

A Study on Effectiveness of Performance Appraisal System in Educational Institutions

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Abstract

This research study is based on effectiveness of performance appraisal system in educational institutions. Various engineering colleges with MBA departments are considered for this study. It is very important to know the present scenario of education that is being imparted to the students who are the pillars for the next generations. Today's working climate demands a great deal of commitment and effort from employees who in turns naturally expect a great deal from their employers. Performance appraisal must be seen as intrinsic part of manager responsibility. It is about improving performance and ultimate effectiveness. Performance appraisal is a systematic means of ensuring that Superior and their staff meet regularly to discuss past and present performance issues and to agree what future is appropriate for both sides. In normal circumstances, employees should be appraised by their immediate superior one to one basis. Often the distinction between appraiser & appraise. It should be understood that the staff is being appraised when they are encouraged. Hence the Study of performance Appraisal system is to improve the conditions necessary to review the performance of employees at various colleges and check the effectiveness of various appraisal systems.

Keywords — Performance Appraisal, Management by Objective (MBO), Performance standards, Self-appraisal, 360 Appraisal system, Feedback.

I. INTRODUCTION

Performance appraisal is often regarded as the most critical function of the human resource management. Several prior studies revealed that effective performance appraisal system is the sign of integral component of integral component of effectiveness of human resource management of an organization. Performance appraisal has been studied widely in several organizations in different context. However, this topic has not been researched appropriately in the Asian context especially in the perspective of Andhra Pradesh. selvarajan & cloningger (2006) have also noted that performance appraisal is not effectively developed process with in educational institutions. But the evidence and prior literature on this topic is rare, more over the literature on this subject aims at aspects of observation and little emphasis is made on the imperial findings of the effectiveness of the PA and its influence on employee

performance. Clearly there is a need to derive empirical findings on evaluation on effectiveness of performance appraisal system and its influence on employee performance in the context of educational institutions.

Denisi and Pritchard (2006) have also noted that extant research on performance appraisal has excessively emphasized on psychometric issues rather than focusing on the rigorous and systematic approach to performance appraisal that is more likely to enhance motivational level of employees for improving their performance. Roberson and Stewart (2006) found that employees respond to performance appraisal system in three ways they are a) perception of fairness and b) perception of accuracy, and performance appraisal satisfaction. On the other hand selvarajan and cloningger(2006) were in the view that performance appraisal provides consistent feedback to employees that enables them to improve their performance.

Thus, a critical issue in this regard is to assess to determine the factors that can influence outcomes of performance appraisal. In this respect, the current study aimed at the evaluation of critical factors associated with the effectiveness of performance appraisal system in educational institutions.

II. ORIGINALITY OF THE RESEARCH

This paper has contributed to elaborate that how educational institutions perceive performance appraisal system. In this way gap in literature has been filled regarding performance appraisal in educational institutions. The results of this study are based on the survey finding conducted with employees of several institutions in this way, empirical contributions have been made by the researcher to elaborate effectiveness of performance appraisal system and its impact on employees.

III. OBJECTIVES IF THE RESEARCH

A. Primary objective

The purpose of this study is to understand the effectiveness of performance appraisal in educational institutions.

B. Secondary Objectives

- To study and analyse the effectiveness of present performance appraisal methods being followed.

- To collect feedback of appraiser and appraisee about the existing performance appraisal method.
- To collect information about drawback/shortcomings of the performance appraisal system in place in the institutions.
- To make suggestions based on employee feedback and other information collected with a view to improve the appraisal process in the institution.

IV. SCOPE OF THE STUDY

The work is confined to study the appraisal process present in the institution. It also visualizes real-time scenario in industry. It explores some of the merits and demerits in the existing system.

This study comprises the complete academic staff and exhausting depicting the appraiser relationship and the significance of the overall appraisal system in the colleges. The research was based on the study of the attitudes of employee towards performance appraisal. In order to understand the entire process researcher initially studied the performance appraisal system where researcher found that appraisal is done annually. To study the attitudes of employee towards the performance appraisal researcher have selected few numbers of employees who can represent the whole employees of the different institutions.

V. RESEARCH METHODOLOGY

The term research is composed of two words “re” & “search” which means to search again, research for new fact or to modify and an existing fact research methodology is the one of the most important chapters which helps the researcher to do the research work in a systematic way. Research is the systematic way of solving problem. Research is an original contribution to the existing stock of knowledge making for its achievement research is the pursuit of truth with the help of a study, interpretation and comparison and experimenting. In research the various steps are generally adopted by a researcher in studying research problems along with the logic behind them.

In short the research is the search for knowledge through objective and systematic methods of finding solution of the problem research is the process which includes defining and refining problems, formulating hypothesis to suggest solutions, organizing & evaluating data, making deductions & reaching conclusion and at last carefully testing the conclusions to determine whether they fit the formulating hypothesis.

VI. DEFINITIONS

REDMAN & MAR: “RESEARCH AS A SYSTEMATIC EFFORT TO GAIN NEW KNOWLEDGE”.

ADVANCE LEARNER DICTIONARY – “A careful investigation or inquiry especially through search for new fact in any branch of knowledge”.

P.V.YOUNG – “Research is nothing but an investigation of new facts or verifying old facts with the help of scientific knowledge”.

VII. METHODS USED

Since it is not possible to collect feedback from all the employees working in the all educational institutions, a sample of 100 employees was selected for the survey. An effort has been made to cover as many departments as possible. All major departments such as M.B.A, Engineering have been covered under the survey.

VII. DATA SOURCES

The types of data collected were

A. Primary Data

It is the data which is collected for once own research purpose.

The primary data was collected through questionnaire and informal discussions and it is interpreted. The questions were framed so as to gain maximum firsthand knowledge from the employees, which were analysed in order to arrive a suitable conclusion.

The primary data was collected through

a. Questionnaires: 100 questionnaires were distributed covering the different departments such as Business and Engineering

b. Informal discussions: informal discussions were held with various employees in the work places, this helped the researcher to gain additional information not only relating to the subject of the research but also other activities with the workplace.

B. Secondary Data

Secondary data were collected from past records and manuals of the institutions, books, internet etc. It is the data already collected which is made available for reference purposes. In this research the secondary sources of data are various files and records of institutions and HR manuals.

VIII. COLLECTION OF DATA

Both primary and secondary data were collected for the purpose of the research. Primary data was more useful in analysing and finding out the drawbacks of the proposed objectives.

Secondary data was useful in gathering information about the history and growth of the institutions within the survey & performance appraisal system used in the Former years in the colleges and the revised system that is being followed today.

Sample size 100 was selected including staff at various levels for questionnaire. Random sampling method is used for the research work Data analysis is represented using bar charts and pie charts.

IX. LIMITATIONS

Engineering colleges with MBA departments were selected for the survey. The area of the survey is limited to colleges within Guntur district only MBA departments were considered for the study.

Employee opinion: employee feedback may not be 100% reliable and accurate. Sometimes, they may keep back information that may be detrimental through the image of the institution. Also some employee may fear superior and refrain from the furnishing any negative data.

Time factor: Since the time was limited, not all the employees could be included in the survey. A sample of 100 employees was selected for the purpose of conducting the survey and collecting the relevant data. All the employees under survey were very much co-operative and helpful in spite of their busy schedules they took time to fill the questionnaire and provide me with additional inputs and information.

X. FINDINGS AND OBSERVATIONS

- 1) Most of the colleges under study were not following the 360 degree feedback method.
- 2) Parameters of the appraisals for the staff were too many.
- 3) 38% Employees say's the performance appraisal system is complicated in the colleges.
- 4) Maximum number of employees considered that the performance appraisal system is held as a part of staff development program.
- 5) The staff members also expect that their comments and Suggestions should be taken into account while conducting the appraisal.
- 6) Also a majority of the employees were satisfied with the current appraisal system with few changes.
- 7) Maximum number of employees says that the review of PAS is taken only ones in a year.
- 8) 100% of employees are aware about performance appraisal system at their colleges.
- 9) Performance appraisal is conducted generally end of the semester feedback is not provided clearly to the respective staff members.

XI. CONCLUSION

Clarity about the purpose and therefore implementation of performance appraisal is essential. The development of systematic approaches is required; one that approximates best practices and see to

develop a collaborative professional culture that facilitates the ongoing refinement of effective teaching is required (Reardon 2013).

To provide every student with access to high quality teaching is not as simple as assess to teachers from universities courses.

And with the right set of characteristics and behaviour.

Teaching that lead to improved student outcomes requires various methodologies and performance standards to be set and proper performance appraisal. It is clear that the systematic significant and sustained performance appraisal process/system are developed that lead to improved outcomes for all the students in the colleges.

However the performance appraisal system should be modified with personal biases, likes and dislikes of the appraisers.

XII. RECOMMENDATIONS

Colleges must adopt the 360 degree feedback system for performance appraisal. It is a method of appraisal which is a full circle, multi-source, multi-rated system of obtaining information from the colleagues, students and heads of the departments about a teaching staff.

Colleges should reduce the parameters of the appraisals the parameters especially for appraising the teaching staff are too many, and need to be reduced in number. Otherwise, it becomes long and cumbersome process for the appraiser.

Lengthy forms are done away with performance appraisal forms are very lengthy and should be modified and made shorter and simpler. Self-appraisal for the staff should be given and should be given preference.

Proper communication of the Appraisal report (Feedback): the appraisal report should be properly communicated with the employee concerned. Good performance should be appreciated first so that the employee is sufficiently motivated and happy. Also shortcomings and weaknesses must be made known to the employee do that they can work on their weaknesses and perform better the next time around.

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