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## A Study of Performance Appraisal Practices of Educational Personnel in Public Sector Colleges in Azad Jammu Kashmir

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### Abstract:

*In today's globalized world, for any country to achieve and guarantee good governance in support of better development, the issues of efficiency, effectiveness, capacity and quality of public administration system is of extreme value. Performance appraisal plays a crucial role in maintaining a high quality and competitive workforce, but has been ignored so far in the public sector reform agenda in AJK. At present, an Annual Confidential Report (ACR) is in use since old times and retained with minor modification to measure performance. The prevailing gross inefficiency of the AJK Public Sector gives the impression that this appraisal system is poorly functioning. This paper articulates the complications in a good appraisal system in the public sector and provides some recommendations as identified by the respondents of the study to bring improvement in the appraisal system. The paper found that though the current ACR holds some degree of fairness but still needs to be improved as per new standards of globalization.*

**Key words:** Annual Confidential Report, Public Sector, Effectiveness, Systematic Evaluation, Heads of Institution

## **Introduction:**

Performance Appraisal is the opportunity for an organization to set the enlargement opportunity for the workforce. It is a very noteworthy instrument in the hands of management, and if conducted properly, it can carry up the organization to their desired targets. Employees at the same time get the best out of what has been employed by them for a desirous output. Appraisal helps to add to individuals, perk up secretarial routine, and sustain development (Jabeen, M., 2011). Performance management systems are the formal information-based routines and procedures managers use to maintain or alter patterns in organizational activities (Simons as cited in De Waal, 2003). It is essential for improving the working of employees. Appraisal can improve accountability by demonstrating success in achieving set standards and organizational aims efficiently and effectively. It is a continuous process through which performance of workers is identified, calculated and enhanced in the organization. It is the process of identifying, evaluating and developing the work performance of employees in the organization, so that the organizational goals and objectives are more effectively achieved, while at the same time benefiting employees in terms of recognition, receiving feedback, catering for work and offering career guidance". (Lansbury, 1988:46)

It needs time and positive efforts to implement performance appraisal system and the persons rated should be satisfied that system is helpful and unbiased. It is also helpful in improving employer and employees' relationship (Cascio & Aguinis, 2005). Responses to appraisal and the appraisal practice are believed to significantly manipulate the effectiveness and the overall practicability of appraisal systems (Jawahar, 2007). Standard performance management practices ideally may increase the performance of employees. Performance appraisals are not of any use if importance is

given to evaluation only and not to improve performance and development of employees. When people are involved in goal setting they think themselves accountable for their results and success of their goals also depends upon the degree of hold up (resources, processes, systems) workers get from their management (Wehrich and Koontz, 2005).

The practices of performance appraisal may be reviewed fairly because result of poor conduction may be in form of lack of interest and demotivation so it needs reconsideration. Once a year performance reviews are an essential evil of the workplace. When poorly put into practice, performance assessment can be de-motivating and unhelpful (Wood, 1997 cited in Towne, 2006). When resources are not distributed fairly, this can generate many problems in organization like disrespect, dispute and mistrust etc (Suliman, 2007). In public sector educational institutions in AJK the objectives of performance appraisal are to determine the suitability and eligibility of an educational personnel for annual salary increment. Appraisal is also used for other functions such as: to determine the eligibility and suitability for promotion; to identify and plan training needs; to determine suitability of placement; to select and reward top performer of the year. In this system a higher weightage was given to work related aspects over other aspects to ensure a higher level of objectivity and fairness. The evaluation measures used in the system is; quantity and quality of works, timeliness, knowledge of the job, supervisory skills, reliability and responsibility, leadership and personality traits (ACR performa used in public sector by government of AJK)

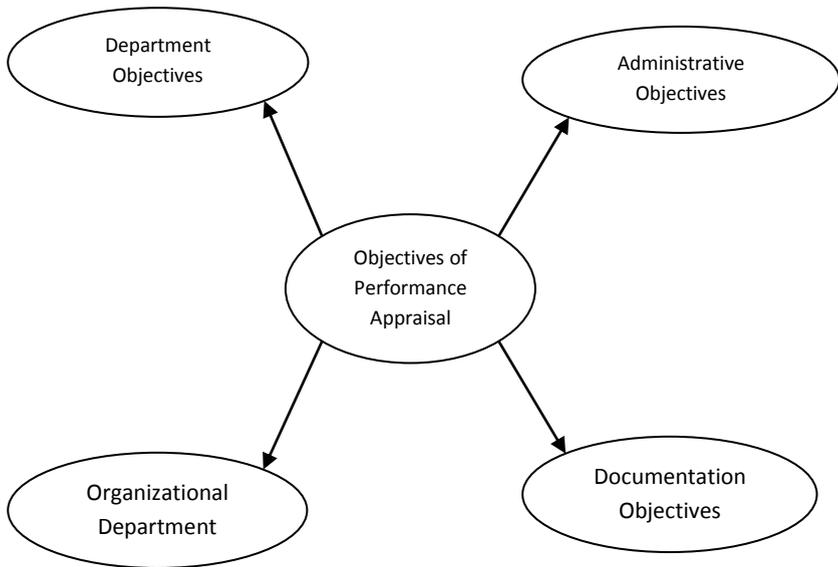
Performance appraisal is of great importance while managing human resources. Teachers as a source of knowledge and development are major part of educational institutions. So there is a need for a systematic performance appraisal system to ensure the enhanced teacher's performance. In present times performance appraisal is indispensable to meet teaching learning standards. Appraised and rewarded teachers perform

better than their other counterparts. It creates motivation and urge for performing better. If teachers are motivated then they will produce effective learning and learning of students is the ultimate goal of education. (Craig, 2011).

The purpose of this study is to find impact of different aspects of performance appraisal practices and how they are helpful in improving the performance of teachers in public sector.

### **Literature Review:**

A systematic evaluation of an employee to his performance and potential for further development is a structural procedure that evaluate employee's working in relation to behavior and outcomes which helps to find out how an individual's working can be more effective for benefiting an organization, society and employees himself in future (Aswathappa, 2002). The purpose of appraisal is helpful only when it is designed keeping in view the needs of concerned persons and when it facilitates both appraiser and appraisee (Fletcher, 2006). The objectives are well depicted by Khurana et al as under:



Attributes for a successful performance appraisal system are result of hardwork, well planned strategy and also focus on the need of organization (Caruth and Humphreys, 2006). In a performance appraisal system criticism is of great importance as it helps in improving the system. The constructive criticism could be a very delicate subject (Rees and Porter, 2003).

Organizations whether they are Private or public; need to be improved to achieve goals and objectives of the organization (Wisniewski and Stewart, 2004). Public sector works without any market competition so performance appraisal is often done without market pressure (Moriarty and Kennedy, 2002). Teacher is an important part of teaching learning process. Assessing him/her through progress, teaching strategies and contribution to institution are of great importance. Performance Appraisal is also helpful in improving classroom instructional practices by joint working of supervisors and subordinates. As Seyfarth (2002, p.143) writes "although formative and summative evaluations are the most

common reasons for conducting performances evaluations, other purposes are served as well". Performance appraisal gives teachers clear understanding of their duties. Strengths and weaknesses can be recognized thought it. If teachers are not well evaluated this could result in morale and creditability decrease and ultimately effect the achievement of organizational goals.

The Practice of performance appraisal used in public sector is mainly Annual Confidential Report (ACR). This ceremonial practice is carried out once in a year for each and every work force in public sector by their immediate supervisor. This practice is also used in colleges to evaluate college teachers. Annual Confidential Report (ACR) since 1940 is in practice by many countries. In ACR employees are not evaluated against their capabilities. Job specification is a manuscript which tells about the lowest acceptable human characteristics required to perform a job appropriately (Khurana, et al., 2010). Appraisal in universities in public sectors does not show success in improved job clarity responsibilities (Simmons, 2002). This makes current practice of performance appraisal an ineffective which is unable to estimate employees' learning and development needs (Stafylarakis et al., 2002). Despite of its weaknesses this is still is in use to appreciate employees in public sector.

### **Rationale of the Study**

Performance appraisal is crucial for career and succession development. It is designed for workforce inspiration, position and conduct improvement, converse directorial aims, along with nurturing optimistic associations between supervision and workforce. Teachers of colleges in public sector of the country also undergo performance appraisals which provide a recognized, recorded, customary assessment of an individual's routine, and a sketch for potential enlargement. Keeping in

view the gaps of existing performance appraisal practices for the improvement of educational personnel and educational goals the study was designed.

### **Objectives of the Study**

The objectives of the study were to:

(i) To examine the educational personnel's opinions about impacts of performance appraisal.

(ii) To identify the views of educational personnel towards performance evaluation practices in public sector.

### **Research Methodology**

The study was descriptive in nature and job analysis in type. Research population comprised of principals and teachers from public sector Post Graduate and Education Colleges. 13 Principals and 270 teachers were the total sample of study. In order to study performance appraisal practices for educational personnel in public sector colleges' two questionnaires on three point Linker's scale were developed and self-administered to sampled college teachers and principals.

### **Data Analysis**

Data was analyzed through computer by using computer software named SPSS i-e- Statistical Package for Social Sciences 18`x' version. Analysis of the data is carried out in descriptive statistics.

### **Tables & Findings of Research**

The main findings can be summarized as follows:

**Table: 1.1 Responses from Heads of Public Sector Colleges**

Sr. #	Statements	Mean
1	Performance appraisal system measures strengths and weaknesses of teaching staff.	3.5
2	There is a formal performance appraisal policy in your department.	2.54
3	You are satisfied with the performance appraisal practices of your department.	2.23
4	The performance criteria used to measure is clearly defined.	1.8
5	Performance appraisal practices equally address effective performers and in-effective performers at all levels.	1.77
6	The performance evaluation system of your department is serving its purpose.	1.85
7	The existing performance appraisal performa needs to be revised keeping in view new standards of teachers' performance.	3.00
8	The performance appraisal needs to be shifted on quarter basis to improve the working of the subordinates.	3.00
9	You provide regular feedback to teachers about their performance.	1.85
10	Students' feedback is given importance in performance appraisal process.	1.5
11	Performance appraisal is used to diagnose individual problems in the organization.	1.75
12	You give different performance rating to your subordinates keeping in view their performance.	2.0

**Table: 1.2 Responses from Teachers of Public Sector Colleges**

Sr.#	Statements	Mean
1	Performance appraisal system measures strengths and weaknesses of teaching staff.	2.78
2	Performance appraisal is used to give feedback to teachers to know their position.	2.40
3	Performance appraisal is used as basis to warn teachers about unsatisfactory performance.	2.45
4	Performance appraisal is used for guidance and counseling of the teachers for improving their performance.	2.11
5	Feedback regarding performance appraisal motivate teachers by recognizing their strengths.	2.55
6	Performance appraisal practices are used to strengthen the relationship of heads and teachers.	2.3
7	Performance appraisal helps the teachers to improve their job/performance.	2.61
8	You work hard to get the attention of your head for your evaluation.	2.55
9	The performance criteria used to measure your performance is clearly defined.	1.9
10	Your Head is properly trained to evaluate teachers.	1.9
11	Performance appraisal also deals with promotion matters of teachers.	2.6
12	Students' feedback is given importance in performance appraisal	2.56

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## Findings and Discussion

Effective performance management provides a clear and transparent system by which the post holder and reporting officer are provided with the necessary tools to effectively deliver, both their individual objectives, alongside the broader, strategic aims of government and its institutions. Data obtained through questionnaires depict that the responses from both heads and teachers about impact of performance appraisal are not up to the mark. Public sector educational institutions follow traditional method of appraisal that is ACR and this old technique is unable to cater all the practical aspects of educational personnel. Responses in table 1.1 from heads and Table 1.2 from the teachers reflect that focus of appraisal in public sector is only theoretical, with less interaction between appraisee and the appraiser. The criteria or the standard for the measurement of educational personnel is not clearly defined. Effective and ineffective personnel are dealt with the same rod. Individually no employee is communicated about their flaws and the areas of improvement. This procedure brings tangled relationship between heads and teachers with in an institution. Students which are the main stakeholder of public sector educational institutions are not involved in the process of appraisal. Untrained heads of institutions also are not capable to appraise the employees in the true spirit. Keeping in view the responses particularly in public sector in AJK there are some characteristics which are essential for an effective appraisal system. This demands that appraisal process should be simple in understanding and easy in implementing. It should also be economical both from time and money matters and attributes related to job should be measured.

## **Recommendations**

On basis of the research findings following recommendations are made to improve present performance appraisal practices in public sector colleges of AJK:

- ACR is an old method of appraising employees' performance which is still used in many developing countries including Azad Jammu Kashmir. It is recommended that it may be replaced by some modern methods of appraisals like 360 degree feedback, management by objectives etc.
- Performance evaluation may be treated as a lasting developmental progression to a certain extent than a prescribed once years review.
- The existing performance appraisal performa may be revised and shifted on quarterly basis to improve working of heads and teachers.
- It may be confidentially monitored by both worker and assessor to guarantee that targets are mortal achieved.
- An open communication between supervisor and employees should be practiced.
- It is also recommended that all the newly appointed college teachers may be provided continuous in-service training for regular professional development.
- Concerned heads of education departments in public sector may be trained for formal appraisal of their subordinates.

## **Conclusion**

Performance Appraisal is a tool which provides feedback to human resource department both in public and private sectors. It helps in improving supervisors and employees relationships. It makes for healthier employer-employee relations through

joint self-assurance, which come as a consequence of open discussions between a supervisor and employees (Usmani, 2003). Employees should know what organization is expecting from them and supervisors should know what attributes they have to measure. Standardized procedure and forms can help to maintain standards in appraising employees. (Khurana, et.al. 2010). Performance appraisal is the only tangible metric by which an institution can check and manage the performance of its diverse employees. In order to increase the credibility of performance appraisal system there should be participation and ownership by the employees. In addition, 360-degree appraisal, adequate training, procedural justice, goal-setting and performance Feedback are the most important factor in determining the success of appraisal system in any institution.

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