

A Study of Performance Management System in Higher Education Institution with Special Reference to Academicians

Dr. Bhawna Chahar

Assistant Professor, Manipal University, Jaipur

Dr. Vinod Hatwal

Faculty, IBRI College of Technology, Oman

Abstract: Performance management system in present competitive environment has given a way to Higher education institutions to align their resources, processes, policies, systems and employees to strategic objectives and priorities. The present paper studies the performance management with reference to its development, application and applicability of performance management in Higher education institutions by literature review and developing a model. The review of literature reveals the applicability of Performance management in Higher education institutions, it needs to be redefined and adapted to the needs and standards of the institutions. The review confirms and suggests the applicability of current trends of Performance management in Higher education institutions. Higher education institutions are able to react to the challenges of the change in the environment of higher education and the effective management of the performance at both the institutional as well as individual level which are important for the success. Performance management enables the institutions to improve its overall performance to achieve goals and the results needed for the satisfaction of the employee, commitment and motivation and to help the institutions understand the performance in the job through methods, rewarding and recognizing individuals by way of accurate and constructive feedback.

Keywords: Performance Management, Performance Appraisal, Higher Education Institution.

Introduction

Higher education is related to the academic activities, of the staff, student, administration, research work, financial support by the government and other supporters, activities by students (including current students, parents, graduates, alumni and training in the organizations) etc. The most important concern in education can be taken as Quality, Relevance and quality of education service.

Performance management is a continuing, collaborative process designed to boost the employee capability and productivity. Performance management is a goal-oriented process directed towards organizational process are in a position to augment employees, teams and organization productivity. Performance Management predicted as an important issue in many organizations and defined as one of the human resources practices bundle (Leopold & Harris, 2009).

Abdulkareem & Oyeniran, (2011) states that the typical business approach to PM would not work in higher education institutions, therefore, the existing PM models and approaches need to be adapted to the needs and visions of higher education institutions for a gradual system that allows institutional transformation and systematic adjustment. Nowadays there is a continuous need for measuring and quantifying the activities and the performance at the higher education institutions. Along with this they need to comply and follow the government mandates and compete for students and researchers globally. The courses and the programmes needs constant revision and strategically decide whether to build on the present strength or develop new one.

This paper will present a review of literature of Performance Management in Higher Education institutions considering the current thoughts and findings on Performance Management and explores how it operates in practice. This review led to the development of a conceptual model of teaching staff.

Statement of Problem

This study aims to provide a description and applicability of Performance Management in Higher Education Institution and the current trends in Performance Management by literature review.

Objectives of the Study

1. To explore the Performance Management System in Higher Education Institutions.
2. To analyze the Performance Management System in Higher Education Institutions for academicians.
3. To develop a model of Performance Management System for academicians in Higher Education Institution.

Literature Review

Performance Management include the activities that objectives are achieved consistently effectively and efficiently. Various studies have been done by researchers on Performance Management. Memon (2007), determined that the teacher quality is a key to the success of the institution and for making sure the quality of the teachers there should be some well-defined criteria of performance.

According to Chhipa (2009), human resources can be persuaded by performance appraisal that are important to improve the success and responsibility in higher education institutions. Bashir, S, Khattak H. R, Shahzad K., Bashir S and Ramay (2008), concluded that there is a

constructive relationship between compensation, promotion and evaluation practice influencing the performance of teachers. Where there is no guarantee of quality in the education there is no recognition of either its graduates or institution (Belawati, T., & Zuhairi, A., 2007). Ekaette (2001) concluded that many higher education institution system leaders do not have charisma, or human relations required for efficient as well as effective leadership. Due to the weak leadership and incompetent way of administration in the institutions, many activities are not carried out like research grant, publications, neglect of staff welfare, not sufficient staff and student control and no vision of institutions. According to Dreher, G. F, Dougherty, T.W. (2001), Performance information are utilized for decision making about employees, that includes promotion, adjustments in annual salary, performance-based bonus. Other purpose includes feedback, counseling, evaluating organization programs. Performance Management System also provides counseling and feedback to employees for improvement. Another key use of performance management is centered around the organizational goals and objectives. Performance Management serves as a criterion for measuring the effectiveness or validating the selection of employee, training programs, or any other measure to improve the productivity of employee or organization.

Shun-Hsing, Hui-Hua, & King-Jang, (2009), study covers the entire organization. But determining the performance indicators that emphasis only on the process of education and those which enhance the academic engagement in the actual process of education are more important for head of departments. Sameera Begum, K. Sarika & G. Sumalatha (2015) compared performance both public & private sector as a whole based on the parameters like two-way communication between appraise and appraiser, feedback system in which peers, Superiors, and Junior Employees give feedback to every employee, adopting technologies, monetary and non-monetary benefits, job security, Leave Management System as well as Process of Recruitment & Selection.

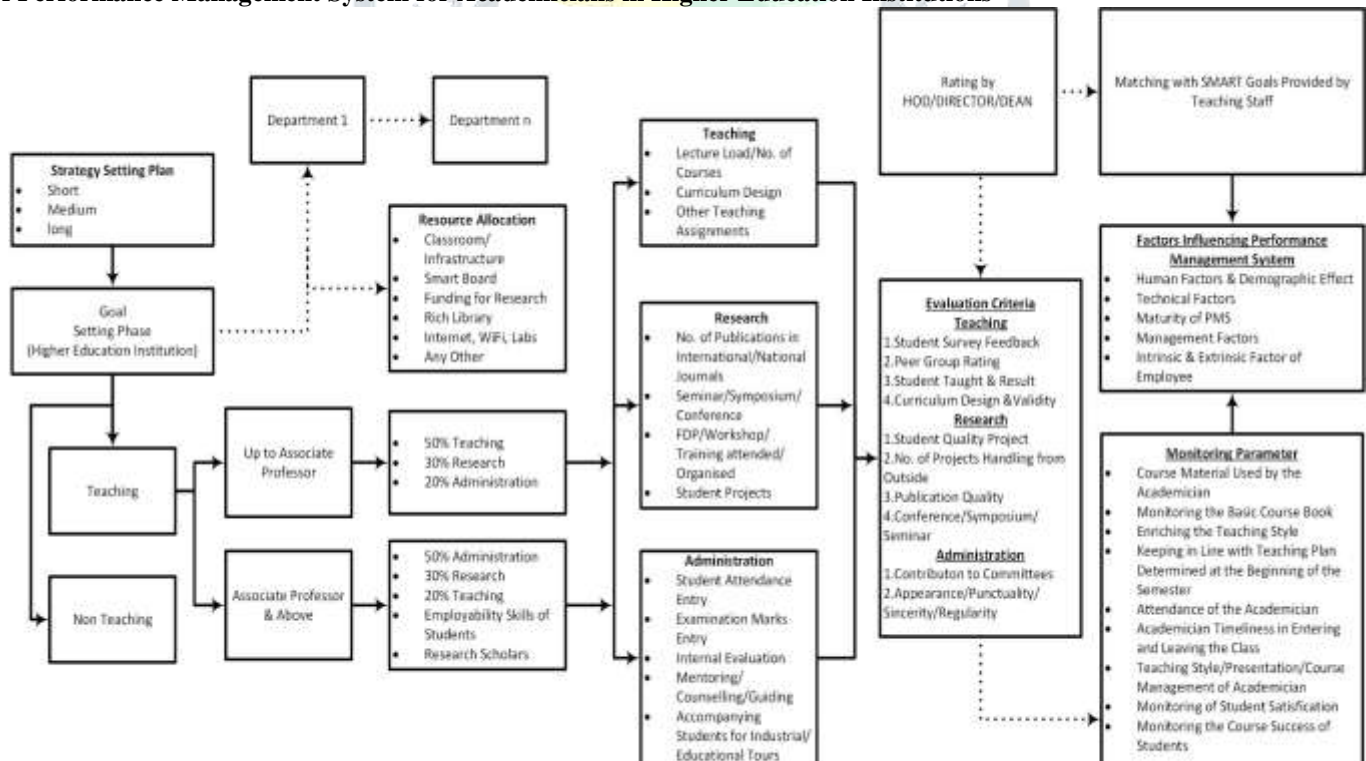
Kona Yasoda (2016) described globally trending models like Team Performance Appraisal, 360 Degree Appraisal, Rank and Yank strategy, the new model and real-time feedback performance management. Ramila Ram Sign & S. Vadivelu (2016) mentioned in their paper about the performance appraisal in India. Employee Retention in an organization is a difficult task for the management. Motivation play a key role in this aspect. Performance appraisal is useful for salary increment, promotion, staff retention and to reinforce staff behavior. As per the United Nations Global Education Monitoring Report (2017) the issues of accountability of higher education institutions (HEIs) in five countries: Brazil, Canada, Italy, Portugal, and Russia. National frameworks and their implementation are examined. The special focus of the review is performance-based evaluation and funding. The reflection on outcomes is followed by the recommendations to policy-makers, researchers and practitioners.

Othman et. al. (2017) revealed that the roles of academic staff in education services are undeniable. Their good performance will lead to higher education institutions' performance as well as a country as a whole. Their performance will be affected by many factors such as motivational factors, government and organization's policies, organizational factors and work-life balance. The above referred literature shows that Performance Appraisal is only tool in assessing the employee'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.

Research Methodology

The present research is based on the secondary resources collected to study the Performance Management System in Higher Education Institutions. The data has been collected from various sources like scholarly articles, books, journals, online articles etc.

Model of Performance Management System for Academicians in Higher Education Institutions



Model of Performance Management System for Academicians

Based on review a model of Performance Management System in higher education institutions was developed. There are three components in an education institution namely Faculty, Staff other than teaching staff and students. This study was focused on only one component that is the teaching staff. The literature review clearly indicated prior to the Performance Management System the setting of the strategy is significant ranging from short term (a period upto a year), Medium term (one to three years) and Long term (More than three years). In short term PMS the focus was on lecturers and any other teaching staff, while in Medium term it was Department level committee and in Long term it was College/University level committee or consultant or external experts.

The Goal setting phase is the first step in Performance Management System in a Higher Education Institution. The goals are set for each department in the institution keeping in mind the resources that are currently available, or which can be acquired in the future. Each department will have teaching staff, staff other than teaching and students. All three are equally important component but the study was conducted only keeping in mind the teaching staff which are like backbone of the department. In this phase the teaching staff are asked about their goals for a year which are as Specific, Measurable, Achievable, Relevant, Time Bound (SMART). The goals are checked to see whether there are sufficient resources with the institution to achieve these goals like class room, smart board, funding to research, rich library or any other resource. Further, the teaching staff is divided into two parts one is up to associate professor and the other is associate professor and above. The goals and work allocation may be different for both these levels.

The literature review suggests that in teaching staff like lecturers, senior lecturers, assistant professor they are given more of teaching assignments which may be to the extent of 60 percent of the workload given to them, the research activity may account for 30 percent whereas there is less emphasis on administrative which may be less than 20 percent of the total work load. The review also suggests that the teaching staff at senior level that is associate professor and above they had more of administrative work ranging above 50 percent of the work load. They work mostly included decision making, policy formulation and heading the key committee at the department level as well as the institution level. They were into research too which specifically included the improvisation of the teaching methodology and increasing the employability skills of the students, guiding the students in pursuing doctorate degrees. Research constituted only 30 percent of their work load and teaching which accounted for ten to twenty percent of the load.

The review suggested that the teaching staff were more engaged in teaching the course to the students, designing of the curriculum and course material and any other teaching assignments as given to them according to their job description. The teaching staff needs to be research oriented and as part of the performance appraisal the research activities to be done by them includes publishing of research papers in national as well as international journals, participation and presentation of papers in seminars, symposium and conferences, the handling of the students research projects or any other organization/government projects and any type of training given or received or any research which may be the requirement of the institution. The administration work was limited to work related to only academics, contribution to the department committee and other personal factors like appearance, punctuality, sincerity towards work and regularity in the work.

After looking at all these factors, ten components were identified for doing the teaching staff performance appraisal which not only monitored the performance but also guided the teachers to improve on their performance. The appraisal included all those staff and students which were in one way or the other associated with the staff. The appraisal included the components of job description like teaching, research and administration work. Each of these ten components were given ten points. The teaching factors included student survey, peer group, students taught and their results and finally design of curriculum/course material with its validity to the program goals, objectives and industry interface. The research factors included quality of student projects, organization project handling, conference/symposium and research paper publication. The administrative factors included contribution to committee and general factors of the teaching staff.

The findings of the review suggested that instead of one-time appraisal it is spread all over the semester. The Head of the Department will allot the points to these questions based on the responses given for each of these and match with the SMART Goals as given by the teaching staff.

As it is a continuous process, therefore, there will be some important monitoring parameters like course material used by academician, monitoring the basic course book, enrichment of teaching style by the staff, keeping in line the teaching plan as determined and decided at the beginning of the semester, attendance of the teaching staff in the institution, timeliness in entering the class and leaving the class, monitoring the performance and satisfaction of the students and finally monitoring the course success of students. Due to this monitoring the staff is able to rectify and amend any deviations from the performance and is able to contribute optimally towards the department and institution.

The review identified the factors that influence or may come as an obstacle/hindrance in the performance management system in higher education institution. These factors included Human factors and demographic affects, Technical factors, Maturity of Performance Management systems and Management factors to name a few.

Findings

Based on literature review, it was revealed that performance management is focused on individual achievements. Performance Management system is having a character of less distance of power between the employees and management. Performance Management has a long-term view of the objectives and goals as well as it has short term view of goals and objectives too where people value money and material benefits, and performance is valued more than loyalty.

In Performance Management the feedback is provided to the employees frequently and openly. Career that is more important for the employees and both traditional as well as modern methods of performance appraisal are used. Methods such as 360-degree appraisals, confidential report, BARS, MBO, Balanced Scorecard, SMART performance pyramid etc. are used in Performance Management in higher education institution.

The two types of rewards In Performance Management system are financial and Non-Financial. Financial rewards linked to merit pay or contingent pay whereas non-financial rewards are recognition, challenging assignments, development, career guidance and quality of work life. Based on the literature review conducted and keeping in mind the limitations associated with any study the researcher was able to develop a generic model of performance management for teaching staff for higher education institutions. The developed model can be used by the institutions as per their requirement, objectives, mission and vision of the institution.

Conclusion

From the literature review it can be established that Performance Management is vital in the educational institution and is applicable in the segment of Higher Education Institution, but it requires to be redefined and implemented according to the requirement and standards of institutions. Institutions need to apply the Performance Management System to enhance performance of the teaching staff associating both individuals as well as institution goals and objectives to upgrade the total performance of the institution for achievement of its goals.

The outcomes of Performance Management aims for employee satisfaction, motivation and commitment and help the institutions to understand job performance through measures, individuals rewarded and recognized through an accurate and constructive feedback.

Reference

- [1] Bashir, S., & Khattak, H. R. (2008). Impact of selected HR practices on perceived employee performance, a study of Public Sector Employees in Pakistan. *European Journal of Social Sciences*, 5(4), 243-252.
- [2] Chhipa, D. R. R. C. (2009). To increase technical manpower through performance appraisal in Indian universities and higher education institutions. In *All India conference on the theme India: Challenges and Policy Response*. Gurgaon.
- [3] Ekaette, U. J. (2001). Policy focus and value system in higher education. *The Guardian*, 58-59.
- [4] Belawati, T., & Zuhairi, A. (2007). The practice of a quality assurance system in open and distance learning: A case study at Universitas Terbuka Indonesia (The Indonesia Open University). *The International Review of Research in Open and Distributed Learning*, 8(1).
- [5] Leopold, J., & Harris, L. (Eds.). (2009). *The strategic managing of human resources*. Pearson Education.
- [6] Memon, G. R. (2007). Education in Pakistan: The key issues, problems and the new challenges. *Journal of Management and Social Sciences*, 3(1), 47-55.
- [7] Dreher, G. F., & Dougherty, T. W. (2001). *Human resource strategy: A behavioral perspective for the general manager*. Richard d Irwin.
- [8] Chen, S. H., Wang, H. H., & Yang, K. J. (2009). Establishment and application of performance measure indicators for universities. *The TQM Journal*, 21(3), 220-235.
- [9] Yasoda, K. (2016). An Emerging Trends In Performance Management System. *International Journal of Engineering, Technology, Management & Research ISSN: 2348-4845 Volume3, (7)*
- [10] Sing, M. R. R., & Vadivelu, S. (2016). Performance Appraisal in India—A Review. *International Journal of Applied Engineering Research*, 11(5), 3229-3234.
- [11] Begum, S., Sarika, K., & Sumalatha, G. (2015). A study on performance appraisal private sector vs. public sector. *IOSR Journal of Business and Management (IOSR-JBM)*, 17(2), 75-80.
- [12] Othman, N., Mokhtar, S. S. M., & Asaad, M. N. M. (2017). Quality Management System, Employee Satisfaction And Employee Performance In Private Higher Education Institutions: A Proposed Framework. *International Journal of Management Research and Reviews*, 7(6), 681.
- [13] Global Education Monitoring Report (2017). Accountability in education: Meeting our commitments. United Nations Educational Scientific and Cultural Organization. ED/GEMR/MRT/2017/P1/7.