 0.758, which showed that all of the correlations between constructs were lower than the square roots of AVE. These results provide strong evidence that each construct in the model captures unique variance and is empirically distinct from the other constructs, thereby satisfying the requirements for discriminant validity and supporting the robustness of the measurement model for subsequent structural equation modeling (Hair et al., 2022; Henseler et al., 2016).

Table 3: Discriminant Validity – Fornell and Larcker Criterion

Constructs	SOS	SC	EM	IOPA
SOS	0.807			
SC	0.671	0.820		
EM	0.612	0.689	0.779	
IOPA	0.633	0.702	0.718	0.758

4.4 Descriptive Analysis

4.4.1 Supervisor's Objective Setting

The descriptive statistics for supervisors' objective setting show that employees generally agree with the statements, which means that supervisors are actively involving their subordinates in the process of setting goals. The mean scores on a 5-point Likert scale range from 3.89 to 4.12, with the highest mean ($M = 4.12$, $SD = 0.72$) for being involved in setting specific job-related goals. This shows that employees feel very involved in defining their responsibilities. The means for the realism of objectives given available resources were slightly lower ($M = 3.89$, $SD = 0.85$), which means that while employees understand the clarity and measurability of objectives, some think that resource allocation is limited. These results suggest that supervisors prioritize participative and structured goal-setting, consistent with Goal Setting Theory, which underscores the significance of specific, measurable, achievable, relevant, and time-bound objectives in improving employee motivation and performance (Locke & Latham, 2019; Aguinis, 2019). Table 4 shows the results.

Table 4: Supervisors' Objective Setting

Statement	N	Mean	Std. Dev
My supervisor involves me in setting specific objectives related to my job responsibilities	310	4.12	0.72
My supervisor ensures that the objectives I receive are measurable and clearly defined	310	4.05	0.75
My supervisor sets objectives that I believe are achievable within my role	310	3.98	0.80
I consider the objectives set by my supervisor to be realistic given the	310	3.89	0.85

available resources

4.4.2 Supervisors' Commitments

The data on supervisors' commitment show that employees generally see their supervisors as very committed to the goals they worked on together, with mean scores between 3.95 and 4.20. The mean score for consistently showing commitment to jointly set goals was the highest ($M = 4.20$, $SD = 0.68$), which shows that employees really appreciated their supervisors' involvement. After that, effective communication of objectives ($M = 4.10$, $SD = 0.74$) and motivation from jointly developed goals ($M = 4.05$, $SD = 0.78$) also got high marks. On the other hand, follow-up on goal achievement got slightly lower marks ($M = 3.95$, $SD = 0.81$). These findings indicate that supervisory commitment is reflected in goal-setting and communication processes, which, according to Expectancy Theory, can bolster employees' belief in the connection between effort, performance, and rewards, thereby positively influencing motivation and performance (Vroom, 1964; Rehman et al., 2021). Table 5 shows the results.

Table 5: Supervisors' Commitments

Statement	N	Mean	Std. Dev
My supervisor consistently demonstrates commitment to the goals we set together	310	4.20	0.68
My supervisor effectively communicates the objectives to be achieved	310	4.10	0.74
The goals developed jointly with my supervisor increase motivation and commitment for both of us	310	4.05	0.78
My supervisor regularly follows up to ensure that set goals are being accomplished	310	3.95	0.81

4.4.3 Supervisors' Management of Rewards

The descriptive analysis of supervisors' management of rewards (Table 6) indicates moderate to high employee agreement, with mean scores between 3.78 and 3.92. The highest mean score was for recognition through formal rewards or acknowledgment ($M = 3.92$, $SD = 0.79$), while promotion recommendations based on performance received the lowest mean ($M = 3.78$, $SD = 0.88$). This suggests that employees see recognition and career support in a positive light, but there may be some limits on how much they can advance in their careers. These findings underscore the mediating function of rewards in implementation of OPA, aligning with Expectancy Theory, which posits that perceived fairness and consistency in reward distribution enhance the correlation between effort, performance, and motivation (Vroom, 1964; Manzoor, 2021).

Table 6: Supervisors' Management of Rewards

Statement	N	Mean	Std. Dev
My supervisor plays a key role in ensuring a pay rise is granted when I perform well	310	3.85	0.82
My supervisor recommends me for promotion when I demonstrate good performance	310	3.78	0.88
My supervisor ensures I am recognized for my performance through	310	3.92	0.79

formal rewards or acknowledgment			
My supervisor supports my career advancement based on my performance	310	3.89	0.83

4.4.4 OPA Implementation

The descriptive statistics for the use of open performance appraisal (Table 7) show that most employees agree that OPA systems are working well in their workplaces, with average scores between 3.90 and 4.08. The highest mean was for clarity in the appraisal of objectives ($M = 4.08$, $SD = 0.76$), while the lowest mean was for communication of employees' performance levels ($M = 3.90$, $SD = 0.87$). This means that OPA sets clear performance standards and makes sure that objectives are met on time, but communication about performance outcomes could be better. Overall, these results show that people think OPA implementation is a good thing. This supports the idea that structured appraisal systems improve transparency, goal clarity, and performance feedback, which can then boost employee motivation and accountability (Aguinis, 2019; van Woerkom, 2020).

Table 7: Implementation of OPA

Statement	N	Mean	Std. Dev
OPA leads to a clear appraisal of objectives in our institution	310	4.08	0.76
OPA offers a well-defined performance criterion	310	4.00	0.81
OPA leads to the timely implementation of objectives	310	3.95	0.84
OPA communicates the levels of employees' performance in our institution	310	3.90	0.87

4.5 Collinearity Statistics

The collinearity analysis as indicated in Table 8 of the independent and mediating variables indicates that multicollinearity is not an issue, thereby affirming the reliability of regression and structural equation modeling estimates. For Supervisors' Objective Setting (SOS), the tolerance was 0.268 and the variance inflation factor (VIF) was 3.734. For Supervisors' Commitment (SC), the tolerance was 0.297 and the VIF was 3.368. For Supervisors' Management of Rewards (SMR), the tolerance was 0.312 and the VIF was 3.205. There is no sign of severe multicollinearity among the predictors because all of the VIF values are below the recommended threshold of 5 and the tolerance values are above 0.1 (O'Brien, 2007; Dormann et al., 2013). These results indicate that each variable provides unique information to the model, facilitating precise estimation of the impacts of supervisors' objective setting, commitment, and employee motivation on the implementation of open performance appraisal (OPA). Consequently, the data are appropriate for additional analysis, encompassing regression and structural equation modeling, to evaluate the proposed relationships.

Table 8: Collinearity Statistics

Variable	Tolerance	VIF
Supervisors' Objective Setting (SOS)	0.268	3.734
Supervisors' Commitment (SC)	0.297	3.368
Supervisors' Management of Rewards (SMR)	0.312	3.205

4.6 Structural Equation Model

The structural model depicted in Figure 1 elucidates the interconnections among supervisors' objective setting, supervisors' commitment, Supervisors' Management of Rewards, and the execution of open performance appraisal (OPA). Supervisors' Objective Setting (SOS) has a direct positive effect on Supervisor's Management of Reward (SMR), with a path coefficient of 0.45, meaning that setting clear, measurable, and achievable goals greatly increases employees' motivation. Likewise, Supervisors' Commitment (SC) exhibits a more substantial direct influence on Employee Motivation, evidenced by a path coefficient of 0.61. This indicates that ongoing supervisory involvement, clear communication of objectives, and subsequent Supervisors' Management of Rewards are essential in enhancing OPA. Employee Motivation significantly influences the Implementation of OPA, evidenced by a coefficient of 0.56, underscoring the mediating function of motivation in converting supervisory practices into effective appraisal execution. The latent variable for Implementation of OPA itself shows high internal consistency, with a value of 0.85. This means that the four observed indicators (IOPA1–IOPA4) reliably capture the construct. The model indicates that supervisors' objective setting and commitment indirectly affect OPA implementation, primarily by enhancing employee motivation. This underscores the necessity of integrating goal clarity, supervisory support, and reward mechanisms to fortify performance appraisal systems in public health institutions (Hair et al., 2019; Locke & Latham, 2019; Vroom, 1964).

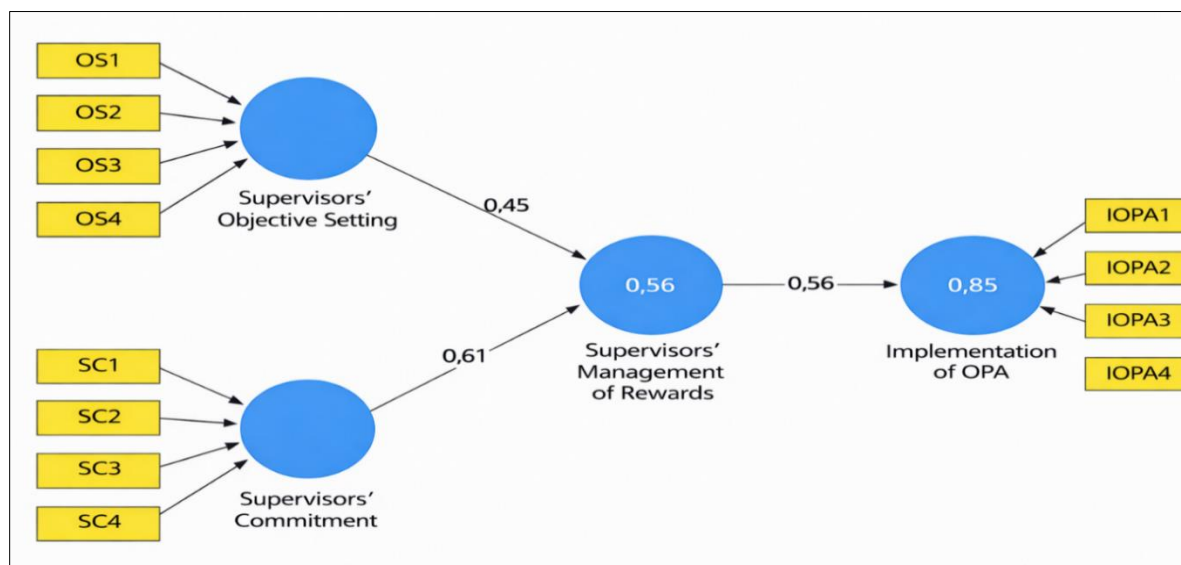


Figure 1: Structural Equation Model

5. DISCUSSION OF FINDINGS

The results from the structural equation model show that supervisors' setting of goals and commitment have a big effect on employee motivation, which in turn makes open performance appraisal (OPA) work better. Supervisors' objective setting (SOS) had a positive impact on Supervisors' Management of Rewards ($\beta = 0.45$), and supervisors' commitment (SC) had an even stronger impact ($\beta = 0.61$). Supervisors' Management of Rewards then mediated these

relationships to affect OPA implementation ($\beta = 0.56$). These findings are consistent with Goal-Setting Theory, which asserts that specific, clear, and challenging goals enhance performance by offering direction and motivating individuals to attain desired outcomes (Locke & Latham, 1990; Latham & Pinder, 2005). In public health institutions, clearly defined objectives assist employees in aligning their daily tasks with institutional goals, thereby fostering accountability and focus. Empirical studies demonstrate that participatory and measurable goal setting enhances appraisal engagement and credibility (van Woerkom, 2020; Bindels et al., 2021). Additionally, the greater influence of supervisors' commitment illustrates the theory's focus on the significance of leadership engagement in achieving objectives, as dedicated supervisors offer continuous feedback, mentorship, and follow-up, thus enhancing trust and transparency in OPA processes (Locke & Latham, 2002; Lupenza, 2024). The mediating function of Supervisors' Management of Rewards aligns with Expectancy Theory (Vroom, 1964), which asserts that motivation is contingent upon employees' convictions that effort results in performance and that performance produces desirable rewards. Setting clear goals and being committed to them by supervisors strengthens these expectancy beliefs because employees think that having clear goals and fair evaluation processes makes their work worthwhile. Empirical evidence supports this mechanism, demonstrating that both intrinsic and extrinsic reward systems strengthen the relationship between supervisory practices and appraisal effectiveness, especially when regarded as fair and consistent (Manzoor, 2021; Owusu & Agbozo, 2023; Msuya, 2020). The OPA construct's high internal consistency ($\alpha = 0.85$) further supports the idea that the appraisal measures accurately reflect employees' experiences. This shows that Supervisors' Management of Rewards is an important way that supervisory practices lead to effective appraisal implementation. The findings indicate that both theoretical frameworks and empirical research underscore the necessity of incorporating goal clarity, supervisory involvement, and significant reward systems to improve OPA implementation. In public health settings with few resources, where there are problems like too much work and not enough outside rewards, it is especially important to boost motivation through dedicated supervision and setting goals together. This study empirically demonstrates that supervisors' practices indirectly influence appraisal effectiveness primarily through employee motivation. It underscores the necessity for public health managers to integrate objective setting, consistent follow-up, and recognition mechanisms to enhance performance appraisal systems.

6. CONCLUSION

The study emphasizes the essential importance of synchronizing supervisory practices with employee motivational mechanisms to improve the efficacy of Open Performance Appraisal in public health institutions. Organizations can create an environment that encourages accountability, trust, and professional commitment by making sure that goals are clear, supervisors are always involved, and rewards are used wisely. Theoretical insights from Goal-Setting and Expectancy theories underscore that motivation is both an individual motivation and a consequence of organizational frameworks and leadership conduct. This indicates that interventions focused on enhancing supervisor support and recognition systems are likely to produce enduring advancements in appraisal methodologies. Ultimately, the study enhances comprehension of the behavioral and institutional dynamics essential for effective performance appraisal, providing insights for policy and managerial strategies designed to bolster workforce performance in resource-limited healthcare environments.

7. RECOMMENDATIONS

The study's findings suggest that public health institutions should focus on developing and training supervisors in effective goal-setting and performance management techniques. Supervisors should be helped to set clear, measurable, and participatory goals, and they should keep in touch with and follow up with their staff regularly. Institutions should also set up clear and timely reward systems, both intrinsic and extrinsic, to keep employees motivated and make sure that their accomplishments are recognized. Also, adding regular feedback systems and mentorship programs can make appraisal processes more trustworthy and accountable. Policymakers and hospital managers should think about putting money into building supervisory skills and creating structured performance appraisal systems that link employee efforts to institutions goals. This would create a motivated and high-performing workforce even when resources are limited.

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