

Evaluating the Effectiveness of Performance Appraisal Systems in Higher Education: A Faculty-Centric Study

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Abstract

In the realm of higher education, institutions serve as the training ground for a diverse array of professionals, ranging from educators and healthcare practitioners to engineers, business leaders, and social scientists. These establishments play a critical role in imparting advanced skills required across various industries. Central to the delivery of quality education within these institutions are the faculty members, who are instrumental in shaping the academic experiences of students. Consequently, there is a growing focus on enhancing the performance of faculty members within higher education institutions (HEIs). One compelling study seeks to investigate the connection between performance appraisal and faculty performance in HEIs. Employing a descriptive qualitative research methodology, the study delves into the impact of performance appraisal systems on the overall performance of faculty members within these institutions. Conducted through insightful interviews with faculty members, the study collects valuable data that is subsequently subjected to content analysis to discern meaningful insights. The findings of this study provide compelling evidence to suggest that the implementation of an effective performance appraisal system within universities yields positive outcomes. Notably, the study indicates that such systems contribute to the enhancement of both faculty members' performance and the overall standing of the universities. This underscores the significance of robust performance appraisal mechanisms in fostering a culture of continuous improvement and excellence within higher education institutions.

Keywords: Higher education, Faculty performance, Performance appraisal, Continuous improvement,

Introduction

Beyond providing higher education, HEIs play a role in establishing a continuum spanning all educational levels by providing training and experience to faculty members (Menon & Suresh, 2022). HEIs create and modify curricula, and foster innovative ideas pedagogical approaches, and core values via a range of teaching modalities and platforms. There are many universities in the world at present, and regardless of the university's location or tuition costs, students are highly interested in its reputation and calibre (e.g., international rankings, available facilities, and world-class recognition). Getting government and/or business funding for universities has become more competitive in the current unstable financial climate, and these financial allocations are frequently dependent on university performance. Furthermore, by performing excellent research and turning out qualified graduates, universities have a big obligation to disseminate knowledge to society and foster economic development (Abad-Segura & González-Zamar, 2021). Thus, academic staff with expertise and experience are a valuable asset that any university may use to sustain high standards of instruction and carry out top-notch research to raise its standing in the world and obtain a competitive edge. Institutions generally agree that they cannot accomplish their objectives without the effective performance of employees (Maireva & Mabika, 2022). This promotes the integration of performance management systems into HR procedures within enterprises. According to Baird, Tung, and Su (2020), Performance management is a methodical procedure that enhances team and individual capabilities in order Performance management systems provide ways for employees to achieve success according to their abilities in a work environment that is supported and encouraged by performance management systems. Another way to define performance management is as a collaborative process between managers and staff members to evaluate employee performance.

Building an organizational culture appropriate for individual employee aspirations and the organization's strategic goals is the aim of performance management (Cunha et al., 2018). Performance analysis, or performance appraisal, is a crucial part of a performance management (PM) system (Iqbal et al., 2019). Having highly qualified and experienced faculty has an impact on good educational achievements. A good teacher's qualities are measured by their evaluation. In the evaluation process, teachers are held to a set of standards, and their behaviour and performance are contextualized. Although it can be difficult, evaluating teachers is important since it helps with decision-making in the future (Nhlapo, Mohosho, & Leaders, 2023). For the evaluation to be successful and useful, it must establish strict, unambiguous standards. A fair appraisal of faculty members can be helpful for the institutions as well to achieve their goals and objectives. For this purpose, institutions used established criteria to compare faculty performance. Afterward, employees can strengthen their areas of strength and overcome their weaknesses according to critical feedback (Babar et al., 2022).

performance appraisal (PA) is the process of establishing guidelines, assessing worker performance concerning those guidelines, giving workers performance reviews, and creating plans for professional growth. Six months to a year is the usual time frame for doing this exercise, though the exact length may vary based on the objectives. Numerous firms now adopt performance appraisal as a means of controlling and evaluating employee performance. According to Alsuwaidi et al. (2021), the basic aim of performance appraisal is to compare employee performance with the organization's overarching objectives. In addition to monitoring and controlling it. In this regard, Armstrong and Baron (2005) state that a performance management system is more than just a collection of forms to fill out or a system of assigning responsibilities to employees in order to gauge their work output. Performance management system involves a continual cycle of collaboration between

employees and their managers to boost output throughout the year. This is an attempt to foster a culture that encourages professional discussions on employee performance and to drive performance. The goals of PA are to assess the calibre of the employee's work, provide feedback on their performance and also share it with the concerned department periodically.

Performance appraisal is the furthestmost significant area of HR practice and psychological research. Performance appraisal can now be seen as a general term covering a variety of activities through which organizations seek to assess and develop their employees' skills and improve their performance, thereby improving employee performance.

Performance appraisal has become an increasingly important part of a more strategic approach to integrating HR activities and business policies (Armstrong & Baron, 2005). Finally connected to the system of rewards. Pre-planner performance evaluation has replaced the psychometric method as the primary means of performance management. Performance appraisal can be defined as an effort to enhance cognitive abilities, job performance, and skills (Kampkötter, 2017). In addition to monitoring strengths and shortcomings, finding possible candidates for positions, offering suggestions for improvement, and supporting academic pursuits, PAs push their staff members to adhere to return pay criteria (Darling-Hammond & Hyler, 2020).

Performance management systems are also used in educational institutions to extant the concept of teacher professional development, which is highly significant (Alam, 2022). When given the chance to exploit their abilities and get additional training to fulfil the demands of their work, teachers report higher levels of job satisfaction. In the end, the improvement in student performance is the main benefit of professional development. Improved teacher effectiveness contributes to better student outcomes. According to Baird et al. (2020), organizations use suitable appraisal systems to measure employee performance. These systems necessitate continuous evaluation of each employee's performance. As a

result, it plays a crucial role in the efficient application of organizational effective management. It is intended to make sure that worker performance helps the institutions achieve their objectives (Bayo-Moriones, Galdon-Sanchez, & Martinez-de-Morentin, 2021). As a result, it fits into a comprehensive strategy for controlling the performance and productivity of a business. Numerous prior research in the business literature has highlighted performance appraisal as a critical factor influencing employee performance (Babar et al., 2022). For instance, a lot of research has looked at how performance reviews affect good employee behaviours like job satisfaction, which in turn lifts employee performance (Rana, Mukhtar, & Mukhtar, 2022; Setiawati, Ariani, & Research, 2020).

The impact of performance appraisal on employees' overall effectiveness and, consequently, organizational performance is a matter of concern for scholars and practitioners of human resource management (Bayo-Moriones et al., 2021). After carefully examining the literature, the researchers concluded that practitioners and academicians have different opinions on the purpose and usefulness of performance appraisal. Despite all the importance of the performance appraisal system, the use of Performance appraisal in HEIs has primarily been seen as a symbolic, box-ticking exercise, only a few studies have attempted to explore the significance of performance appraisal for university development and academic staff professional satisfaction. As a result, there is a valid research gap in examining the connection between performance appraisal and employee performance as well as organizational performance (Alsuwaidi et al., 2021; Rana et al., 2022). In this particular context, the scholars aim to examine the function of performance appraisal as a tool for managing human resources in universities.

Research Objectives

The objectives of the study can be further expanded and elaborated as follows:

1. To assess the current practices and approaches of performance appraisal systems in Higher Education Institutions (HEIs), aiming to understand their importance, implementation, and effectiveness.
2. To analyze and identify the key factors that contribute to an effective performance appraisal system and its impact on faculty members' motivation, job satisfaction, and overall performance within HEIs.
3. To explore the correlation between an efficient performance appraisal system and faculty members' professional development, productivity, and commitment to the institution.
4. To investigate the perceptions and experiences of faculty members regarding the fairness, transparency, and accuracy of the performance appraisal process within HEIs, with a focus on its influence on work engagement and morale.
5. To examine the potential challenges, limitations, and best practices associated with performance appraisal systems in HEIs and propose recommendations for improvement and enhancement. By expanding and elaborating on these objectives, the study aims to provide a comprehensive understanding of the significance and impact of performance appraisal systems in Higher Education Institutions, with a specific focus on their influence on faculty performance and the institutional environment.

Significance of Study

This study contributes to extending the literature on performance appraisal of faculty members in HEIs. Furthermore, this study is significant to promote the importance of the faculty appraisal system in institutions and to enhance learning opportunities (Hashim et al., 2022). Studies reveal that when workers are satisfied with their performance appraisal, they are more likely to embrace creative work practices, which enhances productivity. Employee

performance, career advancement, and creative behaviour are all positively impacted by appraisals of performance (Ismail & Rishani, 2018). The findings of these studies are in line with the social exchange theory, which postulates that employees provide the same behaviours in exchange for feeling good about themselves (Blau, 1964). A strong performance management system will make sure that academics have a challenging work environment that nurtures highly skilled and competent educators. Performance appraisals are frequently excellent at determining strengths and weaknesses as well as opportunities for betterment of employee performance.

Literature Review

Performance Management System and Performance Appraisal

Organizations embrace performance management as a diligent management technique to inspire people and show them what are their capabilities (Arnaboldi, Lapsley, & Steccolini, 2015). Performance management encompasses evaluation, motivation, and shared goals and objectives for enhancing corporate performance. Senior managers continue to prioritize performance reviews that make clear objectives for all employees at different levels (Biron, Farndale, & Paauwe, 2011). As goal achievement determines the success of employees. Employees may concentrate on what is expected of them by using a systematic performance appraisal process, which also motivates and encourages employees in the organization (Setiawati et al., 2020). Positive reinforcement highlights an employee's accomplishments and points out areas for development. Employee performance is a prerequisite for improved organizational performance. The performance of employees is not always obvious. According to Dasanayaka et al. (2021), factors that affect employee performance include management standards, knowledge and skill assessments, commitment, and performance. But our main concern is performance evaluation (appraisal).

Performance appraisals haven't been around for very long. Its origins can be seen in the early 1900s in Taylor's ground-breaking research on motion and time. In 1940s the performance appraisal techniques paved the way for the introduction of quality rankings as a means of justifying employee compensation following World War II (Wiese & Buckley, 1998). For this reason, performance management is essential to efficiently overseeing employee work. According to Armstrong and Baron (2005), performance is an attitude toward the work that individuals and teams act upon within an organization. According to Babar et al. (2022), the performance of employees is not just the outcomes but also the behaviours and mindsets that staff members adopt to meet objectives. According to Iqbal et al. (2019), the concept of performance appraisal is the comparison of employees' current and previous performance with their expectations. A technique for assessing each employee's performance and suggesting ways for them to become more productive and contribute to the success of the company is performance appraisal. According to Rana et al. (2022), performance appraisal is the process of systematically repositioning employees based on their work and future development.

The process for assessing an organization's success through employee engagement and satisfaction is known as the performance management system. Although it can increase organizational advantages, performance appraisals frequently have positive effects on employee performance too (Brown, Hyatt, & Benson, 2010). The enormous disparities in expectations, perceptions, and observations within the existing system usually prevent most businesses from using performance appraisals (van der Heijden & Nijhof, 2004). According to Dasanayaka et al. (2021), performance assessments are crucial for evaluating employee performance and tracking an organization's progress toward its objectives. Employees must be guided, inspired, and required to meet the organization's strategic goals.

Employees who believe in fair techniques for performance reviews are devoted to their companies and participate in worthwhile endeavors that benefit them. Positive work behaviours are more common among employees who have strong senses of justice and trust. Enhancing individual performance and coordinating personal aspirations and actions with the organization's strategic objectives are two goals of performance appraisal. Businesses fail to give workers adequate performance feedback and an explanation of management's expectations, which hinders workers' ability to perform better and develop new abilities (Baird et al., 2020).

Performance Appraisal and Employee Performance

Performance appraisal systems are extremely beneficial to an organization's overall productivity as well as employee's personal growth. By implementing effective performance appraisal systems, managers may better oversee and encourage staff members to track their progress and improve their success rate. Numerous employee rewards such as promotions, pay raises, and adjustments to career progression plans, are based in large part on the outcomes of the performance appraisal process (Azzone & Palermo, 2011). Based on key performance indicators (KPIs), performance appraisal supports organizational management decisions and concerns that enhance and inspire employee productivity (Tuytens & Devos, 2012).

In addition, studies indicate that performance appraisal influences employee commitment as well as organizational performance (Neher & Maley, 2020). This could be the reason why businesses and organizations in the public and private sectors use performance appraisal to become more competitive and successful (Setiawati et al., 2020). Employees are more likely to feel valued and supported when they receive extraordinary attention during a performance appraisal, but they are also frequently disregarded due to system confidentiality.

Alsuwaidi et al. (2021) state that performance appraisal systems are being utilized more frequently to set objectives, track advancement, and assess employee performance. The goal of these systems is to motivate faculty members to perform better. According to Dasanayaka et al. (2021), employees can be recognized for providing high-quality training through a performance appraisal system.

Evaluating Faculty Performance in HEI

In higher education, performance appraisal is a useful managerial tool that can raise the standard of education and research while generating a skilled and content workforce for academic institutions (Agrawal, Singh, & Ghosh, 2020). Performance appraisals are used to make sure that faculty performance consistently satisfies the necessary standards. Higher education institutions are challenged by the ongoing requirement to deliver the highest quality academic work in their departments. According to the literature, not many researchers have looked into how performance assessment techniques and approaches are used in higher education. In this regard, Dasanayaka et al. (2021) claimed that university professors assumed performance appraisals have a minor impact on their motivation and productivity as well as on their academic careers. However, they emphasized that they understood that implementing an appraisal system would contribute to shifting the university's then-current management culture. Performance management systems are used by numerous firms in Pakistan to raise employee performance, which in turn enhances organizational performance. Although appraisal of performance is a vibrant tool, it is sometimes referred to as the "weak point identifier" of human resource management (Tuytens & Devos, 2012).

For the education industry, performance appraisal is seen as a technique for assessing and improving the individual or group performance of university employees, encompassing workflows and accomplishments. Due to this reason, the university places a high priority on

creating performance evaluation methods that are linked to the advancement and efficacy of individuals and organizations (Dasanayaka et al., 2021; Serafini et al., 2022).

Research Methodology

In the present study, the qualitative research method is applied. The primary goal of qualitative research methods is to investigate and analyze respondents' perspectives, views, and points of view (Creswell & Creswell, 2017). An account of the participant's experiences is given to the researcher via the descriptive character of qualitative research. It aids readers in understanding the significance of the event, the unique character of the problem, and the situation's effects. The collection of qualitative data in the form of words and icons is the primary goal of qualitative research. The interpretive research paradigm and inductive research technique are the methods used in this study to evaluate faculty members' opinions because they support an interpretation and comprehension of the context and expectations that underlie human experience. The following questions (themes) guided this study:

Theme: Significance of Performance Appraisal in Academia

1. Why is performance appraisal crucial in academic settings?
2. What impact does performance appraisal have on employee performance in the academic environment?

Theme: Importance of Performance Appraisal for Employee Performance

1. Does performance appraisal have a substantial influence on the overall performance of academic employees?
2. How does the implementation of performance appraisal systems contribute to enhancing employee performance in academic institutions?

Theme: Relation Between Performance Appraisal and Employee Performance

1. What is the nature of the relationship between performance appraisal and the performance of employees in academic organizations?
2. How do various performance appraisal methods and strategies affect the overall employee performance in academia?

Data Collection

In this study, a purposive sampling strategy is used to select participants for data collection. While inductive research approach and interview (a method based on grounded theory) are used as a research strategy (Creswell & Creswell, 2017). For data collection, the open-ended semi-structured questionnaire is utilized. The questionnaire comprised three components: Employee satisfaction, performance management system, and employee performance. Data is gathered from permanent and visiting faculty members of different universities situated in Karachi.

Research Design

From the five research designs—narratives, phenomenological studies, grounded theoretical studies, ethnographies, and case studies—the researcher employed a narrative research design in this study (Patton, 2005). This research design, which comes from the holistic tradition, can be applied by authors who wish to learn more about a subject and examine people's points of view. Interviews were utilized to collect data, and the participants' experiences were analyzed and interpreted (Creswell & Creswell, 2017).

Sampling

In this study, purposive sampling is employed. The researcher asked the participants to recommend other professionals they knew who might be willing to provide relevant information (snowball sampling) on the research topic (Campbell et al., 2020). After carefully selecting participants who were willing to share their experiences regarding performance

appraisal in their institutions. Semi-structured interviews were conducted till the saturation point.

Setting

Productive qualitative research via interviews takes place in a setting where participants are at ease and free to express their thoughts (Elwood & Martin, 2000). Therefore, the researcher conducted interviews wherever it was convenient for the participants, such as at home or the institution, in order to guarantee a nice atmosphere and fruitful interactions by expressing participatory and distinct opinions (Hannabuss, 1996).

Data Analysis and Results

The study's theme and goal guided the semi-structured interviewing process. Every respondent knew the goal of the interviews and that participation was completely optional. Each interview was conducted one-on-one (Patton, 2005). The site of the interviews was chosen once the respondents gave their agreement. The majority of participants expressed a desire to have the interviews conducted at their place of employment. An appointment was scheduled at the convenience of the participants once they consented to the interview. The researcher upheld the research methodology's ethical considerations.

The interviews were taped with the consent of the respondents. After that, the transcripts of every interview were prepared. The average duration of the interview was 35 minutes, with a range of 30 to 45 minutes (Seidman, 2006). The participants were permitted to express any experiences they had related to performance appraisal. The participant was respected as an authority and given full rein to share their experience. Thus, rather than speaking in terms of the researcher, the respondent share their experiences and opinions independently. The researcher was just responsible for guiding the direction and objective of the study while the participants responded accordingly Hence, the transcript is prepared by

the mutual concerns of researcher and respondent. (Seidman, 2006). It was easy for the researcher to establish rapport with the participants and to engage in a conversation with them about the subject of investigation.

Validity and reliability

According to Cho and Trent (2006), the stability of data in qualitative research is also used as an indication of validity and reliability. The stability of data can be defined as the repetition of data during data collection and observation. In order to ensure the safety of data, it is still necessary to constantly focus on the goals of the study to ensure that participants remain in the research field. Additionally, it is important to stay within the scope of the study during the analysis phase. Reliability evaluates to what degree the findings of this study would be consistent through repeated investigations by a different researcher under varying conditions and to what degree those results are generally applicable (Franklin & Ballan, 2001).

This study adopted a qualitative approach based on social constructionism as the theoretical framework. Both approaches agree that there are multiple realities and that people construct discourse in different ways at different times. Therefore, the data cannot be consistent when repeated questioning of participants.

Data Analysis

To analyze the data the scholar used content analysis (Creswell et al. 2007). For this purpose, the researcher transcribed the all audio-taped interviews which resulted in about 20 pages of transcripts, read thoroughly several times to get an overall understanding of the context and then the text was divided into a chart and meaning units and coded the responses to the open-ended questions that responded to the aim of the study and researcher identifies the themes for each question and then categorized in different themes according to the

objective of the study. During this process theme for each question is identified and categorized into meaningful groups. After that for further interpretation and comparison data was sorted out into different categories. This process goes on until the researcher does not reach any conclusion (Saunders et al., 2018). In the last researcher compared all individual opinions and statements against the objective of the study.

Table 1

Respondent Profile

S.NO.	Age	Gender	Designation	Duration of interview
R1	45	Female	Lecturer	2 hours
R2	30	Female	Assistant Professor	1 hour
R3	38	Male	Senior Lecturer	45 mints
R4	55	Male	Senior Lecturer	45 mints
R5	23	Male	Assistant Professor	1 hour
R6	28	Female	Senior Lecturer	2 hours
R7	38	Male	Lecturer	2 hours
R8	26	Female	Senior Lecturer	1 hour
R9	24	Female	Lecturer	1.5 hours
R10	28	Female	Lecturer	2 hours

Thematic analysis

According to objectives, the interview transcript is divided into the following themes.

Table 2:

Theme 1: Satisfaction with the Institution

Interviewee	Response
# 2	<i>Yes, I am satisfied that's why working since 2010</i>
# 5	<i>I'm happy with my job and I want to describe my feeling that, I feel I am respected because of my job</i>
# 4	<i>The management of my organization is great because they appreciate us and they are involved in decision-making too and I found a friendly environment, and that's why I have been working for the last four years smoothly</i>
# 10	<i>I think I am working in an ideal organization. I enjoy my job because there are so many opportunities to learn with different faculty and professional development training</i>

Table 3:

Theme 2: Employee perception of performance appraisal

Interviewee	Response
# 1	<i>The appraisal system in my organization provides the opportunity to recognize our skills and knowledge and by improving our skills we can management give us rewards</i>
# 2	<i>In my opinion Performance appraisal provides guidelines to the employees in the organization to achieve success. Every employee performs according to their skills and when they listen to positive words, it makes them happy and motivated and prepares them to face challenges in the organizations</i>
# 3	<i>Yes, because performance appraisal involves employees showing their best performance so that they will qualify for rewards like pay increases, incentives or bonuses</i>
# 4	<i>In my institution, there is a proper performance management system to evaluate employee performance, this is the responsibility of the HR department that identify the training need and after the process of PA they also recommend training to us</i>
# 5	<i>When employees are acknowledged for their performance through a performance appraisal system, they are aware of their progress and they try to improve their skills and knowledge accordingly to survive in not only in the organization but also in the market of the same field</i>
# 7	<i>If employee performance is not as per the expectation of management but employees have skills so with the help of performance appraisal departmental head or managers make employees satisfied and encouraged to improve their skills so the employee will work with dedication without creating any issues in the organization</i>

Table 4

Theme 3: Performance Appraisal and Employee Performance

Interviewee	Response
# 1	<i>I think managers and directors of the organizations are responsible for providing a conducive environment as well as providing awareness to their employees regarding the management evaluation processes and decisions. After knowing about the weak areas and lack of skills through performance appraisal employee can improve their skills and enhance their performance</i>
# 4	<i>According to my experience, through a performance appraisal system, employees can increase as well decrease the employee job stress that will directly impact employee performance accordingly. As per my knowledge, performance appraisal, recruitment, selection, replacement, promotion, training, demotion and career development of employee is all part of performance appraisal. Hence, performance appraisal can increase the performance of employees</i>
# 5	<i>In my opinion, Appraisal systems are often misunderstood and mismanaged. The appraisal system is important for both employees and employers. Understanding the employee's need, well-being and fringe benefits are also important to employers. When employees know that they are valuable to the organization, they get motivation and perform their job responsibilities smoothly</i>
# 7	<i>I think, PA is not only a process of evaluating employees to giving rewards but also finding out the skills gap in every employee and this is also a way to develop a plan to enhance the skills of employees than their promotion based on their performance</i>
# 9	<i>Salary, compensation and other financial rewards are also linked with the performance of the employee why performance appraisal is the best way to encourage employees and motivate them to perform their jobs in the best way</i>

Table 5

Theme 4: Performance Appraisal and Organizational Performance

Interviewee	Response
# 3	<i>As per my experience, " Happy and healthy employees will be the best source of organizational success. Through appraisal, the right person for the right job can be easily identified which will help build a strong and valid team for the organization</i>
# 5	<i>Through proper communication during a discussion about the performance of employees, managers can remove the gaps between employees and management that will ultimately build positive good working relationships and will encourage employees which will ultimately lead to the success of the organization</i>
# 8	<i>when employees are satisfied with the performance appraisal system, they will be productive for their organizations and will increase the efficiency of the organization. Because every individual will perform at the best level according to their skills and abilities. That will be helpful in boosting organizational performance</i>
# 9	<i>Through performance appraisal, employee training needs can be identified. After providing required training employee skills can be enhanced which will be helpful in achieving the highest organizational performance</i>

Results and Discussion,

Performance appraisal of employees (faculty members) in the education sector is very important. Because it provides feedback to the faculty that is essential to improve teaching practice lead to quality of education in HEIs (Agrawal et al., 2020). Performance appraisal is a series of continuous activities, including the following processes and benefits: goal setting and revision, management and guidance, development plans, rewards and recognition, and its application.

The results of the study indicate that employees should be aware about the institutions policy as well as SOPs. Employees should have a set of agreed written goals related to their job performance and career development. Performance appraisal aims to identify gaps in employee skills. Continuous feedback and guidance are the result of improved employee performance and engagement (Baird et al., 2020). Employees need regular quality feedback on their performance and specific details on how to improve.

The result of the thematic analysis, also shows that the performance appraisal system helps to improve employee skills, knowledge and abilities of the HEIs (Menon & Suresh, 2022). Furthermore, through the Performance appraisal system employees can understand

what are the expectations of the management. On the other hand, performance appraisal is considered as the means of assessing the productivity of workers in an organization, geared towards the identification of strong and weak points to boost efficiency.

Based on the study's findings, it is clear that, even though staff development must be prioritized, performance management can be a useful tool for rewarding high performers. To recognize training and development are essential for managers as well as employees.

According to Alam (2022) employee efficiency and superior performance are the primary goal of performance appraisal and it helps to increase employees' knowledge and abilities.

According to Dasanayaka et al. (2021) employees who get learning and development opportunities after knowing their weaknesses through a proper performance appraisal system are more engaged in work hence helping to achieve the organizational goal. The purpose of the performance appraisal process is to strengthen the performance of employees (Aguinis, Gottfredson, & Joo, 2012). The findings of the content analysis of the interviews also show that to improve as well as maintain the quality of education in the HEI, faculty must be prepared to receive true and real feedback regarding their performance. In this relation (Lonsdale, 1998) demonstrated that providing constructive feedback to employees is positively correlated with perceived career opportunities and perceived respect, which in turn has a positive effect on employee performance.

The result of the study is supported by the findings of Martineau (1999) who stated that the staff perceived that the Getnet et al. (2014) was an ability to highlight and act on staff development needs. The finding from the research is verified by Martineau's (1999) findings, which indicated that employees thought performance management's capacity to identify and address staff development needs was its greatest value.

According to Iqbal, Akbar, and Budhwar (2015), assessment of employee performance is the ultimate practice in almost every organization with the aim of better

performance of employees and organizational success (Karimi, Malik, & Hussain, 2011). Saks (2022) Employees are regarded as among the most important assets that carry out fairly and crucial jobs for the development of any business in the public and private sectors. A crucial factor in an organization's improved success is having contented staff. According to (Rana et al., 2022) one of the key elements in achieving organizational objectives and goals is satisfaction with employees.

According to Mittal, Dhiman, and Lamba (2019), employee satisfaction is linked to job satisfaction, which is further demonstrated by how an employee aligns his expectations at work with performance. These researchers also contend that employees like their employment and strive to work in companies that provide good working circumstances and encourage employees to focus on organizational development. It signifies that organizations make every possible effort and attempt to fulfil the needs of their valued and deserving staff. Performance appraisal's key purpose is to evaluate employees' performance and positively impact individual and organizational long-term success (Zhai & Tian, 2020).

Institutional productivity and student satisfaction are directly linked with faculty satisfaction for the reason that satisfied employees are more devoted and productive (Hashim et al., 2022). Many studies show that perceptions of equity and fairness are important elements in employee satisfaction when it comes to performance assessment (Alsuwaidi et al., 2021; Dasanayaka et al., 2021). But if performance appraisals are not carried out properly or employees perceive them to be biased and subjective, employee satisfaction will be negatively impacted, affecting employee work performance and organizational productivity (Folkman, 2020). Depending on employee satisfaction Baird et al. (2020) the area of study that has received the least attention from researchers is employee reaction to performance appraisal satisfaction. Conant (1973) stressed the importance of exploring such interactions.

Poor and poor performance assessment can lead to employee ambiguity and increase disagreement and dissatisfaction among employees.

Conclusion, Recommendation and Implications

Conclusion

The performance appraisal is a set of procedures, performed in an organization that focuses on reviewing objectives as well as employee responsibilities. It evaluates expected performance against actual performance. It is also a procedure related to the annual evaluation of individual job performance to improve individual and organizational performance. However, Bekele et al. (2014) describe it as an activity that measures an employee's achievements and deficiencies in order to determine whether an employee needs promotion or training based on the assessed performance. Based on the above definition, the concept can be simply described as the process of assessing and developing the potential of employees within a stipulated period of time to achieve the stated goals of the organization. Therefore, organizations must develop and promote performance appraisal policies that support employee performance.

Recommendation

Our results provide support for the suggestion that HEIS should make sure that they do a fair appraisal system and provide them feedback according to their performance. offer formal training to their faculty members. Moreover, the director of HR should offer employees training and development opportunities to achieve a level of satisfaction. Therefore, HR managers should ensure that employees have challenging jobs that make full use of their training, knowledge and skills that will be helpful to enhance employee performance as well as organizational performance.

Practical Implications

This study contains significant practical implications for higher education institutions' staff performance evaluation processes. First, university management should not take faculty performance evaluations for granted. They can influence teachers' perceived efficacy of feedback via teacher evaluations, which is a foundation for teacher action (e.g., professional learning, and changes in teaching practice). Second, our research indicates the significance of developing teacher evaluation systems for use in higher education institutions. More particularly, teachers must be allowed to participate in the planning and execution of faculty appraisals. In this respect, our findings reinforce the importance of participation and should encourage higher education institutions and organizations to provide participation opportunities for their personnel during the development and implementation of assessments, as well as other opportunities for participation in the actual assessment process (e.g., employee input in the evaluation process), evaluation interviews, and self-evaluation opportunities. A third practical application is the selection and training of teachers to improve educational quality. Our study demonstrates the significance of performance reviews in boosting both employee and organizational performance.

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