Impact of Performance Appraisal on Job Performance of Employees in Private Sector Universities of Developing Countries

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Abstract
Achieving effective performance of human resources is primary goal of every organization. In this regard performance appraisal practice of human resource provides the basis of evaluating and developing employee performance for achieving more enhanced organizational success. Similar to any organization, universities or higher education institutions evaluates its employees/teachers performance for effective human resource management. Although, both teaching and non-teaching (administrative) staff in universities play an vital role in improving and maintain the organization's performance, however teachers are considered to be crucial human resource of higher education institutions. Performance evaluation of teachers in terms of their teaching and research outcome is the main area of concern for any university in developing countries like Pakistan. The aim of this study is to investigate the impact of performance appraisal on job performance of teachers in private universities of Khyber Pakhtunkhwa province of Pakistan.
Keywords: Performance Appraisal and Employees' Performance, Universities, developing countries

1. Introduction

All over the world, universities play a vital role for active participation in the knowledge societies which ultimately leads towards faster economic growth. Universities in any country develop human capital (students) for not only better contribution in different professions but in society as whole. They are responsible for successful development of an open and democratic civil society, universities where they give their students deep insight of specific subject knowledge; they also provide the social norms of communication and interaction. A quality education providing institute always proves to be a model for modern civil society (Amin & Khan, 2009). Performance appraisal is the process of assessing worker's performance against their job requirements. It is a definite instrument in setting job standards, appraising worker's genuine performance comparative to those standards, and providing feedback to the workers with the drive of inspiring the workers to eradicate the insufficiencies in the performance. It also helps workers to completely comprehend the wants or criterions of a certain job which are being demanded from its workers (Batool & Qureshi, 2007).

In the contemporary era, the performance appraisal is vital for teaching learning process because the appraised and compensated teachers produced good results. As (Safdar et al., 2009) concluded in his study that appraised and compensated teachers effectively encounter their work criterions which ultimately promote the literacy level of the country. Performance appraisal is permanently used in public and private universities but with some differences. The educational transformation efforts are useless without competent teachers and their appraisal which is necessary for the proper guidance of students learning (Brown & Heywood 2005). Moreover, it is stated by (Amin & Khan, 2009), that in the process of education, the effective teaching learning process plays a vital role. Keeping in view the significance of performance appraisal system the researchers evaluated and compared the performance appraisal system in public and private educational institutions.

Private universities in Pakistan offer programs only in popular subjects. This sector has limited itself to only business, computer and commerce related degrees. The infrastructure, quality of staff, socio-economic background of the students and performance management system are claimed far better than public sector (Amna Malik, 2009). HEC has a strict monitoring and assessment procedure in place for both Private and public universities but it is relatively new and universities are taking time to adopt it. The administrative structure is different in both sectors. Public university is headed by a vice chancellor and work through Senate, Syndicate (responsible for recruitment of academic staff), Academic Council and Advanced Study and Research Board. Quality assurance and performance evaluation system are claimed to be well established in private institutions. The public sector universities in Pakistan claim to offer good public service and better socio-economic contribution by offering programs in science, humanities, religious studies and languages. The private sector claims that it is producing though in limited disciplines, but better skilled professionals are required desperately by the labor market. The private sector claim is substantiated by the fact that their graduates win better positions in the labor markets. Without having mega physical, financial and human resources the private sector with smart management and effective academic planning has emerged itself in Pakistan as an attractive option to learn for those who can afford to pay almost equal to overseas students (Safdar, 2009).

2. Literature Review

2.1 Meaning and significance of performance evaluation

For every organization (small or big) there are some objectives, goals or missions to accomplish. These goals can be achieved by better planning, implementing strategies and smart management of human resource. One of the important concern however, is the measurement that whether people are doing their work at right time in right manner. This process leads to performance appraisal in organizations Brown and Hey wood (2005), performance appraisal is a continuous process of identifying, measuring and developing the performance of individuals" He further adds that this continuous capacity building needs clear objectives, observing and measuring performance and regular feedback (Buchner et al., 2007). It focuses on its employees to develop their capabilities. It does not only do capacity building but Performance evaluation helps managers to sense earlier and respond more quickly to uncertain changes. Performance appraisal is neither a technique nor a single process, it can be considered as a set of process, or a concept, a holistic philosophy that includes motivation of employees to perform well, employees knowledge about what their managers expect of them, development of employees, monitoring and measuring performance in order to know what areas are to be improved (Cardy et al., 2004).

2.2 Significance

The performance appraisal system plays several roles here. First, it is the mechanism that helps the organization highlight and communicate the small number of critically important behaviors and skills against which every single employee will be assessed. In addition, creating a new performance appraisal system may help force the organization to define just what attributes or factors are actually at the organization's core. Finally, the appraisal system can guarantee that these competencies are fully understood and institutionalized (Aslam, 2011).

2.3 Performance Evaluation in universities

To improve performance every organization (small or big) requires maintaining performance of its employees in order to get their best. Similarly, in university administration, higher management consistently searches different ways of evaluation and development for their faculty members. This evaluation process provides basis for promotion, tenure and remuneration of faculty members (Ghurchian et al., 2010). Today university teacher is not only responsible for giving his students proper insight of subject but also responsible to make his overall personality and vision in order to make him successful professional and human being. Such varied and widespread responsibilities demands a systematic evaluation system for university teachers, but keeping in mind its trivial nature, this evaluation system should be fully supported by administration and the students so that faculty members can not overlook or disregard it at any stage (Sheikh, 2007). Evaluation of faculty members is not as much new. It always existed in any form like evaluation of teacher research publications or casual observation by the students. Students surface teacher's abilities in class and his grip on subject. They appraise him in every lecture at every single phase because they are his keen observer for the whole lecture nearly every day (Aslam, 2011). By and large, faculty members encourage performance evaluation if it results in more satisfaction, improvement and rewards for effective teaching in larger context and also if it ultimately leads to further insight to university priorities regarding teaching environment and towards better learning atmosphere for students who are the major stakeholders in this system(Usmani, 2008).

2.4 Performance Evaluation in private universities

Private sector universities are not using a traditional performance appraisal approach, but one designed for its own purposes. According to newly introduced formal performance appraisal system; teacher is firstly described briefly about his job description and then receives a week's training for semester system teaching. Performance parameters are students result, punctuality, communication, research work, evaluation by students etc. According to performance appraisal system, observation of teacher while teaching is also included in performance evaluation (Bashir et al., 2011). Annual performance review is documented as report, written by the head of department, who discusses it with his faculty members in order to let them know what the areas of more attention are. Private universities also have great focus on professional development of teachers by seminars, training workshops and with mentoring culture within departments (Ishaq et al., 2009).

3. Research Methodology

Literature survey of the existing research was done. As we have used qualitative data analyses, so a computer based software ATLAS.ti was the tool of analyses. Major variables, concepts and sentences were entered into ATLAS.ti, further, coding, extraction of quotes and memos were generated. Though in qualitative research, mostly researchers use examining, categorizing, tabulating and recombining for data analyses, however, in this research we have used hermeneutics (James, 1992), discourse (Max, 1990) and heuristic (Moustakas, 1990) analyses to understand the phenomenon.

4. Theoretical Framework

The schematic diagram of the theoretical framework of the study is based on the survey of the existing studies, which elaborate the relationship and cause and effect of the dependent variable and independent variables of the

study. Following figure 1 gives a picturesque of all the issues and arguments as they are connected and operate together in the developing process of employee-performance in private sector universities. Below model presents the relationship between the predictor and criterion variables of this study.
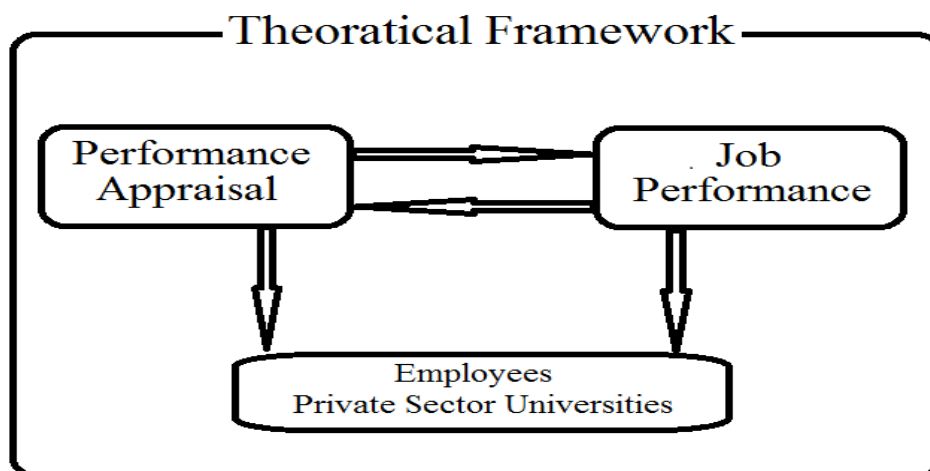
5. Discussion

Although universities always run by teaching faculty and administration both, yet major responsibility of developing students as professionals comes in teacher's hand. To achieve world class standards, effective performance evaluation of university teachers is always major concern in any university Razavi, SM. (2007). A sustainable and progressive performance evaluation mechanism for teaching faculty of the universities ultimately benefits major stakeholders who are students in terms of enhancement of employment opportunities, improvement of education and training of upcoming human capital, flourishing the learning environment and enriches academic and intellectual knowledge management of university as a whole. Quality of higher education in universities cannot be achieved without continuous assessment and improvement of teacher's performance (Rehman et al., 2005)

Higher education plays an important role in our societies. It educates students for work or for academic and research performance. Yet, this is not its only role. It also represents the cornerstone for the democratization, growth and wellbeing of our societies (Aslam, 2011). Considering the universalizing era and the change in the universities' mission and a move towards high-quality and organizational excellence, the existing indicators of evaluation which are mainly goal-oriented and introspective, are no more indicative of the evaluation of the universities; therefore, by using the modern indicators of universal evaluation which are derived from organizational excellence models, it is possible to walk towards the development of a society and the effectiveness of universities consistent with national and international evolutions (Ghurchian et al., 2010).

Over the last few years, a great emphasis has been laid upon faculty development programs within and or outside the higher education institutions (Usmani, 2008). Considering Teachers' Evaluation as an essential outset to determine the performance of each and every faculty member, many institutions, whether public or private, have adopted various parameters to be used as performance measures to serve the desired purpose (Anjum et al., 2011).Performance management is or should be an eminently practical process closely aligned with other aspects of general management, and does not sit easily as an isolated subject for academic scrutiny. Before the development of any system for university performance evaluation, it has to be determined what is the content and the meaning of quality in higher education so that it becomes clear, what it is important and to whom. The comprehensive performance evaluation of a university cannot be based solely on a ranking system. It is possible that systems which result in institutional categories may be more reliable and useful and provide value added information to all interested parties (Anninos, 2007).

Overall, effective teaching evaluation must have its basis on certain principles and with clear purposes that what an institution wants to get out of it. Evaluation must be consisting of best possible procedure and it must be fundamental part of teaching learning process, not a disruption to the learning process. Data collection for evaluation process should be consisting of well defined parameters which are acceptable by both students and teachers. Teacher evaluation process should be growing process for students and teachers where they should accept their responsibilities. As student should give fair and factual feedback upon teacher performance in class and this is teacher responsibility to make efforts for better learning environment and improve himself in order to deliver effective teaching (Cardy,2004).

6. Conclusion

A teacher's primary task or generally known function is teaching, which itself is not an easy task. It involves student learning, creating context in which they learn, and providing feedback on their strengths and weaknesses in a positive and encouraging manner. In this modern age teacher is not only suppose to do teaching but many other tasks. Today's world of knowledge where explosion and information flood is everywhere, university teacher has to be an active learner and organizer of knowledge. The importance of teacher's appraisal in educational institutions cannot be rejected. Plenty of available works on teacher appraisal has covered a wide range of areas in private sector universities. Through the literature, it is evident that most important component of performance appraisal system is performance measurement. It produces the desired behavior and improved performance. Performance appraisal improves job validation, workers promotion, and demotion. In addition, performance appraisal assists in teacher's development and motivation. This appraisal system makes the teachers reflective practitioners.

Teachers' appraisal can rate the quality, efficiency and inefficiency of their work. It foresees upcoming student's achievements. The private sector claims that it is producing though in limited disciplines, but better skilled professionals are required desperately by the labor market. The private sector claim is substantiated by the fact that their graduates win better positions in the labor markets. Without having mega physical, financial and human resources the private sector with smart management and effective academic planning has emerged itself in Pakistan as an attractive option to learn for those who can afford to pay almost equal to overseas students. The primary aim of a university performance evaluation system should be institutional improvement through quality assurance in every process and action. Moreover, the provision of performance information to the state and all interested parties should not be underestimated.

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