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## Performance Evaluation and Motivation of Public Servants: Case Study at Vilankulo Rural Hospital

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**Albertina Feniase Manhice** – Save University, albertina.manhice@gmail.com  
**Flávio José Fulete** – Save University, dr.ffulete@gmail.com

### Summary

This study aims to understand the contribution of performance appraisal to the motivation of government employees and agents, taking the Vilankulo Rural Hospital in Mozambique as a case study. The research adopts a mixed-methods approach, exploratory and descriptive in nature, combining qualitative and quantitative methods, with questionnaires and interviews administered to a representative sample of employees. Theoretically, the study is based on authors such as de Andrade, Chiavenato, Martin, Neiva, Deci, and Ryan, who address concepts of performance appraisal, motivation, and people management. The results reveal that, although employees recognize the importance and usefulness of performance appraisal, they perceive the current system as poorly motivating, with weaknesses related to transparency, insufficient feedback, and inconsistent evaluation criteria. The study's originality lies in its empirical exploration of a specific public context in Mozambique, where there is a scarcity of research on the impact of performance appraisal on motivation. The contribution lies in the possibility of proposing strategies to improve the system, strengthening motivation, justice, and institutional effectiveness. It is concluded that performance evaluation must be understood as a strategic mechanism for valuing and involving employees, requiring methodological and cultural adjustments for greater productivity.

**Keywords:** Performance evaluation, performance evaluation objectives, Motivation.

### Abstract

This study aims to understand the contribution of performance appraisal to the motivation of government employees and agents, taking the Vilankulo Rural Hospital in Mozambique as a case study. The research adopts a mixed-methods approach, exploratory and descriptive in nature, combining qualitative and quantitative methods, with questionnaires and interviews administered to a representative sample of employees. Theoretically, the study is based on authors such as de Andrade, Chiavenato, Martin, Neiva, Deci and Ryan who address concepts of performance appraisal, motivation, and people management. The results reveal that, although employees recognize the importance and usefulness of performance appraisal, they perceive the current system as poorly motivating, with weaknesses related to transparency, insufficient feedback, and inconsistent evaluation criteria. The study's originality lies in its empirical exploration of a specific public context in Mozambique, where there is a scarcity of research on the impact of performance appraisal on motivation. The contribution lies in the possibility of proposing strategies to improve the system, strengthening motivation, justice, and institutional effectiveness. It is concluded that performance evaluation must be understood as a strategic mechanism for valuing and involving employees, requiring methodological and cultural adjustments for greater productivity.

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## 1. Introduction

In the Mozambican context, performance evaluation in public administration has its historical origin in the post-independence period, influenced by the socialist logic, adopted by



FRELIMO in the liberated zones. This model, known as ESOFE, is marked by assessments subjective without clear objective criteria (Manhiça, Machado and Chadreque, 2024). Initially, the focus was legal and administrative, supporting the career progression of Manhiça and Siteo employees, (2024). With the Global Public Sector Reform Strategy (GSRSP) launched in 2001, the assessment became part of modernization with a focus on meritocracy, efficiency and fighting corruption (Chibalonza and Eugenio, 2025). In 1995, the government introduced the Annual Classification sheet of State Personnel (FOCAPE), seeking greater objectivity, still considering functionalities distinct functionalities (Manhiça et al., 2024). The main change occurred with the Reform of the Public of 2001, which institutionalized the Performance Management System in Administration Public (SIGEDAP) in 2009, prioritizing clear goals, continuous feedback and development of skills (Levieque, 2011).

The Global Public Sector Reform Strategy (GSRSP) 2001-2011 marked the beginning of an integrated approach to performance evaluation, recognizing it as essential for align objectives and improve public services (Macuane et al., 2019).

The evolution incorporated elements of New Public Management, such as digital technologies, decentralization and training of civil servants, but still faces challenges such as resistance and lack of resources (Chibalonza and Eugenio, 2025; Manhiça and Siteo, 2024). After the 1990s, the evaluation gained focus on results, accountability and use of indicators, becoming an instrument strategic for efficiency and transparency in public administration (Martins and Ensslin, 2021).

Despite advances, performance evaluation faces structural, technical and cultural. Neiva (2020) highlights that the process undergoes individual interpretations and influences subjective and internal that can generate envious judgments. Barros and Marques (2021) argue that performance evaluation must go beyond the legal aspect, becoming part of the organizational culture to promote human and institutional development. Amaral et al. (2018) reinforce their role strategic to boost the efficiency and modernization of public management while Martins and Ensslin (2021) emphasizes the importance of the information generated for decisions, goal setting and continuous learning. Thus, evaluation strengthens participatory management, aligning results to the actions of employees and contributing to progression, remuneration, training and quality in management.

During the professional internship carried out at the Vilankulos Rural Hospital, the following were identified: problems in the performance evaluation system, such as employee dissatisfaction due to inadequacy of questionnaires, lack of effective *feedback*, lack of motivation and lack of knowledge of importance of evaluation. Furthermore, non-compliance with public service standards was found Mozambican. The question asked seeks to understand to what extent the evaluation system contributes for the motivation of employees and state agents in the hospital. The objective of the study is

understand this contribution, identify the methods used, describe the strategies that promote the application and propose improvements to the evaluation system at the Vilankulo Rural Hospital.

### 1.1. Justification

The choice of the performance evaluation topic is based on its strategic relevance to the people management, directly impacting motivation, career progression and quality of work, in addition to improving professional and social conditions. To be effective, it must be fair, objective and transparent, free from personal influences. At Vilankulos Rural Hospital, the theme is pertinent due to employee dissatisfaction with the transparency and application of the system evaluative, with flaws in the development of standards and lack of *feedback*, compromising trust and participation. The study contributes theoretically by deepening the effects of evaluation on application of public servants and their relationship with meritocracy and organizational culture. In practice, suggests improvements such as 360-degree assessment, continuous *feedback* and alignment with planning and development. Socially, it can strengthen public services, valuing civil servants and promoting transparent and meritocratic management.

The study seeks to fill a gap in the literature regarding the absence of specific models of performance evaluation adapted to the legal, cultural and structural specificities of institutions Mozambican public institutions Amaral et al. (2018) and Barros and Marques (2021). The evaluation is still often seen as a bureaucratic activity, somewhat integrated into the organizational culture, aggravated by the lack of adequate training of evaluators, compromising the fairness and validity of the process (Barros and Marques, 2021). There is also a lack of empirical studies that delve deeper the real impacts of performance evaluation on productivity, motivation and results institutional in the Mozambican context. Therefore, these scenarios highlight the need for develop contextual models that consider institutional particularities and promote a culture of continuous and strategic evaluation, promoting the improvement of public management and its results.

## 2 Theoretical Framework

### 2.1. Performance evaluation

Performance appraisal is a systematic process that analyzes actions and behaviors of servers in relation to organizational standards (Neiva, 2020; Barros and Marques, 2021). Serve as a management tool to identify potential, deficiencies and opportunities for



individual and institutional development (Amaral et al, 2018).

It is related to meritocracy and strategic planning involving continuous feedback, goal setting and alignment between individual efforts and organizational objectives (Brandão and Guimaraes, 2001; Aguinis, 2013). Its effectiveness depends on clear criteria, preparation of evaluators, leadership involvement and context suitability (Denisi and Murphy, 2017; Barros and Marques, 2021).

Performance evaluation also supports management decisions such as promotion and training, in addition to contributing to the continuous development of the server (Chiavenato, 2010; Tachizawa, Ferreira and Fortunato, 2006; Silvestein, 2011). In the public sector, it is essential to improve the quality of services, value employees and promote institutional efficiency (Manhiça and Siteo, 2024; Andrade and Cordeiro, 2022; Guessser, Ensslin and Putri, 2020). Studies indicate that the evaluation cycle involves design, implementation, use and review, challenges in metrics and management (Bourne et al., 2000; Van Camp and Braet, 2016; Santos and Feuerschutte, 2011; Hipolítico and Reis, 2002). Evaluation occurs at different organizational levels, contributing to effectiveness, sustainability and continuous improvement (Brandão and Guimaraes, 2001).

## 2.2. Performance Evaluation Objectives

According to Robbins (1998, cited by Davis 1992), performance appraisal is a essential tool for human resources decisions, such as identifying needs training, adapt selection programs, provide *feedback* to employees and distribute rewards. For managers, it is essential that employees use their full potential to that the organization explores market opportunities. Thus, the evaluation aims to verify whether results are being achieved and propose improvements in the processes, serving as criteria for the selection and development programs, providing employees with feedback on how organization sees them; and serving as a basis for directing rewards.

Pontes (1999) states that performance evaluation aims to improve productivity, quality and customer satisfaction. Furthermore, it strengthens communication between different levels hierarchical, promoting an environment of trust, motivation and cooperation. Souza et al. (2006) add that the objectives include supporting decisions on promotion, remuneration, transfer and skills development, in addition to providing feedback to the employee on their performance and guide your professional trajectory.

Within the scope of public administration, Decree No. 55/2009 of 12 October (SIDEDAP), defines that performance evaluation aims to promote excellence in public services, improve the individual performance, strengthen management and leadership skills, recognize merit and support



decisions about mobility, promotions, and training. The assessment also aims to identify talent, support the professionalization and development of the skills of state agents. For Caixote et al. (2013) emphasize that the evaluation must reflect on the faithful form of the worker's behavior, not being a settling of accounts. Almeida (1996, cited by Caixote et al., 2013) highlights that their objectives are: to improve productivity, motivation and personal development; to assist in people management decisions; and identify employees with the potential to take on greater responsibilities.

Pereira (2014) adds that the evaluation must align the server with the position, promote self-development, identify training needs and offer constant *feedback* to strengthen teamwork.

The authors' perspectives reveal that performance evaluation is multifunctional, going beyond administrative decisions. It contributes to the personal and professional development of employees, directly influencing organizational performance. Its role is also highlighted as a source of motivation, through recognition, guidance and growth opportunities, closing the cycle between evaluation, valorization and productivity in the environment.

### 2.3. Motivation

Motivation can be understood as an internal force that drives the individual to direct their behavior in pursuit of certain objectives (Madureira, 1990).

Complementing this view, Barbosa (2009) defines it as the phenomenon that leads to acting in a certain way, and is often used to explain persistence in a specific direction.

In the organizational context, Bilhim (2013) adds that motivation involves the willingness to apply high levels of effort to achieve goals, this effort being conditioned by the way in which the organization meets the needs of its employees.

These perspectives reveal that motivation is one of the main driving forces of human behavior, influencing personal and professional performance. In this sense, culture organizational role takes on a central role, as it fosters a sense of belonging, appreciation individual and productivity, factors that directly impact the internal and external motivation of workers.

Motivated employees tend to be placed in roles that explore and develop their potential. Furthermore, they expect recognition, whether through competitive salaries, plans of growth, benefits, or appreciation by the organization. An organizational environment healthy, characterized by good interpersonal relationships and effective communication, also strengthen the motivation and increase productivity.



From this perspective, Bomfim (2018) understands that employee motivation is linked to social transformations, the demands of the profession and working conditions. It can derive from intrinsic factors, such as genuine interest in the activity performed, or extrinsic factors, such as external rewards and pressures. Based on Self-Determination Theory, Deci and Ryan (2000) explain that motivation is linked to the satisfaction of three basic psychological needs: autonomy, competence, and belonging. When these dimensions are met, they promote greater employee involvement and effectiveness.

On the other hand, authors such as Feist, Feist and Roberts (2015) and Pasquali (2017) highlight that motivation, although widely used in organizational and academic discourse, still lacks a clear conceptual delimitation. It is an abstract theoretical construct, of a subjective nature and multifaceted. Therefore, it must be analyzed from constructive and operational definitions, which allow the development of instruments capable of capturing its complexity.

However, while Madureira, Barbosa, Bilhim and Bomfim focus on the practical aspects and functional aspects of organizational motivation, Feist, Roberts and Pasquali highlight the importance of precision conceptual framework for advancing research. The intersection of these approaches contributes to a vision more comprehensive and critical of motivation, both as a psychological and as a strategic tool management.

### **3. Material and Method**

Research is descriptive in nature, as it sought to record and describe facts and characteristics of a phenomenon without interference from the researcher. This type of study allows the identification of patterns and relationships between variables using standardized data collection techniques, such as questionnaires and interviews, being widely used in social and organizational investigations (Marconi and Lakatos, 2003). The main objective was to understand the characteristics of the evaluation process performance at the Vilankulo Rural Hospital and its relationship with employee motivation and agents of the State.

Regarding the objectives and nature, the study adopted an exploratory and descriptive character, making it possible to investigate a little-studied phenomenon and seek answers to specific questions. Yin (2001) highlights that exploratory research aims to gather initial information about a given problem, while descriptive research systematically analyzes the characteristics of a phenomenon. This combination proves suitable for understanding, in depth, how performance evaluation influences employee motivation in the hospital of Vilankulos.

For the research, a mixed approach was adopted, combining qualitative and



quantitative. According to Michel (2005), a qualitative approach allows us to understand the meanings attributed by individuals to social phenomena, valuing subjective analysis and contextual. Through open interviews, we sought to capture perceptions, opinions and experiences of employees, on performance evaluation and professional motivation.

Additionally, the quantitative approach was used to organize and analyze the information obtained through questionnaires. According to Marconi and Lakatos (2003), a quantitative analysis makes it possible to measure frequencies, identify patterns and synthesize responses, through tabulation and application of basic statistical techniques, ensuring greater objectivity in the results. The triangulation of methods, by integrating objective and subjective data, increased the reliability of the connections.

To guide the analysis, the inductive method was used, starting from the observation of data particulars for the formulation of general conclusions. According to Marconi and Lakatos (2003), induction allows generalizations to be extracted from specific facts, enabling a broad understanding of the phenomenon. In this study, the information obtained from employees was interpreted in a to infer relationships and impact of performance evaluation on organizational motivation.

The monographic method was adopted as the main strategy, enabling an analysis detailed description of individuals, groups and institutions, according to Marconi and Lakatos (2003). According to Yin (2001), the case study is suitable for investigating, in depth, phenomena embedded in real contexts, such as the performance evaluation process at the Vilankulos Rural Hospital.

Data collection was carried out through semi-structured interviews and questionnaires. According to Marconi and Lakatos (2003), interviews provide direct interaction between researcher and interviewed to obtain specific information. In this study, the heads of of sectors, allowing the collection of detailed and contextualized data on the evaluation of performance.

The study population consisted of 270 employees of the Vilankulos Rural Hospital, including nurses, clinicians, service agents, department heads and staff members administrative. The sample, defined by simple random sampling techniques, ensured equal probability of selection to all members of the population (Gil, 2008). 90 were selected participants, corresponding to approximately one-third of the population: 45 nurses, 5 clinicians, 20 service agents, 17 administrative staff and 3 department heads, 40 men and 50 women.

#### **4. Results and Discussion**

It is assumed that performance evaluation, as a management practice, human resources, has great organizational relevance, as it provides information that supports

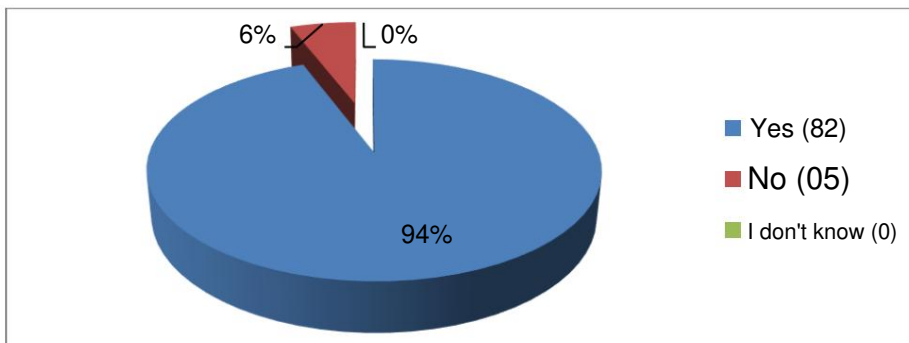
other management practices. Given their importance and possible repercussions, it is relevant to study the motivation by workers in this process, especially in the public sector, where their implementation has generated criticism and controversy. In the case of the Vilankulo Rural Hospital (HRV), interviews revealed employee dissatisfaction with the development and application of the system, subject to compliance with legal standards and institutional support from the government.

**Table 01: Distribution of participants by gender**

| Gender                                 | Employees in general |        | Management members (managers) |       | Total       |
|--|----------------------|--------|-------------------------------|-------|-------------|
|  | Fr.                  | %      | Fr.                           | %     | Fr./%       |
| 39 43.33% Female                       | 48                   | 53.34% | 1                             | 1.11% | 40 (44.44%) |
| 96.67% Source: prepared by the authors | 87                   |        | 2                             | 2.22% | 50 (55.56%) |
|  |                      |        | 3                             | 3.33% | 90 (100%)   |

As shown in the table, 90 employees participated in the survey. Of these, 87 (96.6%) responded to a questionnaire, 48 women (53.3%) and 39 men (43.3%). Another 3 employees in management positions (3.4%) participated through interviews, of which 1 was a man (1.1%) and 2 women (2.2%).

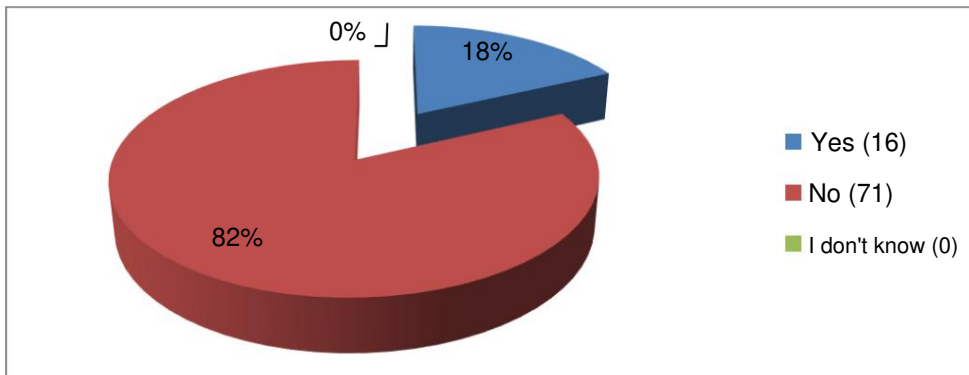
**Chart 1: Performance Assessment Targets at the Institution**



Source: prepared by the authors

Of the 87 employees surveyed, 82 (94%) stated that they had been evaluated since joining the company. institution, while 5 (6%) reported never having undergone an evaluation, possibly because they had been recently hired. This data indicates that most employees participate in the process performance evaluation, considering it a fundamental tool for integration and adaptation to functions, as highlighted by Chiavenato (2010, cited by Silva, 2014).

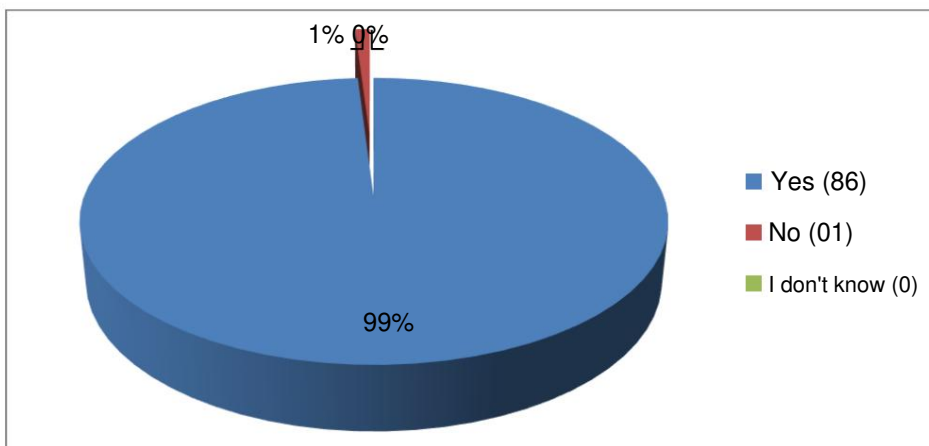
**Chart 02: Training on the AD system in use at the institution**



**Source:** prepared by the authors

Regarding training on the evaluation and performance system, 71 employees (82%) stated that they had not received training, while 16 (18%) stated that they had been trained. The absence of training compromises the effectiveness of the system and influences employees' perception of the evaluation process. For Chiavenato (2005) and Pontes (1999), well-structured programs of evaluation promote productivity, communication and satisfaction, being employee training fundamental for the correct application and understanding of the system.

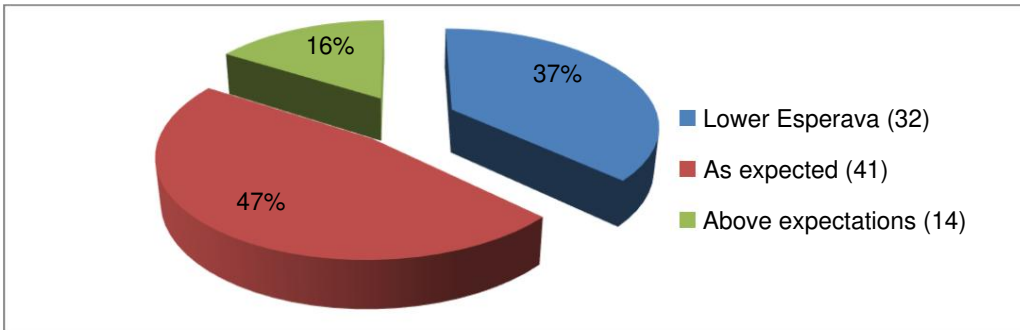
**Chart 03: Importance of performance evaluation for the employee**



**Source:** prepared by the authors

regarding the relevance of performance evaluation, 86 employees (98.9%) consider it important, while only 1 (1.1%) disagrees. These results indicate that the practice is widely recognized and valued in the institution. According to Caixote et al. (2013), performance evaluation is a central tool in human resources management, allowing the measurement of the contribution of individuals and collectives to achieve organizational strategic objectives.

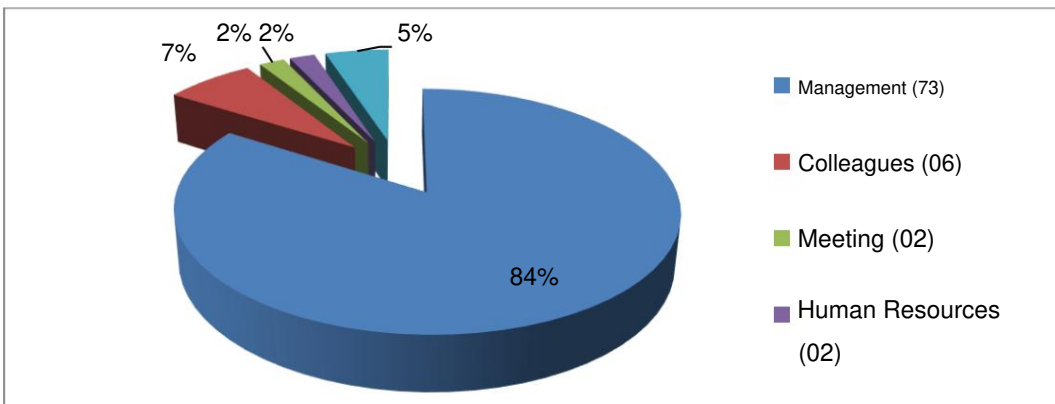
**Chart 04: Results of the last performance evaluation**



Source: prepared by the authors

Of the 87 employees surveyed, 32 (37%) considered the result of the last evaluation below of what was expected, 41 (47%) thought it was as expected and 14 (16.0%) rated it as above than expected. These results reflect an overall alignment of employees with their assessment, which which contributes to motivation and job satisfaction. according to (Chiavenato, cited by Silva, 2014) the degree of satisfaction with the result of the task positively influences the motivation for activities future.

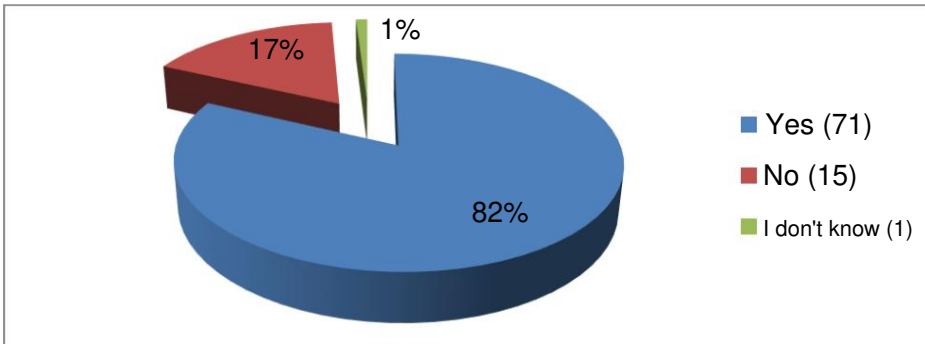
**Chart 05: Knowledge of AD results**



Source: prepared by the authors

Regarding the way results were communicated, 73 employees (84%) received feedback from management, 6 (7%) responded that they had obtained the information through colleagues, 2 (2%) in meetings, 4 (5%) by other means and 2 (2%) by human resources. It is observed that the communication carried out by direct management is the predominant practice, which is in line with the understanding that leadership, in its proximity, is the most appropriate for monitoring and evaluating employee performance. (Câmara et al., cited in Lima, 2009; Chiavenato, 1998, cited in Sousa et al., 2006).

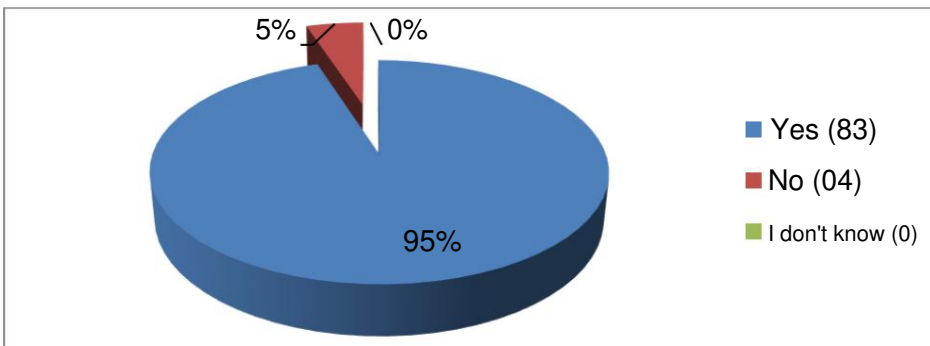
**Chart 06: Space for discussion of performance evaluation results**



**Source:** prepared by the authors

Of the 87 employees surveyed, 71 (82%) said there was room to discuss the results of the evaluation, 15 (17%) denied this possibility and 1 (1%) did not respond. These data suggest that the institution recognizes the importance of feedback for employee development, although limitations still exist. According to Chiavenato (2009), the discussion of results facilitates the identification of individual skills, needs and goals.

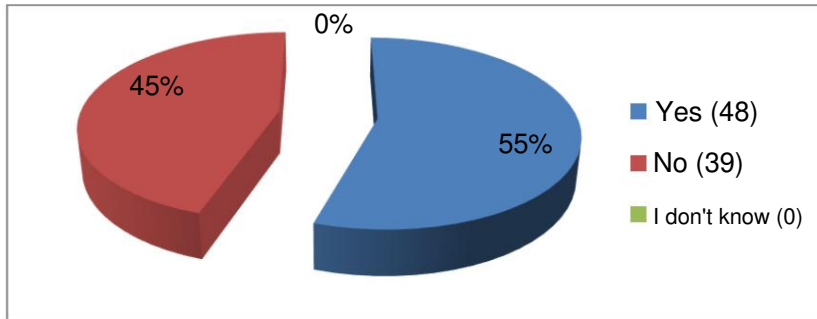
**Chart 07: AD in improving employee performance**



**Source:** prepared by the authors

Regarding the impact of evaluation on performance, 83 employees (95%) stated that it contributes to improving their performance, while 4 (5%) disagreed. These results indicate that employees recognize the evaluation as an instrument of self-development and professional development. For Caixote et al (2013), performance evaluation should reflect the reality of work and fulfill three main objectives: increasing productivity and motivation, support personnel management decisions and identify potential for higher-level roles (Almeida, 1996, cited by the same author).

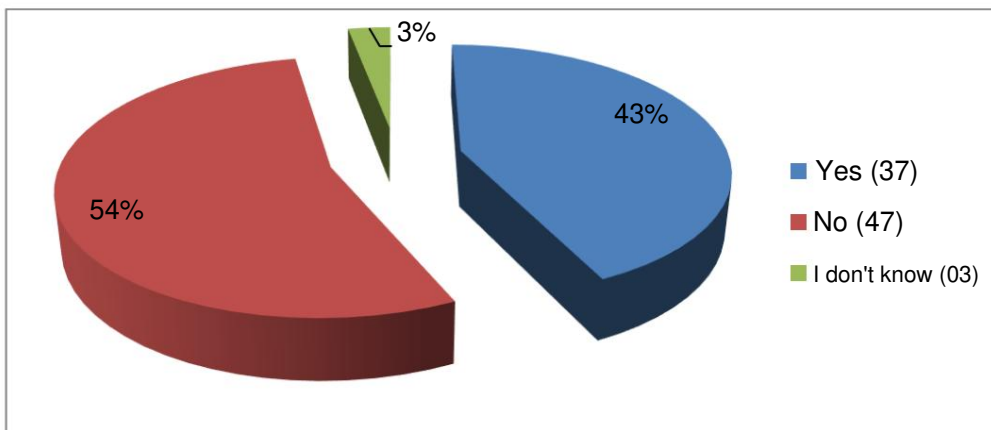
**Chart 08: Employee satisfaction with AD criteria**



Source: prepared by the authors

Based on graph 8, it can be seen that of the 87 employees surveyed, 48 (55%) expressed dissatisfaction with the criteria used in performance evaluation. The evaluation should identify points for improvement and consider good performances, based on clear criteria and measurable. To achieve this, it is essential that the evaluator understands their role, knows the performance of the person being evaluated and be able to issue an appropriate value judgment (Chiavenato, 1999, cited by Soares de Carvalho, 2012). According to Caetano (2008, cited by Tavares, 2010), the systems and criteria evaluative reflects the emphasis given to individual behaviors or results achieved.

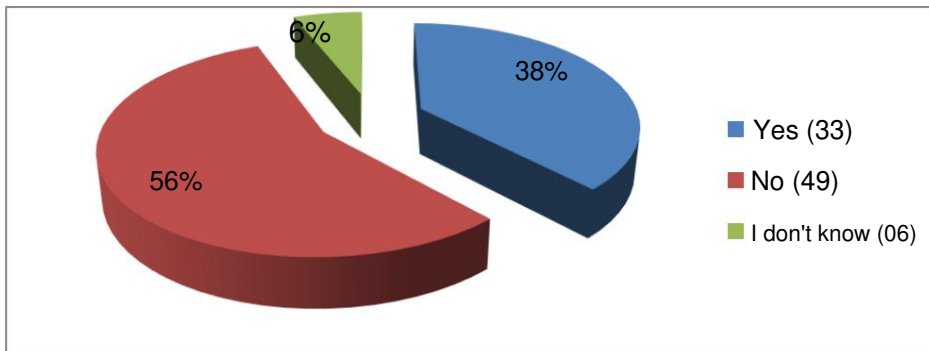
**Graph 9: Employee motivation with the AD carried out at the institution**



Source: prepared by the authors

Regarding the vote generated by the evaluation, 37 (42.53%) did not know how to give an opinion. Among the factors The demotivating factors highlighted are the period considered, which prioritizes recent moments, and the subjectivity of the evaluation process. Those who felt motivated highlighted the opportunity to know their performance and identify areas for improvement. For Chiavenato (2000), people Motivated people increase productivity and contribute to the organization's success. Bilhim (2013) adds that motivation is related to the effort to achieve goals, conditioned by satisfaction of individual needs.

**Graph 10: Employee motivation with the AD system.**



**Source:** prepared by the authors

Regarding motivation in the face of evaluation, 33 employees (38%) considered it motivating, while 49 (56%) did not perceive it that way and 5 (6%) did not know how to give an opinion. These results indicate that the current system does not fully fulfill its incentive role, due to the lack of transparency, criteria that are not in line with legislation and awards that favor less prominent employees, which generates internal conflicts. For Chiavenato (2005) the performance human is influenced by dynamic factors, and motivation is linked to objectives, adequacy of the task and the environmental conditions effective for effective effort.

#### **4.1. Analysis of data obtained through interviews with sector heads.**

Regarding the interview data from the management members, the three heads interviewees, one male corresponding to 33.33% and two female corresponding to 66.67%, in relation to the understanding of performance evaluation, the respondents responded. Performance evaluation is considered a tool or mechanism that seeks to know, measure and evaluate the performance of employees, establishing a comparison between the expected performance and that presented by the employee in the execution of tasks.

Based on the responses, it is observed that the interviewees have broad knowledge about performance evaluation in the institution. Stoffeli (2000: 45) defines evaluation as the result of comparative analysis between expected and actual performance. Chiavenato (2001) cited by Neto (2014:7), considers performance evaluation a method to obtain data that contribute to the improving human performance in organizations. can be recorded, processed and channeled towards improving human performance in organizations. Marques (2021) considers as a systematic process for analyzing employee practices and behaviors. In relation to training of the interviewees on the evaluation system used, two stated that they had not received training, and a brief instructional statement for employee evaluation.

Thus, it is understood that the institution does not offer adequate conditions for the training of



employees, a fact that can generate several errors of perception in the evaluation process. According to Lacombe (2008:285), the subjectivity of the evaluator is a common problem and it is necessary continuous training to ensure the reliability of results

According to Pontes (1999:26), a formal performance evaluation program must allow for the clear establishment of the results expected from employees in the organization. These must be continually guided regarding their performance, demonstrating that the results represent a step forward for the entire organization. Assessment is an important instrument assist in decisions related to career, training and development, as well as serving as basis for programming quality programs, according to the method adopted and the quality management instrument

About the benefits of performance evaluation for the evaluator and for the institution, among the three interviewees, two highlighted that the evaluation process contributes to improving the quality of services provided in the institution or sector. One interviewee added that evaluation promotes professional growth and improving employee performance, boosting quality of services and productivity

Based on the responses, it is understood that performance evaluation is one of the most important administrative instruments to analyze results from the perspective of workforce performance work and anticipate future actions, considering the available human potential. According to Chiavenato (2005) and Andrade and Cordeiro (2022), performance evaluation has become an essential tool to improve organizational management, benefiting organizations, individuals and teams, involved, and contributing to instructional efficiency.

Among the main difficulties highlighted by those evaluated in the process, one interviewee highlighted the lack of in-depth knowledge about the method used in the institution, attributed to lack of training; the need for close monitoring of the person being evaluated; and disagreement between the perceptions of the evaluator and the evaluated. Other difficulties mentioned include the dubious interpretation of some criteria, carrying out the assessment in the absence of the employee, which makes it impossible to clarify points for improvement, and the annual interval between assessments, which can generate injustices due to the long period between them.

Therefore, evaluation, as a tool to identify areas for improvement and consider good performance, must be based on clear and measurable criteria. It is crucial that the person being evaluated has continuous knowledge of their performance during the period being evaluated and be able to issue justice of adequate value (Chiavenato, 1999, cited by Soares de Carvalho, 2012:9). Regarding the form of dissemination of results, the interviewees reported that evaluation is communicated individually, with the employee being called to the office to receive a note final, momentarily discussed and subsequently signed.



The individualized form of disclosure of results can be interpreted as a kind of self-assessment, in which the employee analyzes his or her own characteristics and performance. Neiva (2020), notes that the evaluation process is subject to individual interpretations and influences of subjective factors. According to Pontes (1999), evaluation allows the company to compare the results expected with the exercises carried out by the employee, identifying strengths and weaknesses for the continuous improvement

When asked about the application provided by the evaluation system applied in the Vilankulo Rural Hospital (HRV), interviewees stated that the process is motivating, as allows the person being evaluated to identify aspects to be improved on a daily basis, in addition to understanding their level of knowledge, skills and attitudes. However, they suggested improvements in instrument used

Bilhim (2013) defines motivation as the intense desire to act so that the organization achieves its objectives, linked to the satisfaction of individual needs. It is essential that the HRV evaluation system is motivating to ensure employee productivity, as a motivated employees can stimulate their potential for the benefit of the institution. About the intended improvements in the evaluation process, interviewees generally suggested reducing the interval between assessments for a quarterly period, considering the long annual interval, which can lead to forgetting important aspects for improving activities. It was also requested the implementation of bonuses and awards for the most outstanding employees. Anthony (1999) *apud* Caixote *et al* (2013), considers that the worker's objectives and the deadline to achieve them They must be defined jointly between the worker and supervisor and must be specific, measurable, requested, challenging and accepted by both parties.

## Final Considerations

This work aimed to understand the contribution of performance evaluation in motivation of the State employees of the Vilankulo Rural Hospital (HRV). Assessment of performance is recognized as a fundamental instrument for personal development and professional of the employees.

It is concluded that the annual assessment is carried out in accordance with legal criteria, contributing to improved performance and professional development. Employees have knowledge of the results, which generally meet their expectations, and there is discussion about them. However, the evaluation system applied in HRV does not work as a motivating factor, because of the annual application, lack of transparency, little employee participation and lack of training adequate information about the process. These aspects generate a negative perception of the system



evaluative.

It is confirmed that, although performance evaluation is essential for the improvement of work activities and professional growth, in the context of HRV it does not effectively contribute to employee satisfaction and motivation. The problems identified harm the alignment of objectives between the institution and its employees.

This study highlights the importance of more transparent, participatory and continuous management of the evaluation process, in addition to the need for training of evaluators and those being evaluated to reduce subjectivity and improve results.

As a limitation, the study was restricted to HRV, with a reduced sample, which limits the generalization of results to other units or organizations. Future studies may expand the sample and investigate different sectors and hierarchical levels, in addition to exploring periodic evaluations with shorter intervals, continuous feedback, greater participation of those evaluated and specific training. It is also relevant to analyze how organizational culture influences the effectiveness and ease of performance evaluation.

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