

“STUDY OF PERFORMANCE APPRAISAL SYSTEM FOR FACULTY MEMBERS IN MANAGEMENT INSTITUTES AFFILIATED TO SHIVAJI UNIVERSITY KOLHAPUR”

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ABSTRACT

Performance Appraisal provides a periodic review and evaluation of an individual's job performance. Although the appraisal forms may only be completed once a year, the job of performance appraisal is continuous – sometimes daily and requires effective communication on both the part of the supervisor and the Respondent. The supervisor is ultimately responsible to make sure these conversations actually take place and are documented.

Every organization is having an objective towards optimum performance and the Respondent is the key in achieving it. It is necessary that the Employee performance should reach optimality for the success of the organization. Many organizations are having performance appraisal systems to evaluate the effectiveness and efficiency of their employee using linguistic labels to their performance. In a production unit, Employee

performance is proportional to the quality and quantity of production, where as in case of management Post graduate educational institute there is no such direct tool available to evaluate the productivity of its faculty members. In judging efficiency of faculty members, often the institute deals with vague or imprecise data resulting to an inconsistency performance evaluation.

I INTRODUCTION

Performance Appraisal provides a periodic review and evaluation of an individual's job performance. Although the appraisal forms may only be completed once a year, the job of performance appraisal is continuous – sometimes daily and requires effective communication on both the part of the supervisor and the employee. The supervisor is ultimately responsible to make sure these conversations actually take place and are documented.

It is essential that the supervisor hold all performance discussions and documentation in complete confidence. One employee's performance should never be discussed with another employee. This action is one of the best ways for a supervisor to lose the trust of all Respondents.

The subject of performance appraisal appears a major subject of controversy in management circles. According to Kurt (2004), while business leaders see the need for appraisal systems, they are frequently disappointed in them because of various challenges that derail its objectives. One of the responsibilities of management is to ensure that an organization functions effectively and efficiently. In order to achieve these goals,

managers must be able to determine and assess performance levels of both an organization and its individual Respondents (Kurt, 2004).

II. LITERATURE REVIEW

1. Dr. J. Vincent Xavier (March 2015)¹ The present competitive environment, organizations have to ensure peak performance of their employees continuously in order to compete the market place, effectively and traditionally, this objective was attempted to achieve through employee performance appraisal which was more concerned with telling employees where they lacked in their performance.

2. Sayantani Ghosh and Niladri Das (2015)² in their entitled “Effective implementation of performance management in higher educational institutions (HEI)” published in Journal of Scientific Research and Development 2 (11): 17-21, 2015 investigated the multifaceted factors affecting effective use of performance management. A target population of 50 employees was surveyed. A structured questionnaire was self-administered to the employees to collect data. Multiple regression analysis technique was used to explain the nature of the relationship between performance management and the factors affecting effective use of performance management.

3. Nuwagaba Fredie (May 2016)⁰³ The study set out to assess the factors affecting implementation of the performance appraisal system at Nyamasheeke District Local Government (NDLG), Rwanda. The study was based on these objectives; To Examine how management processes affects the implementation of the performance appraisal in Nyamasheeke District Local Government, Investigating how the level of trust between the appraiser and appraisee affects implementation of performance appraisal, to study how communication between the appraisee and appraiser affects the implementation of performance appraisal and lastly to examine how training levels of appraisees affect the implementation of performance appraisal in Nyamasheeke District Local Government.

4. P. Subba Rao (2016)⁰⁴ Modern performance appraisal techniques are suitable for growth strategies like expansion, Diversification, Joint venture, Mergers and Acquisitions. The strategies help the company to meet Competition, enhance market share. Traditional

performance appraisal techniques and appraisal by superiors are suitable for retrenchment strategies like turnaround, disinvestment and liquidation strategies.

5. Ms. PreetiNair(June 2017)⁰⁵ paramount factor in the teaching learning system is the teacher. A sound educational system can flourish if few conditions are successfully met. Constant updating and refinement in knowledge, skill, and positive attitude towards profession is becoming inevitable to create not only educated youths but to create employable youths. Unless capable and committed are teachers in service, the education system cannot become a suitable and potential instrument of National development. This study is undertaken to study the essential teaching competencies a teacher should possess to cater efficient and effective teaching.

III. Objectives of Study

1. To study the Present performance appraisal system in management institutes affiliated to Shivaji University Kolhapur.
2. To identify the criteria in measuring faculty performance in management institutes affiliated to Shivaji University Kolhapur.

IV Research Methodology

The type of research method used for this research is Descriptive Research. Questionnaire is used as a tool for data collection . Both primary and secondary data has collected for the completion of this project. In order to achieve the objective of study required information has collected through following procedure.

Sampling Design

The present study has carried out in post graduate management institute affiliated to Shivaji University, Kolhapur which covers Kolhapur, Sangli and Satara districts. There are 24 management institutes covered in the study. Researcher has selected the **CENSUS POPULATION** for the present study. To select the respondents from the institute researcher has selected all permanent respondents from all the institutes.

V. Analysis and Interpretation of Data

Opinion About Present Performance Appraisal System Used By Institute “Performance appraisal” is a discrete, formal, organizationally sanctioned event, usually not occurring more frequently than once or twice a year, which has clearly stated performance dimensions and/or criteria that are used in the evaluation process. Furthermore, it is an evaluation process, in that quantitative scores are often assigned based on the judged level of the Respondent’s job performance on the dimensions or criteria used, and the scores are shared with the Respondent being evaluated.

Motivation plays a key role in this aspect. Performance appraisal is a tool to know the Respondents performance in various aspects. It is useful for salary increment, promotion, staff retention and to reinforce staff behavior. The above referred literature shows that Performance Appraisal is only tool in assessing the Respondent’s tasks and responsibilities matching their capability. A comparison has been done in public and private sector enterprises where private sector appraisals have been more effective. I (Singh & Vadivelu, 2016)

So to find out the opinion of the respondents about performance appraisal system in the institute researcher has framed the 13 differed statements on which respondent's agreeableness and opinion about present performance Appraisal are taken as below,

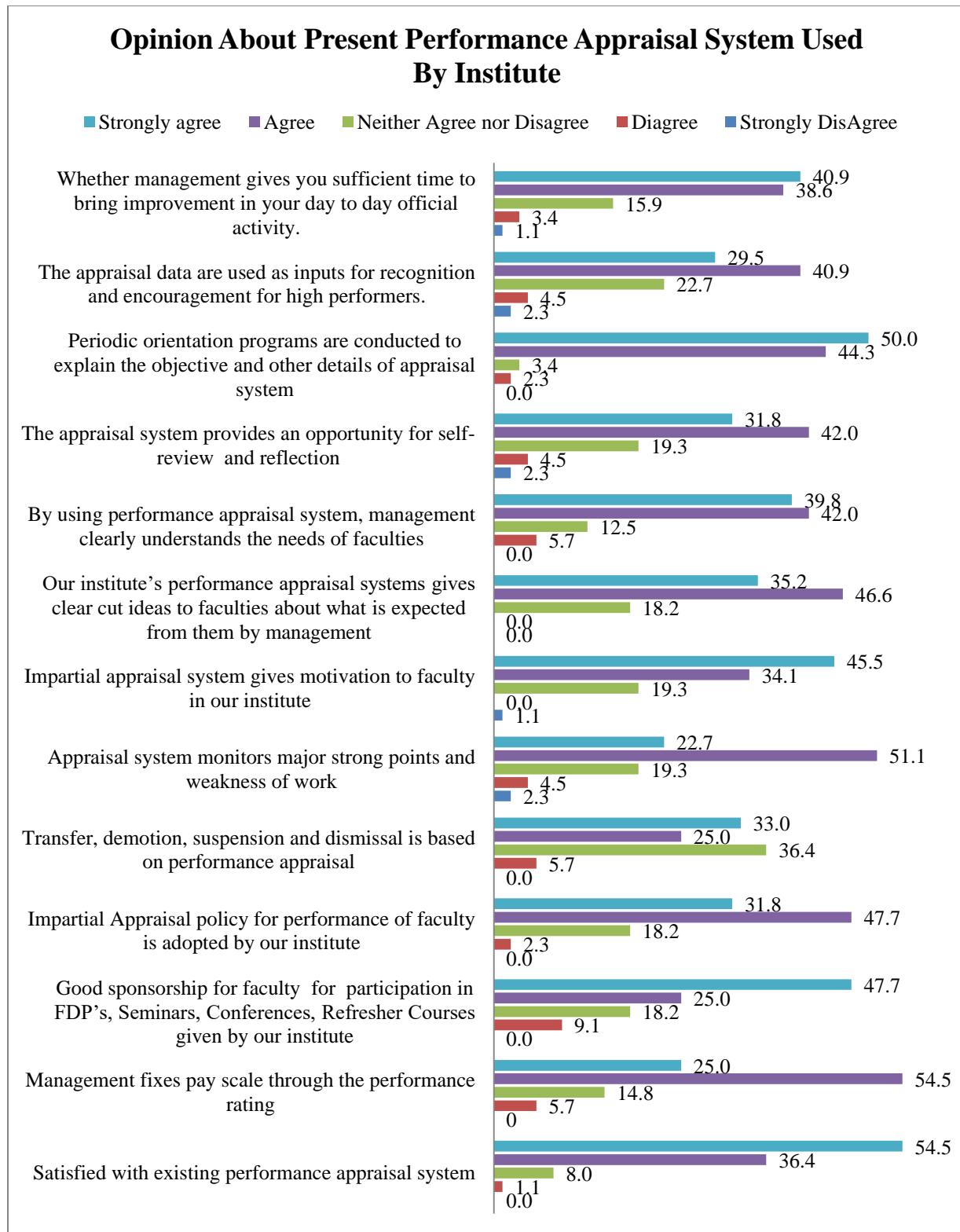
- A. Satisfied with existing performance appraisal system
- B. Management fixes pay scale through the performance rating
- C. Good sponsorship for faculty for participation in FDP's, Seminars, Conferences, Refresher Courses given by our institute
- D. Impartial Appraisal policy for performance of faculty is adopted by our institute
- E. Transfer, demotion, suspension and dismissal is based on performance appraisal
- F. Appraisal system monitors major strong points and weakness of work
- G. Impartial appraisal system gives motivation to faculty in our institute
- H. Our institute's performance appraisal systems gives clear cut ideas to faculties about what is expected from them by management
- I. By using performance appraisal system, management clearly understands the needs of faculties
- J. The appraisal system provides an opportunity for self-review and reflection
- K. Periodic orientation programs are conducted to explain the objective and other details of appraisal system
- L. The appraisal data are used as inputs for recognition and encouragement for high performers.
- M. Whether management gives you sufficient time to bring improvement in your day to day official activity.

Table No 1.1 Opinion About Present Performance Appraisal System Used By Institute

Level of Agreeableness of statement		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
	Satisfied with existing performance appraisal system	F	48	32	7	1	0
	P	54.5	36.4	8.0	1.1	0	100
Management fixes pay scale through the performance rating	F	22	48	13	5	0	88
	P	25.0	54.5	14.8	5.7	0	100
Good sponsorship for faculty for participation in FDP's, Seminars, Conferences, Refresher Courses given by our institute	F	42	22	16	8	0	88
	P	47.7	25.0	18.2	9.1	0	100
Impartial Appraisal policy for performance of faculty is adopted by our institute	F	28	42	16	2	0	88
	P	31.8	47.7	18.2	2.3	0	100
Transfer, demotion, suspension and dismissal is based on performance appraisal	F	29	22	32	5	0	88
	P	33.0	25.0	36.4	5.7	0	100
Appraisal system monitors major strong points and weakness of work	F	20	45	17	4	2	88
	P	22.7	51.1	19.3	4.5	2.3	100
Impartial appraisal system gives motivation to faculty in our institute	F	40	30	17	0	1	88
	P	45.5	34.1	19.3	0	1.1	100
Our institute's performance appraisal systems gives clear cut ideas to faculties about	F	31	41	16	0	0	88
	P	35.2	46.6	18.2	0	0	100

what is expected from them by management							
By using performance appraisal system, management clearly understands the needs of faculties	F	35	37	11	5	0	88
	P	39.8	42.0	12.5	5.7	0	100
The appraisal system provides an opportunity for self-review and reflection	F	44	39	3	2	0	88
	P	50.0	44.3	3.4	2.3	0	100
Periodic orientation programs are conducted to explain the objective and other details of appraisal system	F	26	36	20	4	2	88
	P	29.5	40.9	22.7	4.5	2.3	100
The appraisal data are used as inputs for recognition and encouragement for high performers.	F	26	36	20	4	2	88
	P	29.5	40.9	22.7	4.5	2.3	100
Whether management gives you sufficient time to bring improvement in your day to day official activity.	P	36	34	14	3	1	88
	F	40.9	38.6	15.9	3.4	1.1	100

Graph No. 1.1 : Opinion About Present Performance Appraisal System Used By Institute



The above frequency table & graph shows that the opinion of the respondent's about appraising the performance of the Respondents that is done by the institutes.

The Reliability Analysis And Alpha Score for Faculty Opinion Performance System

The reliability of the scale is measured through Cronbach’s Alpha Reliability Score.

Cronbach's alpha is a measure of internal consistency, that is, how closely related a set of items are as a group. It is considered to be a measure of scale reliability. The alpha score above 0.7 is considered as the scale shows the reliability.

Once the scale is shown the reliability the mean score of the scale for the given respondent is calculated and further inferences analysis is done. For drawing further inferences from the data.

Table No. 5.22 : Reliability Analysis

Reliability Statistics	
Cronbach's Alpha	N of Items
.804	13

Above table has shown the reliability of thirteen statements used to assess the opinion of Faculty members for appraisal system. The Cronbach’s Alpha score is 0.8. The alpha score of 0.8 indicates that the statements are reliable to assess the faculty opinion for appraisal system adopted in the Management institutes.

Descriptive Statistics:

Following statistics shows the descriptive statistics of Faculty opinion performance system adopted in the Management institutes under Shivaji University.

Table No. 5.23: Descriptive Statistics Table For Faculty Opinion Performance System

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Faculty Opinion of appraisal	88	2.62	4.77	3.9571	.52257
Valid N (listwise)	88				

Above table shows that mean score for faculty opinion on appraisal system is 3.95 with S.D 0.522. The result indicates that faculties have positive opinion about the appraisal system adopted by their institutes.

Normality Test for Faculty Opinion Performance System

Before testing hypothesis researcher tested the normality of the data. Here the researcher wants to find out whether the data collected from the Respondents in selected foundry industries is normally distributed or not with Kolmogorov-Smirnov test. Following table gives the result of normality testing.

Here researcher is interested to go into details insight and understand whether the opinion about the appraisal system defers to Gender, Qualification of the respondents, and designation of the respondents. Hence to apply the suitable test researcher has tested normality assumption. The result of the normality is presented in the following table.

Table No. 5.24 : Normality Test for Faculty Opinion Performance System

Tests of Normality						
	Kolmogorov-Smirnov^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Faculty Opinion of Appraisal	.097	88	.007	.954	88	.000
a. Lilliefors Significance Correction						

Above result shows that Shapio- Wilk test statistics value 0.954 with P-value 0.00. It indicates that the test results are significant, normality assumption is violated. Hence to test the hypothesis we have to use non-parametric tests.

VI Conclusion

According to opinion about necessity of performance appraisal system in the institute it is found that out of 88 selected respondents from post graduate management institutes affiliated to Shivaji University all 100 % that is 88 respondents opinion is same that is they think that institutes have to use of performance appraisal system to appraise the Respondent.

From the study findings and base on the objectives of the study, it can be concluded that Performance appraisal is a tool to know the Respondents performance in various aspects. It is useful for salary increment, promotion, staff retention and to reinforce staff behavior. The above referred literature shows that Performance Appraisal is only tool in assessing the Respondent’s tasks and responsibilities matching their capability. A comparison has been done in public and private sector enterprises where private sector appraisals have been more effective

VI. Reference-

1. Dr. J Vincent Xavier, (January 2015)¹ , A study on the effectiveness of performance appraisal system and it's influences with the socio-demographic factors of the employees of a manufacturing industry inTamil nadu, International Journal of Research in management and business studies, Vol. 2, page no. 26 - 31
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