

EVALUATION OF PERFORMANCE APPRAISAL SYSTEM
ADOPTED IN SELF FINANCING ARTS AND SCIENCE
COLLEGES IN THANJAVUR DISTRICT

G. AARTHI*

AL. MALLIGA**

Abstract:

The reward of an appraisal system in an Educational Institution will enhance the growth and development of their employees, which will definitely reflect on the development on the Institution. This study attempts to identify trends and areas for further development. The main aim of the study is to identify the existing performance appraisal systems in the higher education institution. The study was conducted among the self financing arts and science colleges functioning in Thanjavur District. The findings showed that the majority of the employees are unaware of the performance appraisal methods as it is done only through annual confidential method and it is done for annual increment.

Key words: Performance appraisal methods, Higher Education Institutions.

* **Research Scholar in Management Studies, Mother Teresa Women's University, Kodaikanal- Tamil Nadu, India**

** **Assistant Professor in Management Studies, Mother Teresa Women's University, Kodaikanal-Tamil Nadu, India**

INTRODUCTION

A major concern of every institution should be to contribute positively towards the achievement of its objective. Institutional effectiveness can be ensured by guaranteeing the full utilization of human resource available through Individual employees. Performance appraisal is the systematic, periodic and an impartial rating of an employee's excellence in the matters pertaining to their present job and potential for a better job prominent person in the field of Human resource management in the year 1999 according to Flippo a prominent person in the field of Human resource management. Performance appraisal has nowadays become a most important criteria in all fields particularly in Education to enhance the quality of the institutions, by evaluating the employees skills, morale etc. Performance appraisal plays a key role in the reward system such as increment, promotion, transfers etc .

Higher Education refers to the level of education that is provided at academies, universities, colleges. In this study the term higher education refers to the level of education that is provided at colleges and universities. The main aim of the performance appraisal system is to encourage the employees to set their own objective for the next time period following the review of past performance.

REVIEW OF LITERATURE

Grubb (1999) "Employee Performance Appraisal and its Implication for Individual and Organizational Growth", *Journal of Business and Management Research*, Vol.1 No.9,PP. 92-97,1999, in his journal mentioned that supervisors and employees seem to dislike Performance appraisal, as they probably know that it is just a game of make believe but still it goes on as a practice. Some are of the opinion that Performance appraisal should not be practiced anymore even if it is a process to know how they perform individually, how they can improve their work Performance and contribute to the Performance of the organization. The practice of Performance appraisal is constantly resisted as a hopeless method of attempting to improve Performance because it is erroneous and degrading. This argument is supported by Gomez-Mejia, et-al. (2010) mentioning that, a Performance not measured accurately and a feedback that is poorly given; its costs may exceed its potential benefits in conducting the appraisal.

Chhipa(2009) “The Analysis of Performance Management System and its impact on Higher Educational Institutes – A Case Study of Sukkur Division”, *3rd International Conference on Assessing Quality in Higher Education*, 6th –8th December, 2010, Lahore–Pakistan, reviewed study on expand access to Higher Educational Institutions in India as largest technical manpower we must prepare our students, with high standards, accountability, innovativeness and independence and balance of autonomy. Among the many forces influencing for higher educational institutions can be promoted gradually in universities with much higher variability in the education courses with advanced technologies. Nurturing human resources in successive planning, creating developed society with responsibilities, making people more efficient entrepreneurial and innovativeness Higher Educational Institutions have a remarkable role in advanced technological system of India which .still requires a comprehensive approach of goal management and add compliances to their development plans by which life period of employee can be measured to sustain employees for growth of institutions. Historical changes in Higher Educational Institutions from limited resources and people leads to current situation completely dominated by increased demands of technical persons but on university staffs they have an environment of decreased resources.

NEED FOR THE STUDY

Performance appraisal can be considered as an investment for an Educational institution that can be justified by the following advantages and necessities. Advantages such as i) Promotion ii) Compensation iii) Employee development iv) Motivation v) Monetary benefits. Performance appraisal is necessary to motivate and reward employees, coach and develop employees, comply with regulations. The Educational Institution should carefully design and execute its appraisal systems carefully in order to get real output.

SCOPE OF THE STUDY

The study aims to provide suitable appraisal system for employees working in higher educational Institutions incorporating the present trends and the real need for an employee for their development. The impact of the study will definitely make the employees to identify their level of job performance, expected performance in the job and their participation in achieving

institutional goal. The main aim of the study is to identify the existing performance appraisal system adopted in self financing Arts and colleges.

STATEMENT OF THE PROBLEM

The researcher has chosen the topic to identify the existing performance appraisal systems adopted in self financing Arts and colleges to uncover whether the real talents are encouraged, suitably motivated and rewarded. The role of the employee in an educational institution is the building block for its flourishing.

OBJECTIVES OF THE STUDY

1. To study the profile of the staff of self-financing Arts and Science Colleges.
2. To identify the existing performance appraisal system of HEIs.

METHODOLOGY

Designing a suitable methodology and selection of analytical tools are important for a meaningful analysis of any research problem. This section is devoted to description of the methodology which includes the type of research design, sampling procedure, collection of data, method of analysis, tools of analysis and measurement of variables.

Research Design

The research design is the plan, structure and strategy of investigation conceived so as to obtain answers to research questions invariably with economy in procedure. It is of the conceptual structure within which research is conducted. It constitutes the blueprint of the collection, measurement and analysis of data. The study is descriptive in nature based on survey method.

Data Collection

The present study is based on both primary and secondary data.

i. Primary Data

To elicit information from the employees, a questionnaire was designed and administered. After having an in-depth review of previous studies and literatures, information through

preliminary interview were gathered for constructing the questionnaire. A structured questionnaire was constructed and administered on the select sample.

ii. Secondary Data

Secondary data were collected from journals, magazines, government reports, books, unpublished dissertations.

Sample Design

i. Sample unit

The self finance Arts and Science colleges functioning in Thanjavur District were selected for the study. Among 15 Arts and Science Colleges, 11 Colleges were selected for the study where total staff exceeds 80.

ii. Sample size

The sample includes academic and administrative staff. The total population in the 11 self finance Arts and Science colleges in Thanjavur District constitutes 1010. Out of this 40 percent of the population was selected as sample size amounts to 404.

iii. Sampling Technique

Simple Random Sampling using lottery method was used to choose the sample respondents.

Tools for Data Analysis

The data collected were processed by editing, coding and classification and tabulated using the Statistical Package of Social Science (SPSS) 20.0 computer software. The statistical tools applied for the study are Frequency Distribution, Chi square Test, t- test etc.

LIMITATIONS OF THE STUDY

1. The area of the study is limited to Thanjavur district of Tamil Nadu State.
2. The study is confined only to the academic and administrative staff working in self financing colleges only.

3. Primary data collected through questionnaire may have its own limitations.
4. Self ratings are the only criteria used to assess the existing methods of Performance Appraisal System.

Methods of Performance appraisal system:

Performance appraisal can be described as a systematic evaluation of performances of several employees so that they can understand all abilities of a person and their development and growth. Performance appraisal is also done in a very systematic manner which includes measuring the pay of employees and comparing it with all plans and targets. The following are different kinds of methods of performance appraisal systems adopted everywhere.

- 360 degree feed back
- check list
- annual confidential report method
- ranking method
- rating scales
- behaviorally anchored rating scales
- comparative evolution approaches
- paired comparison method.

ANALYSIS AND INTERPRETATION

Table-1

Demographic Profile of the Respondents

S. No	Variables		Academic		Administrative		Total respondents	
			Freq	%	Freq	%	Freq	%
1	Age	upto 25 yrs	-	-	20	37.7	20	4.95
		26–30yrs	128	36.5	18	34	146	36.14
		31–35yrs	112	31.9	7	13.2	119	29.50
		36–40yrs	72	25.5	4	7.5	76	18.81
		above 40yrs	39	11.1	4	7.5	43	10.64

2	Gender	Male	97	27.6	29	54.7	126	31.19
		Female	254	72.4	24	45.3	278	68.81
3	Marital Status	Married	258	73.5	19	35.8	277	68.6
		Un Married	93	26.5	34	64.2	127	31.4
4	Educational Qualification	Graduate	-	-	22	41.5	22	5.4
		Post Graduate	325	92.6	20	37.7	345	85.4
		Doctorate	26	7.4	-	-	26	6.5
		Technical	-	-	6	11.3	6	1.5
		Others	-	-	5	9.4	5	1.2
5	Monthly Salary Range	<Rs.10,000	155	44.2	34	64.2	189	46.8
		Rs.10,000- Rs.20,000	114	32.5	13	24.5	127	31.4
		Rs.20,000–Rs. 30,000	50	14.2	6	11.3	56	13.9
		Rs.30,000– Rs.35,000	27	7.7	-	-	27	6.7
		< Rs.35,000	5	1.4	-	-	5	1.2
6	Experience in Present Institution	< 1 year	32	9.1	13	24.5	45	11.13
		1-2 years	88	25.1	14	26.4	102	25.25
		3-5 years	99	28.1	12	22.6	111	27.47
		6-8 years	82	23.1	9	17	91	22.53
		9-12 years	26	7.4	3	5.7	29	7.18
		> 12 years	24	6.8	2	3.8	26	6.44

Source: Primary data

It is observed from the above table 36.14 percent of the respondents belong to 26-30 years of age group, 29.5 percent of the respondents belong to 31-35 years of age group, 10.64 percent of the respondents are above 40 years of age group. Majority of 68.81 percent of the respondents are female. Majority of the respondents 68.6 percent are married. Majority 85.4 percent of the respondents are post graduate; 6.5 percent of the respondents are Doctorate; 5.4 percent of the respondents are graduates and 2.7 percent are below graduate level.

From the above table it could be seen that, majority 46.8 percent of the respondents draw below Rs.10,000/- salary per month, 31.4 percent respondents salary range is Rs.10,000/- Rs.20,000/-, while 13.9 percent of the respondents monthly salary range is Rs.20,000/- Rs.30,000/- and only 7.9 percent of the respondents monthly salary range is above Rs.30,000/-.

It is observed from the above table, majority 27.47 percent of the respondents have 3-5 years of experience and 25.25 percent have 1-2 years of experience; followed by 22.53 percent with less than 1 year of experience and only 7.18 percent of the respondents are having 9 -12 years of experience.

Table-2

Designation of the Respondents

S. No	Variables	Academic		Administrative		Total respondents	
		Freq	%	Freq	%	Freq	%
1	Principal	11	3.1	-	-	11	2.72
2	Head of the Department	30	8.5	-	-	30	7.43
3	Professor	45	12.8	-	-	45	11.14
4	Assistant Professor	265	75.5	-	-	265	65.6
5	Administrative Officer			17	32.1	17	4.2
6	HR Manager			4	7.5	4	0.99
7	Accountant			11	20.8	11	2.72
8	Clerical			21	39.6	21	5.20

Source: Primary data

Table-2 shows that majority of 65.6 percent of the respondents are Assistant Professors, 11.14 percent are Professors, 7.43 percent are Head of the Departments, 5.2 percent are Clerical staff, 4.2 percent are Administrative Officer, 2.72 percent are Principal and Accountants and 0.99 percent are HR Managers.

Table-3**Working Hours per day**

S. No	Variables	Academic		Administrative		Total respondents	
		Freq	%	Freq	%	Freq	%
1	Less than 5 hours	76	21.7	3	5.7	79	19.55
2	5 hours	110	31.3	16	30.2	126	31.19
3	6 hours	62	17.7	12	22.6	74	18.32
4	8 hours	98	27.9	13	24.5	111	27.48
5	More than 8 hours	5	1.4	9	17	14	3.46
		351	100	53	100	404	100

Source: Primary data

It is observed from the above table, majority 31.19 percent of the respondents work 5 hours per day followed by 27.48 percent work 8 hours per day, while 19.55 percent of the respondents work less than 5 hours in a day, 18.32 percent work 6 hours per day and only 3.46 percent of the respondents work more than 8 hours per day.

Table-3**Adoption of Performance Appraisal System**

S. No	Variables	Academic		Administrative		Total Respondents	
		Freq	%	Freq	%	Freq	%
1	Yes	343	97.7	51	96.2	394	97.53
2	No	8	2.3	2	3.8	10	2.47

Source: Primary data

It is observed from the above table that majority 97.53 percent of the respondents accepted that performance appraisal system is adopted in their Institution.

Table-4**Performance Appraisal Methods in Self-Financing Arts & Science Colleges**

S. No	Variables	Academic		Administrative		Total Respondents	
		Freq	%	Freq	%	Freq	%
1	360 Degree Feedback	14	4	1	1.9	15	3.71
2	Rating Scales	77	21.9	8	15.1	85	21.04
3	Check List	18	5.1	3	5.7	21	5.20
4	Behaviorally anchored rating Scales	18	5.1	3	5.7	21	5.20
5	Annual confidential report	167	47.6	29	54.7	196	48.52
6	Comparative evolution approaches	28	8	3	5.7	31	7.67
7	Ranking method	29	8.3	6	11.3	35	8.66

Source: Primary data

It is observed from the above table, majority 48.52 percent of the respondents said that Annual Confidential Method of performance appraisal is adopted, while 21.04 percent said Rating Scale is adopted, 8.66 percent of the respondents said that Ranking Method is adopted and only 3.71 percent of the respondents said that 360 degree Feedback method of performance appraisal is adopted by their institutions.

DESCRIPTIVE STATISTICS**T-Test****Group Statistics**

	Gender	N	Mean	Std. Deviation	Std. Error Mean
ADMINISTRATIVE	Male	29	84.3002	8.63539	1.60355
STAFF PA EVAL	Female	24	82.5000	10.81770	2.20815

Independent Samples Test

	Levene's Test for Equality of Variances		t-test for Equality of Means							
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference		
								Lower	Upper	
ADMINISTRATIVE STAFF PA EVAL	1.405	.241	.674	51	.503	1.80020	2.67140	-3.56285	7.16326	
			.660	43.677	.513	1.80020	2.72898	-3.70084	7.30125	

The 2 tailed t-test conducted to find out the equality of means of Administrative Staff Performance Appraisal Evaluation Criteria and the Gender of the respondents is not significant.

T-Test**Group Statistics**

	Marital Status	N	Mean	Std. Deviation	Std. Error Mean
ADMINISTRATIVE STAFF PA EVAL	Married	19	84.2105	10.83458	2.48562
	Un Married	34	83.0796	9.03439	1.54938

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
ADMINISTRATIVE STAFF EVAL	Equal variances assumed	.932	.339	.407	51	.686	1.13094	2.78067	-4.45148	6.71336
	Equal variances not assumed			.386	32.065	.702	1.13094	2.92898	-4.83472	7.09660

The 2 tailed t-test conducted to find out the equality of means of Administrative Staff Performance Appraisal Evaluation Criteria and the Marital Status of the respondents is not significant.

Crosstabs**Case Processing Summary**

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Performance appraisal system adopted for the evaluation of various staff positions in your Institution	351	100.0%	0	0.0%	351	100.0%
ACADEMIC STAFF EVALUATION CRITERIA						

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	351.000 ^a	15	.000
Likelihood Ratio	76.318	15	.000
Linear-by-Linear Association	3.636	1	.057
N of Valid Cases	351		

a. 18 cells (56.3%) have expected count less than 5. The minimum expected count is .02.

The chi-square test was performed to test the relationship between the adoption of performance appraisal system for various academic positions in the institution and the criteria for evaluation of academic staff are rejected. Hence, it could be inferred that the self-financing colleges are not using performance appraisal system for elevating the academic staff for higher positions.

Crosstabs**Case Processing Summary**

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Performance appraisal system is able to yield high results ACADEMIC STAFF EVALUATION CRITERIA	351	100.0%	0	0.0%	351	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	425.229 ^a	30	.000
Likelihood Ratio	438.539	30	.000
Linear-by-Linear Association	8.236	1	.004
N of Valid Cases	351		

a. 28 cells (58.3%) have expected count less than 5. The minimum expected count is .22.

The results of chi-square test shows that there is no relationship between the performance appraisal system used for high results by the institution and the criteria for evaluation of academic staff. Therefore, it could be stated that the self-financing colleges are not using the performance appraisal of the employees for their employee development and improving the quality of their service.

FINDINGS

The present study shows that majority 36.14 percent of the respondents belong to 26-30 years of age group; 68.81 percent are female; 68.6 percent are married; 46.8 percent of the respondents draw below Rs.10,000/- salary per month.

Majority 65.6 percent of the respondents are Assistant Professors and above 30 percent are Administrative Officers and Clerical Assistants.

Majority 31.19 percent of the respondents work 5 hours per day and 3.46 percent of work more than 8 hours per day.

Majority 48.52 percent of the respondents said that Annual Confidential method of performance appraisal is adopted and 21.04 percent accepted Rating Scale is adopted and only 3.71 percent of the respondents said that 360 Degree Feedback method is adopted.

From the findings it is evident that most of the respondents are having 3-5 years of experience in the current institution. It clearly shows that the employee migrate from one place to another place shortly. Their expectations may not be fulfilled. Maximum respondents are female. It seems that female candidates alone can work at low salary and with stand the pressure of the self financing Institutions. Most of the academic staff are below 26-30 years of age. Employees are working in the self financing institutions for a short period only to gain experience.

SUGGESTIONS

- One performance appraisal programme should not be designed to serve a myriad of purposes, administrative and developmental, as it can be vague and is difficult & results into failure. The solution is to separate assessment from development in appraising employees.

- The Annual confidential report method should be used as a second channel for assessment of the employees as it is done only for increment, promotions etc and this method will certainly have biased views of their superiors.
- Ranking method and 360 degree feedback method may be used for transparency maintenance for appraisal system.
- Nowadays performance appraisal system should be adopted for identifying the real talents which in turn reflects the flourishing and long withstanding of the institution in the competitive educational field.
- Performance appraisal should be done separately for academic and administrative staff for better results.
- Major efforts should be taken by the management to retain the real talents.
- Holistic work environment should be provided for the employees.

CONCLUSION

Appraisal system should be more transparent. Once the appraisal is done by the superior, it should be shared with the employees and participative discussion should be carried out. Only after mutual concern the appraisal results should be frozen. Performance appraisal systems should be done with the day to day criteria required for a job. Older practices of performance appraisal systems should be restructured according to the present need. Institutions should design a transparent, understandable and systematic in execution of performance appraisal system. If the Performance Appraisal System is done fruitfully, it will not only help the individual to develop, but also make the educational institution to excel in their services.

REFERENCES:

- **Agarwal** “The design and development of teachers performance management information system in Tibetan University”, *International Conference on Computer Science and Information Processing (CSIP)*, 24- 26, August, 2012.
- **Annan-Prah** “Awareness towards the Performance Appraisal Systems in Hrh Group of Hotels - a Case Study”, *International Journal Of Marketing, Financial Services & Management Research*, Vol 2, No 4, 2007.

- **Abu-Doleh and Weir** “Dimensions of Performance Appraisal Systems in Jordanian Private and Public Organizations,” *International Journal of Human Resource Management*, 18(1), 75-84,2007.
- **Adekunle** “Motivation and Effective Performance of Academic Staff in Higher Education (Case Study of Adekunle Ajasin University, Ondo State, Nigeria)”, *International Journal of Innovation and Research in Educational Sciences*, Volume 1, Issue 2, ISSN (Online): 2349–5219, 2010
- **Borgue & Bingham-Hall** “Quality Management In Higher Education- A Perspective”, Proceedings 2, Lahore, Pakistan, 2003 November 14, 2009.
- **Barbara Townley** “Reframing Human Resource Management: Power, Ethics and the Subject at Work”, ISBN Print 0803984960, Sage Publications, New Delhi, 1994.
- **Choon Jin Teha** “Awareness Towards The Performance Appraisal Systems In Hr Group Of Hotels – A Case Study”, *International Journal of Marketing, Financial Services & Management*, ISSN 2277- 3622, Vol.2, No. 4, April 2012,(2013).
- **Dhiraj Jain; Ms. Shweta Garg** “Awareness Towards The Performance Appraisal Systems In Hr Group Of Hotels – A Case Study”, *International Journal of Marketing, Financial Services & Management*, ISSN 2277- 3622, Vol.2, No. 4, April (2013).
- **Grubb** “Employee Performance Appraisal And Its Implication For Individual And Organizational Growth Australian,” *Journal of Business and Management Research*, Vol.1 No.9,PP. 92-97,1999.
- **Henry, E. Garrett** “A Study Of Teacher Effectiveness In Relation To Creativity And Accountability Of Secondary School Teachers, (1966).

- **Jaisheela** “Employee Performance Appraisal System in South Central Railway”, *Journal of Commerce & Management Thought*, Vol: 1, Issue : 4, Online ISSN : 0976-pp 363- 372, 2009.
- **Jaisheela** “Awareness Towards The Performance Appraisal Systems In Hrh Group Of Hotels – A Case Study”, *International Journal of Marketing, Financial Services & Management Research*, ISSN 2277-3622 Vol.2, No. 4, 2010.
- **Jungin Kim** “Impact of Performance Appraisal Justice on the Effectiveness of Pay-for-Performance Systems after Civil Service Reform”, *Public Performance Management*, Vol. 45, No. 2, 2016.
- **Khan** “Effects of Performance Appraisal On Employee Motivation In Commercial Banks: A Case of Equity Bank, Kenya”, *Strategic Journal of Business & Change Management*, Vol 3, No 4, 2011.
- **Lumbar** “Awareness Towards The Performance Appraisal Systems In Hrh Group of Hotels – A Case Study”, *International Journal of Marketing, Financial Services & Management Research*, Issn 2277- 3622 Vol.2, No. 4, 2011.
- **Lakshmikutty Amma** “Performance Appraisal, Performance Management and Quality in Higher Education: Contradictions, Issues and Guiding Principles for the Future”, *Australian Journal of Education*, Vol 42, Issue 3, 1998.
- **Murphy and Cleveland** “Employee Motivation from Performance Appraisal Implications: Test of a Theory in the Software Industry in West Bengal (India)”, [Procedia Economics and Finance](http://www.ijmra.us), [Volume 11](http://www.ijmra.us), 2014, PP 182-196.
- **Mondy et al.** “The Relationship Between Performance Management Systems And Employee Performance: A Case Study Of Assortedways Limited”, A Research Project Report Submitted To The Chandaria School Of Business In Partial Fulfillment Of The

Requirement For The Executive Master Of Science In Organizational Development (Emod), United States International Universityafrica, 2002.

- **Omboi Bernard Messah** “The Effect Of Performance Appraisal Systems On Employees In Kenya Tea Development Agency: A Survey Of Selected Tea Factories In Meru County-Kenya”, *International Journal Of Finance And Accounting*, Vol 2, No 3, 2011.
- **Prawitowati** “Awareness towards the Performance Appraisal Systems in Hrh Group of Hotels - a Case Study”, *International Journal of Marketing, Financial Services & Management Research*, Vol 2, N 4, 2011.
- **Palomba et al** “A Conceptual Framework For Evaluating Higher Education Institutions,” *International Journal of Education Management*, Issn 0951-354 X, Vol 30, Issue 6, 2014.
- **Robert D. Bretz Jr.** “The Current state of Performance Appraisal Research and Practice: Concerns, Directions and Implications”, *Journal of Management* ,1992 Vol 18 N0 2 pp321-352, 1992.
- **Sripirabaa** “Performance management systems in an Indian manufacturing sector: Partnering, monetary incentives and the alignment of organizational goals”, *Management Research Review* ISSN0140-9174, Volume 32, Issue 10, 2009, page: 891
- **Timothy C. Bednall** “Stimulating Informal Learning Activities Through Perceptions Of Performance Appraisal Quality And Human Resource Management System Strength: A Two-Wave Study”, **Academy of Learning & Education**, March 1, 2014 vol. 13 no. 1, PP. 45-61
- **Youngcourt et al.** “Purposes of Performance Appraisal System: A Perceptual Study of Civil Servants in District Dera Ismail Khan Pakistan”, *International Journal of Business and Management* Vol. 7, No. 3; February 2012.