

An Overview of Perception of Educational Personnel towards the Role of Heads in Performance Evaluation Process through Performance Appraisal in AJK

Dr. SYED MANZOOR H. SHAH
Professor of Education and Chairman
Department of Education
Hazara University
Khyber Pakhtunkhawa, Pakistan

NAZIA NAZIR
Assistant Professor, Department of Education (Colleges)
Mirpur, Azad Jammu & Kashmir
Pakistan

UZMA AKHTAR
Research Scholar
Allama Iqbal Open University
Pakistan

Abstract:

Performance appraisal is a systematic evaluation of an employee to his performance and potential for further development. It is a structural procedure that evaluates employee's working in relation to behavior and outcomes. The role of heads of institution to carry out performance appraisal is pivotal. They play a decisive role in sustaining excellent and competitive workforce. As the immediate superior within an organization, role of heads of educational institutions becomes even more crucial for desired results. At present, an Annual Confidential Report (ACR) is in use in the public sector in AJK. It is since old times and is retained with minor modification to measure performance. To The prevailing gross inefficiency of the AJK Public Sector, the impression is that this appraisal system is poorly functioning and the role of head in this regard also needs reconsideration. This paper articulates the obstacles of heads 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 the role of heads needs to be enhanced as per new standards of globalization.

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

Introduction:

Performance appraisal is cyclic evaluation of productivity of an individual calculated against certain hope. (Yong, 1996 as cited in Ahmad and Ali, 2004). It is necessary for evaluating and managing staff of an organization. So it is a structure 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). To develop an organization efficiently and effectively performance appraisal is mandatory. A systematic evaluation of an employee to his performance and potential for further development is known as performance appraisal.

Dessler, (2008, p.336) defines appraisal process as “any procedure that involves (1) setting work standards, (2) assessing the employee's actual performance relative to those standards, and (3) providing feedback to the employee with the aim of motivating him or her to eliminate performance deficiencies or to continue to perform above par.”

The common purpose of performance appraisal which is to measure performance of the employees is not sufficient (Youngcourt, Leiva and Jones, 2007). It is central part of performance management and its purpose is to gain the targeted goals. This system should have those characteristics which are helpful in meeting organizational needs and its

management and staff (Caruth and Humphreys, 2008). It is helpful for administrators in making decisions relating to employees and helpful in prediction too. Working conditions of employees is determined through performance appraisal. It provides trustworthy indexes for decisions about promotion, salary increase, firing, relocate to positions.

An appraisal scheme in an organization shows expertise and resources of that organization. The nature of an appraisal practice in an organization is a picture of personal capabilities and proficiency (Redman & Wilkinson, 2001 as cited in John Mooney, 2009). The attributes of a successful performance appraisal system are: result of hand work, well planned strategy and also meets the need of organization (Caruth and Humphreys, 2006). A good rating can be done when information from different sources is gathered. The performance feedback from different sources leads to good rating and is helpful in improving performance (Kline and Sulsky, 2009).

Criticism is of great importance in improving the system of appraisal. The constructive criticism could be a very delicate subject (Rees and Porter, 2003). If rating system is not serving well to recognize strengths and weakness of employees, opinion could be against it. The performance appraisal system can be understood as unfair annual procedure (Armstrong & Mulis 1998, and Brumbach, 2003).

Role of Heads in Performance Appraisal

Performance appraisal 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). Role of heads in any Public or private sector educational institutions is significant. They are the ones who have to steer the institution towards desired goal

in required pace. The major tasks to be carried out by a head of institution to teachers are:

- To communicate job expectation and standards
 - To safeguard that employee is meeting targets settled by organization.
 - Appropriate decision making related to organization and employees.
 - Salary Increments, Promotions, relocation, and demotions
 - To point out training and development needs of an employee.
 - To provide a guide for career planning and development needs of an employee.
 - To point out Job design errors
 - To provide feedback to human resource department.
- (Usmani, 2003)

For all the above mentioned tasks, Performance Appraisal is an effective tool for employee's evaluation and setting standards for their performance and provides feedback to the employee and helps employees to understand the requirements or standards of particular job requirements (Varkky, Koshy, & Oburoi, 2008). 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 school (Craig, 2011). Other than this it can be used for many important decisions relating to employees. The uses of performance appraisal are making decisions such as preservation, transfer, permanent status, promotion, demotion and removal from office can be improved through an efficient evaluation process (Kremer, 1988 as cited in Andrew Bruce Campbell, 2006). The Practice of performance appraisal used in

public sector in Azad Jammu & Kashmir by heads of educational institution is mainly Annual Confidential Report (ACR). This report is written by immediate superior/supervisor of a public servant. The same practices are also used in educational institutions including colleges to evaluate employees.

Teacher is an important part of teaching learning process. Assessing him through his progress, teaching strategies and contribution to institution are of great importance. The performance appraisal is used to evaluate the quality of work done, as listed in the job description and also gives feedback to the employee verbally or in writing (Towne, 2006). It 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 to have 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.

Literature Review:

Many researches were found on performance appraisal. The importance of performance appraisal in teaching learning process cannot be denied. Through review of literature it is clear that most important factor in performance appraisal is performance measurement and monitoring. Performance measurement tells us where is need of change or improvement. If the required change is introduced it brings desired behaviors and improved performance (Lemieux-Charles, McGuire, Champagne, Barnsley, Cole & Sicotte 2003). 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). 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 appraise (Fletcher, 2006).



Performance appraisal practices could greatly influences employees and organizational system. Different researches constantly conclude that employees take care about fair performance evaluation. When they perceive that there is fair treatment, they show their satisfaction with social relationships (Clay-Warner et al., 2005).

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.

Statement of the Problem:

The statement of the problem for the present study is "What is the perception of employees about the role of heads in public sector educational institutions?"

Objectives of the Study

The objective of the study was to:

- (i) Know the perception of educational personnel towards the role of their heads in performance evaluation process.

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 Likert'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	DA
1.	Performance appraisal is helpful in motivating teachers.	3.0
2.	Performance appraisal system measures strengths and weaknesses of teaching staff.	2.7
3.	There is a formal performance appraisal policy in your department.	2.5

Syed Manzoor H. Shah, Nazia Nazir, Uzma Akhtar- **An Overview of Perception of Educational Personnel towards the Role of Heads in Performance Evaluation Process through Performance Appraisal in AJK**

4.	You are in favor of the objectives of performance appraisal stated in the policy manual.	2.7
5.	You are satisfied with the performance appraisal practices of your department.	2.2
6.	The performance criteria used to measure your subordinates is clearly defined.	1.9
7.	Performance appraisal practices equally address effective performers and in-effective performers at all levels.	1.7
8.	The performance evaluation system of your department is serving its purpose.	1.8
9.	The existing performance appraisal Performa needs to be revised keeping in view new standards of teachers' performance.	3.0
10.	The performance appraisal needs to be shifted on quarter basis to improve the working of the subordinates.	3.0
11.	You formally communicate performance appraisal results of your staff.	2.7
12.	When your subordinates ask about performance rating, you give examples in support and your rating is based on teachers' performance over the year.	2.9
13.	You plan regular professional development programs for teachers.	1.6
14.	Your heads properly guide you in appraising the performance of your subordinate.	2.0
15.	Performance appraisal practices are used to strengthen the relationship of heads and teachers.	2.3
16.	Performance appraisal is used to give feedback to teachers to know their position.	2.4
17.	You provide regular feedback to teachers about their performance.	2.8
18.	You give equal performance rating to all teachers to avoid regiment if any.	1.8
19.	Students' feedback is given importance in performance appraisal process.	2.5
20.	Performance appraisal is used to diagnose individual problems in the organization.	1.9
21.	Your heads take care of the rating standard which you adopt for appraising of the performance of your subordinate.	2.1
22.	Your head motivate you for fair appraising of your staff.	1.8
23.	There is no interference from your heads in appraising the performance of your subordinates.	2.2
24.	You give different performance rating to your subordinates keeping in view their performance.	3.0

Table: 1.2 Responses from Teachers of Public Sector Colleges

Sr.#	Statements	DA
1.	Performance appraisal system measures strengths and weaknesses of teaching staff.	2.7
2.	Performance appraisal is used to give feedback to teachers to know their position.	2.4
3.	Performance appraisal is used as basis to warn teachers about unsatisfactory performance.	2.4
4.	Performance appraisal is helpful for the heads of institutions to make appropriate decision.	2.6
5.	Performance appraisal is used for guidance and counseling of the teachers for improving their performance.	2.1
6.	Feedback regarding performance appraisal motivate teachers by recognizing their strengths.	2.5
7.	Performance appraisal practices are used to strengthen the relationship of heads and teachers.	2.3
8.	Performance appraisal is used to diagnose individual problems in the organization.	1.9
9.	The teacher can challenge the rating of the performance appraisal if it is biased.	2.2
10.	Performance appraisal helps the teachers to improve their job/performance.	2.6
11.	Your head of institution gives equal performance rating to all your colleagues to avoid regiment if any.	1.8
12.	Your head of institution supports your evaluation with specific remarks for good or poor performance.	2.5
13.	Your head of institution continuously shares with you about your job performance.	2.3
14.	You work hard to get the attention of your head for your evaluation.	2.5
15.	The performance criteria used to measure your performance is clearly defined.	1.9
16.	Your Head is properly trained to evaluate teachers.	1.9
17.	Performance appraisal also deals with promotion matters of teachers.	2.6
18.	Your Head of institution plans regular professional development programs for teachers.	1.6
19.	Your Head recognizes the working of teachers properly.	2.6
20.	Students' feedback is given importance in performance appraisal process.	2.5

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 the role of heads in 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 to be evaluated by institutional heads. Responses in table 1.1 from heads and Table 1.2 from the teachers reflect that the role of heads in process 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 and misses a lot of aspects which is to be measured by heads time to time. Effective and ineffective personnel are dealt with the same rod by the heads. Heads do not communicate individually to employee 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 both from heads and teachers particularly in public sector in AJK, it is specific to point out that neither heads nor teachers are satisfied with the role of performance appraisal currently in practice. For Performance Appraisal heads are not pleased with their role, which is just to fill the ACR performa once in a year. Teachers also have a negative perception about role of heads in process of appraisal.

Recommendations

On basis of the research findings following recommendations are made to improve the role of heads for better perception in the 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.
- Concerned heads of education departments in public sector may be trained for formal appraisal of their subordinates.
- The existing performance appraisal performa may be revised and shifted on quarterly basis to improve working of heads and teachers.
- Performance evaluation may be treated as a lasting developmental progression to a certain extent than a prescribed once years review.
- 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.

Conclusion

Performance Appraisal is the opportunity for an organization to set the enlargement opportunity for the workforce. 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). A performance appraisal system should have the whole lot documented so that a boss and worker each know what was cover up (Richardson M., 2005). Employees should know what organization is expecting from them and supervisors should know what attributes they have to measure. For all this traditional methods of appraisal need to be replaced with new modern methods. Training of heads/supervisors and setting of uniform procedure and forms can help to maintain standards in appraising employees. (Khurana, et.al. 2010).

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