

**EVALUATING AND IMPROVING PERFORMANCE
APPRAISAL SYSTEM OF KARACHI UNIVERSITY
FACULTY**

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ABSTRACT

The main purpose of the study was to evaluate and upgrade the appraisal system of Karachi University. The population of the study was consisted on all faculty members and administrative officials of Karachi University. The strategy of this research was survey Research and Development. Stratified random sampling was acquired and questionnaire was developed to collect the required data. The data was then analyzed through inferential statistical techniques. The findings revealed that different categories of faculty members and administrative officers of Karachi University had different opinions about the appraisal system. That indicated their reservations on appraisal system. They suggested that the appraisal system should be based on merit and the evaluators must be trained in order to have a smooth and transparent appraisal.

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INTRODUCTION

Performance appraisal is an administrative information system that gives input in all matters of human resource management for example recruitment and selection, professional development, promotions, transfer and compensation. In addition to this appraisal also facilitates individual faculty members to improve their performance and behavior.

Performance appraisal is the procedure of acquiring, examining, and recording information about the comparative value of an employee to the organization. Performance appraisal is a scrutiny of an employee's latest achievement and failure, weaknesses and strengths, and appropriateness for endorsement or further professional development. Moreover, it is the result of an employee's performance in a job depending upon deliberation or kindness other than efficiency alone.

Performance' appraisal is a formal prearranged system of determining and assessing an employee's job connected behaviors and results to find out how the employee is working and how the employee can work more efficiently future in order to benefit the organization.

Karachi University is the largest University in Pakistan having 550 faculty members with 12000 students. In this connection the formal appraisal system becomes questionable in terms of effectiveness and practicality.

The investigator conducted an exploratory study that revealed a high level disappointment of the faculty members regarding the Annual Confidential Report (ACR). They found it biased in terms of subject evaluation, clarity of objectives, and criterion and standards. In addition to that the evaluators were also found untrained. Hence there is an immediate requirement to evaluate and upgrade the existing appraisal system of Karachi University faculty. Researcher hopes that this study will do the needful.

METHODOLOGY

The strategy of the research was Research and Development (R&D). According to Brog & Gall (1979) the Educational Research and Development is a process of developing and validating educational research products.

The population of the research was consisted of all faculty members and administrative officers. A stratified sampling design was used to collect the required data. A custom made questionnaire was used to gather the relevant information and later the data was analyzed in statistical form both descriptive and inferential statistics.

LITERATURE REVIEW

Performance appraisal is a key to evaluate and improvise the working attitudes of the staff members. Bateman (1996) defines performance appraisal as the valuation of an employee's work routine. Stoner (1995) presents a more insightful definition of performance appraisal. He describes it as the procedures used by the management in order to weigh the performance of an employee against the set principles.

According to Cascio (1995) performance appraisal is an organized statement weaknesses and strengths of an employee. A more widespread and comprehensive definition has been provided by Bartol & Martin (1990). They believed that performance and appraisal is a procedure of stating, presenting, recording and assessing the performance of employees.

It can be concluded that authors believed that performance appraisal of employees indicates the importance and significance of their work related attitudes and behaviors.

Obamiro (2005) studied that Performance appraisal has turned out to be a main feature of an organization. McKinney and Levy (1998) assess the affect of positive and negative information.

Eichel and Bender (1984) revealed that performance assessments were intended initially as tools for the organization to employ in scheming employees. He described that previous performance was utilized to direct the management.

Performance appraisal and evaluation has frequently been a vital and insightful area of changes in the performance of employees' work attitudes, and this is very important as latest accountability and visibility of employees have often been believed crucial to the success of the concerned office/institution (Gollac and Volkoff, 1996)

Davis (1995), unveils that performance administration is a combined method that engages both the management and staff, who recognize familiar goals, which draw a parallel to the major goals of the institution, administration's actions in handling with the employee and performance appraisal has given the foundation for salary, maintenance, emancipation, or promotional decisions, as utilized to direct or justify management's procedures in handling with the employee. Davis (1995) comes across that if employees are appraised effectively and honestly, then the organization will get improvement and up gradation as a result quality will increase and development will take place. Performance appraisal performs main role because it facilitates an organization to recognize objectively the employee's potentials and weaknesses.

Performance Appraisal is not only an administrative procedure for measuring employees' performance rather a systematic method critically dependent on a collective procedure and, repeatedly, the process of negotiation and contestation (Rosenfeld, 1995)

Edwards & Ewin, 1996 tell that comments from numerous people, for instance higher authority, colleagues, assistants and others have a more influential affect as compared to the only source like the immediate supervisor. Employees consider progress feedback from different people as reasonable, correct, believable and inspiring. They get motivated and encouraged more when their colleagues and peers support them not because of their management or respect of the boss. Richi (1996) reveals that the well qualified management evaluates abilities and follows and merges them into job that develops a work atmosphere that facilitates employees to increase the abilities they require to achieve set objectives, recognizes employees' weaknesses and then helps to promote capability. Quchi (1997) discovers that entire organization is trained to understand the policies and procedures in order to apply them accurately and smoothly. (Wagner and Goffin 1997) unearth "that the comparative rating method was more accurate than the absolute rating method and that the global item type results in considerably greater accuracy with respect to

[differential accuracy] and [stereotype accuracy] components but specific items were more advantageous in terms of [differential elevation] and [elevation] accuracy” (p. 99). The results of this experiment suggest that comparing employees against one another will yield a more accurate depiction of ones work than rating employees against a set of standards.

Wexley and Kilmoski (1984) believe that performance appraisal joints the human relevance tasks of an organization so that everyone can participate and work towards achieving the set targets or goals. And if the performance appraisal is done without any biased it results into positive achievements and relationship amongst the staff members.

Cleveland, Murphy and Williams (1982) argue that performance appraisal is beneficial in assigning and distributing rewards like salary, promotions and professional development.

Hence most of the writers associate appraisals with the tasks performed by the employees and motivation and encouragement from the management in order to improve and upgrade the performance level. In this connection, the field of industrial psychology generally regards performance appraisal in concurrence with rewards. Basically performance appraisal performs a considerable role in resource allocation in a dynamic environment, rewarding employees giving them feedback about their performance, developing a positive rapport amongst the staff members and employing regulations.

FINDINGS

The study was done through many steps to get required information initially a prototype evaluation system was developed based on the data collected through literature review, views of the faculty members and officers of Karachi University and interview responses from same group to verify the data. In this regard seventeen Hypotheses were developed and tested through chi-square test of significance. The hypotheses were rejected and following results were emerged:

- 45% of the faculty members of the view that the performance appraisals are used to train the faculty and staff members

- 33% of the staff members believe that the appraisal is used for compensation
- 44% of the faculty members and officers think that the performance appraisal is used for promotion.
- 37% of the faculty members and staff disagree to give A grade to the present system of appraisal however 38% of the faculty members believe that the performance appraisal serve for faculty development.
- 57% of the faculty members were of the view that rating scale and pen picture be used as appraisal techniques for faculty performance appraisal and
- 51% of the staff members were of the opinion that Behaviorally Anchored Rating Scale (BARS) be used as appraisal techniques for faculty performance appraisal.

In addition to that they said that assessment center-a standardized form be used as appraisal technique for faculty performance appraisal system.

Most of the respondents were of the opinion that expert and fair person should assess the evaluators' skills and capabilities.

Following were the major issues highlighted by the faculty members in the present system of performance appraisal:

- The present evaluation system needs improvement
- There are many issues and concerns in the existing system
- The present system is not transparent
- The present system of performance appraisal is biased and based on personal likes and dislikes
- Students' views are not included along with other experts
- There is no training program for the evaluators

RECOMMENDATIONS

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Following recommendations are emerged from the faculty members' interviews

1. Merit should be the first priority
2. Training programs should be organized for teachers and evaluators
3. Students' view should also be included through questionnaire
4. Faculty members suggested that the criteria for evaluation should be revised and following aspects be included
 - Personal qualities
 - Styles
 - Communication skills
 - Dealing with students
5. Knowledge and students' achievement should also be given importance while evaluating teachers' performance

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