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### UNVEILING THE AMENABILITY OF PUBLIC SECTOR UNIVERSITIES' TEACHERS TOWARDS MODERN PARADIGM OF PERFORMANCE MANAGEMENT SYSTEM: A CASE STUDY OF THE UNIVERSITY OF SINDH, PAKISTAN

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**Dr. Khalil U Rehman, Mr. Hakim Ali, Dr. Tahal Kumar, Dr. Aziz, Mr. Azeem Akhtar Unveiling the Amenability of Public Sector Universities' Teachers Towards Modern Paradigm of Performance Management System: A Case Study of The University of Sindh, Pakistan -- Palarch's Journal of Archaeology of Egypt/Egyptology 18(8), 52-63. ISSN 1567-214x**

#### **ABSTRACT**

*The performance of employees at their workplace is directly related to the way they are primed at their educational institutes. Therefore, to enhance the quality, productivity and efficiency of employees at their workplace as an attempt to rationalize the academia's performance is necessary, this attempt to rationalize the academia's performance will have a direct and positive impact on performance of man at work, performance of organizations and economy as well. The empirical studies depict the grey areas of performance appraisal system which exists in the public sector universities, criticizing its negative impact on public sector university teachers and their efficiency to perform and teach. The aim of this study is to measure the degree of readiness of public sector university teachers towards the implementation of contemporary appraisal or performance management system. This study also highlights the dark areas of old and outdated approach of appraisal system i.e., Annual Confidential Report which is still being implemented in different public sector universities of Pakistan. The study comprises four variables i.e., Performance Management System, Performance support system, Appraisal approach and Effort to perform. The data for this study was collected through a closed-ended five-point Likert scale anchored questionnaire which was distributed among faculty members of various departments of Campuses of University of Sindh. Using SPSS version 22 the data was analysed through Reliability test, ANOVA and regression analysis. Finally, the study will be helpful in identifying and*

*introducing useful approaches to enhancing the quality of teaching practice in public sector universities of Pakistan in particular and the world of academia in general.*

### **THEORETICAL BACKGROUND**

Teachers, apart from being key members of higher education institutes, play a very important role in development of countries. They develop human capital which later on serves in different fields of country and produces output. (SarwarShakeel et al, 2010), At macro level, education is considered as the base of economic and social activities, therefore higher education is considered to be a crucial factor in economic development of a country. (Shiekh, 1998), so it can be concluded that for a country's economic development, education plays a very significant role. Noor Fatima, et.al (2020) empirically prove that that economic development of Pakistan substantially relies on creation of knowledge and thus, higher education plays pivotal role in that regard. The study also attempts to establish a significant correlation between reforms in higher education and societal as well as economic development as whole.

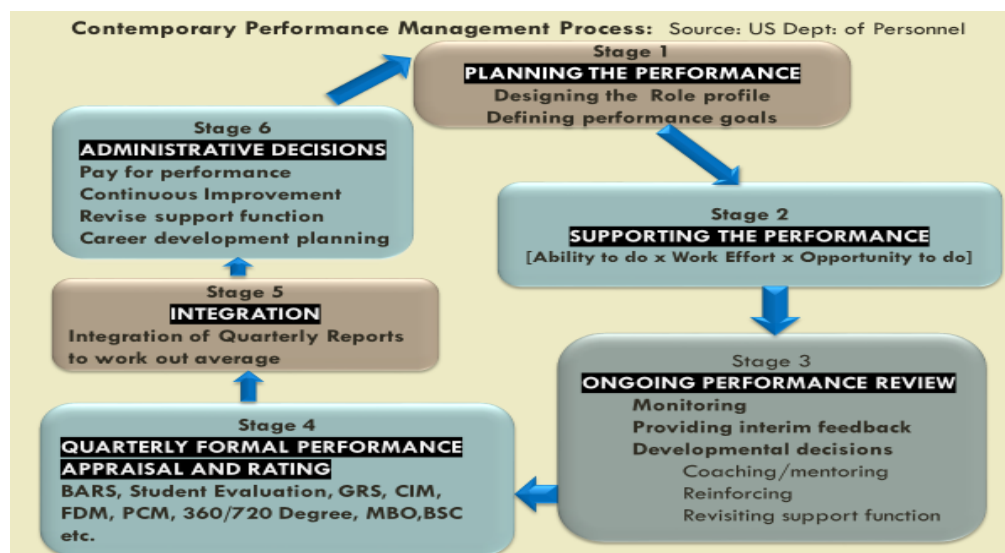
The Government of Pakistan, after understanding the importance and implementation of Higher education, has taken extreme measures to improve quality and quantity of education. According to The Dearing Report (1997), higher education is really important for the development and welfare of a country. It states "for the country, higher education has become a real asset, it must standby and recognize the output what it will gain by implementing welfare of higher education, On the other hand country's education is supposed to recognize its responsibilities to society and nation as a whole". To prove the direct relation between economic development and higher education, it is necessary to highlight the data given by The State Bank of Pakistan (Aleem Iqbal, 1994) the report signifies that the enrolment rate in handsome income countries accounts for fifty-one per cent, whereas it is 21 percent in mediocre income countries and 10 percent in weak economies. Nevertheless, Pakistan has to go a long way to go side by side with advanced states in the light of key performance indicators i.e., Gross enrolment ratio (GER) in tertiary touches 9 percent (Khalid Mahmood, 2016) sounding miserable as compared to 50% in the USA and 49% in the UK (Gov.UK). Whereas, with regard to overall ranking on the basis of number of universities in global ranking Pakistan ranks 124 out of 140 countries standing among lowest performing countries in tertiary education (World Economic Forum Global Competitiveness Report 2015-16). Keeping in view the prevailing circumstances of tertiary education in the country, HEC has been relentlessly focusing on the transformation of teachers as the driving force as revealed by Ghulam Rasool (2007) arguing that for transforming the education system for the sake of improving the quality of education teachers have to be transformed first. Without transforming the teachers, education system cannot be transformed. In order to streamline higher education provided in public and private universities, a sizeable number of budgetary and other quality enhancement-oriented measures have been taken. HEC has spent in training sessions for teachers, improved infrastructure, and opportunities for national and international scholarships and upgraded financial packages. After investing a huge amount of money HEC expects improved and quality

performance but due to implementation of the out-dated appraisal system it could not get any better. Public sector universities are still using the old and out-dated appraisal system i.e., Annual Confidential report which was introduced back in 1940s and faced extreme backlash and controversies because it was unable to address the contemporary performance issues and it was also unable to resolve the existing issues like proneness to rating errors, communication gaps and employee' participation. (Stafylarakis et.al., 2002). Whereas, performance management system is the modern approach to appraisal which is supposed to be an important indicator of the adjudications for example those directly related to the allocating of responsibilities and duties, career advancement and promotion, motivation, remuneration, non-monetary incentives and evaluating the training needs etc.

### *Performance Management System*

Frederick Winslow Taylor and Max Webber laid the foundation of the concepts of performance appraisal by originally generating the idea through their models of management and work efficiency. (Kathryn, 2012), Performance Management is an emerging branch of Human Resources Management, thus its definition is still developing. Performance management is a procedure of confirming that an organization meets its goals and gets desired outcomes in most efficient and effective manner. Neely et. al. (2005) attributes that Performance Management entails specified practices to assess workers' efficiency. Armstrong (2009), states that performance management is a structured procedure which comprises mutual communication, defining of performance, employees' motivation and performance assessment. Wilson (2005, claims that it is a continuous process which counts on definition of performance, motivation of employee, evaluation of performance and corrective actions where and when required. Performance Management System is a set up or arrangement rather than just a form which explains employees' goals appraises employees' performance, provides them with feedback for developmental and administrative purposes. Maureen (2010) & Gregorio (2003), Jack (2011). The earlier standpoint was recognized by an online survey (CIP & D, 2009) i.e., a vast majority of 90% considers that the modern performance management is all about periodic performance review sittings, whereas the remaining 10% construes that it's nothing other than fixed interval feedback, appraisal and assessment of development aspects. The United States Office of Personnel Management (2001) articulates that performance management comprises goals setting and communicating, evaluating performance, furnishing feedback, holding progress review, tackling questionable performance and at the end, rating for reward or corrective action.

**Figure 1:** Contemporary Performance Management System



## LITERATURE REVIEW

While managing the human resources in an organization the main concern of management is appraising the performance. Skills knowledge and experience of a teacher are very crucial in development of efficient and productive workforce in the form of students who will serve in different fields of country. A. Rehman (2005) & Memon G. R. (2007) disclosed a striking fact that majority of 70 percent Public Sector University Teachers' performance (PSUTs) does not meet the expected criteria of stake holders, the reason behind this turmoil is credited to orthodox teaching practices, substandard qualifications, and inapplicable appraisal system. To improve the educational system, quality of education and efficiency of teachers' older performance appraisal system has to be replaced by the contemporary methods of performance management. The contemporary approach known as Performance Management System (PMS) is the most authentic and useful for efficiency, effectiveness and performance of Public Sector University Teachers (PSUTs). It is also very helpful in performance acknowledgement and career advancement (Aguinis, 2007; Lansbury, 1988).

### *Need for Upgrading Performance Appraisal System*

The realm of Performance Management is an emerging branch of Human Resource Management transpiring in the wake of shortcomings arising out of the conventional performance appraisal practices such as Annual Confidential Report which came into existence during 1940s and till today has been in practice by public sector universities of Pakistan (Khalil R. Bhatti, 2018). Anjum Ambreen and Bashir (2011) carried out research on Performance Appraisal in Public Sector Universities of Pakistan. The variables they took into account as standard were Participation, evaluation and feedback. Their

study revealed that these variables were not considered in Public Sector Universities of Pakistan (PSUPs) because the appraisal approach that is used in PSUPs is Annual Confidential Report (ACR). Rees and Porter (2003) unveil that a number of research studies have been conducted on ACR and it was concluded that the ACR is a mono-rating system that is why it is prone to psychometric effect i.e, Halo and Horn effects leniency and strictness biases etc. ACR was also criticized for the fact that it does not have any set criteria against which employees' performance is rated that is why it fails to improve or enhance the performance of employees. Lack of feedback also creates the downgraded performance and de-motivation of employees in PSUs. To eliminate these issues, it is necessary to upgrade the appraisal approaches and implement contemporary performance appraisal system known as Performance Management System (PMS)

### *Contribution of Effective Performance Management System Towards Public Sector*

Hassan Ameer and Irfan Mohammad (2015) wrote an article and conducted research on Human Resources in University of Punjab (UoP) and studied how the culture of university allows performance management system to spread. They found that the outstanding performance of personnel depends on the influence Human Resource has on employee behavior. They collected data comprising a sample of sixty-six personnel including the Directors and Heads of various departments. The data was collected from 6 universities including three private and three public sector universities. From the geographical perspective different higher education institutions (HEIs) were sampled from diverse regions of Province of Punjab, they applied descriptive statistics to reach interpretation of the results concluding that the private sector universities had better HR practices and in comparison, with public sector universities, private universities were performing better. The reason behind these results was the practices of modern Performance management prevailing in the public sector unlike the public sector universities which are lagging behind in this regard. Analyzing these results, it was concluded that the performance and quality of PSUs can be enhanced by eliminating the outdated performance appraisal approaches and implementing the modern paradigm of Performance Management in the Public Sector Universities of Pakistan.

### *Need for Effective Performance Management System*

Miankhel Khan Amanullah (2012) conducted an empirical study in using Survey approach selected a sample of colleague's students, and administrators targeting population comprising all the University teachers in Public sector. Regression analysis was carried out to assess the positions of predictors and the demographic explanations. They found that an efficient Performance Management System has some features such as it provides accurate feedback. When it comes to a sound mechanism for reliable and proper feedback so it immensely modifies occupational behavior and commitment to their assignments (Tziner&Kopelaman, 2002). So, if an enterprise nurtures an atmosphere of appropriate feedback it is going to augment employees' efficiency as well as benefit the firm in the long run.

### *Performance Management is an Imperative Concern*

Rasheed Imran Muhammad, Aslam Danyal Hassan, Noor Amina (2011). Wrote an article on analysis related to aspects of performance appraisal, they studied and verified that to manage the human resources of any institution Performance Appraisal is very essential but due to drastic change in employee behavior, work needs and motivation needs it is now necessary to update performance appraisal and adopt contemporary PM approaches. They concluded that the appraisal must not be conducted only to award the employees for their performance rather it should be kept in mind that appraisal should be conducted with the view to enhancing and improving the quality of performance and to rectify the mistake done previously. It should be descriptive and future oriented. All these are attributes of Performance Management system. So, it is safe to say that the Performance Management System (PMS) is an imperative and indispensable concern.

### *360-Degree Appraisal System*

Milliman and others in the era of 1994 introduced system of appraising the performance. 360-Degree Feedback System is a part of contemporary PMS. It is proved to be better than the existing conventional system of performance appraisal as it provides proper and timely feedback from various channels i.e., Immediate Supervisor, subordinates, clients, Colleagues and Suppliers. Antonioni (2002) supported this system and praised it to be more effective.

### *Performance Management System as A Source of Motivation for Employees*

Miankhel Khan Amanullah (2012) attributed that when a feedback is given on time and properly it modifies the commitment and motivation of employees and urges them to work effectively and efficiently. Feedback is one of the salient features of Performance Management System which distinguishes it from Performance Appraisal and makes it more effective. When timely feedback is given to employees, their perception about appraisal changes, they perceive the appraisal to be just, accurate and satisfactory. This perception of employees motivates them and leads them to perform even more efficiently, (Taylor, 1998). Mayer, Roger, C. Davis. James (1999) claims that there is a significant impact of the Performance Management System on the trust of the employees. Their empirical study suggests that implementation of more accurate and authentic feedback system boosts the employees' trust in organization and motivates them to perform better. (Stafylarakiset al., 2002, Bhatti, Jhatial, & Mahessor, 2020). J.w.Newstrom et al. (1993) stated that the performance management system has evolved drastically over the years; it was initially introduced as performance appraisal system which revolved around defining employees' behavior and their career success was the main objective of Appraisal system but now it is stated that performance management is

known for creating learning environment and motivating employees for leading excellent performance in their respected organization.

### **PROBLEM STATEMENT**

The performance of employees depends on the management system that their organization follows. Researches of past years shows inefficiency of public sector universities because it has been found that the out-dated system of Appraisal, which was introduced in 1940, is still in practice of public sector universities of Pakistan without any modification or development in the form of Annual Confidential Reports. Annual confidential Report consists of Communication gaps, personal chaos, and lack of interest of employees and employees' involvement which are known as the most vulnerable salient features that are considered to affect the quality and efficiency of teachers the most. These highlighted features make the appraisal system as an unproductive system that has proved be as a problematic system in development of the teachers. Keeping in view, these system drawbacks there is a dire need for a paradigm shift in appraising and managing personnel performance practices which cannot successfully be implemented unless the readiness and amenability of the Public Sector Universities' Teachers towards adoption of the modern performance management system is assessed as there is an evidence (H. Naseer, 2016 ) that political behavior is an ordinary part of the Performance Appraisals processes and Performance appraisal systems are highly prone to politics.

### **RESEARCH METHOD**

#### ***Motivation of The Study***

Performance Management is a recent offshoot of Human Resource Management field, this emerging paradigm is prevailing across the world, nevertheless there are many sectors where conventional appraisal practices persist due to the culture of bureaucracy, politicized organizations and some of those firms which are averse to change e.g., Government sector organizations in Pakistan. A number of studies as cited in the literature have unearthed the drawbacks of conventional appraisal systems but hardly any study has attempted to evaluate the readiness, amenability of Pakistan's Public Sector Universities' Teachers towards the modern performance management paradigm. This untapped avenue of research served as motivation of this study.

#### ***Objectives of The Study***

To explore the Public Sector University Teachers' attitude towards Contemporary Performance Management system.

To measure the Public Sector University Teachers' readiness/ willingness towards Contemporary Performance Management System.

To study and measure the level of willingness among the faculty members regarding implementation of new system of performance management system

which will increase the level of productivity and would lead the positive impact of the output or performance of the faculty members.

**Research Hypotheses**

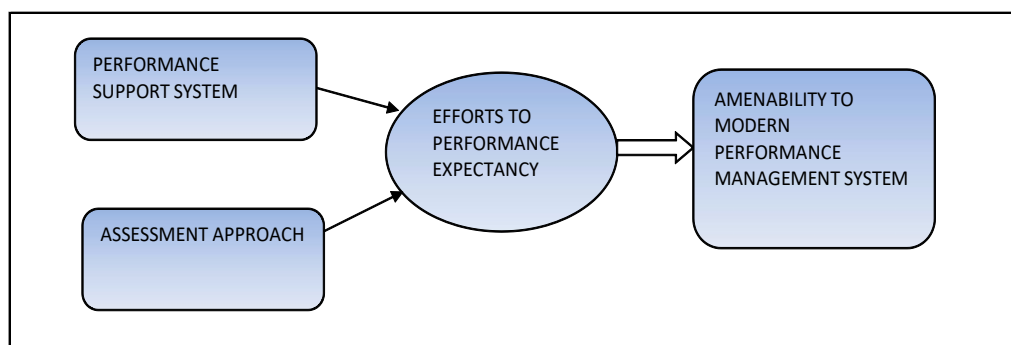
H<sub>1</sub>: There is a significant impact of perceive Performance Support on the Readiness of Public Sector Universities’ Teachers (PSUT) towards Modern Performance Management paradigm.

H<sub>2</sub>: There is significant impact of Expectancy (effort to performance) on Readiness towards Modern Performance Management System.

**Sampling Frame and Analysis Method**

The study consists of primary and exploratory designs. A closed ended; 5-point Likert scale-based questionnaire was distributed among the faculty members of University of Sindh, Pakistan including its sub campuses i.e., the Main campus, Badin, Mirpurkhas, Thatta, Dadu and Larkana campuses). Using the convenience sampling method, the questionnaire was distributed among 85 members of faculty at various departments. The data was analyzed with the help of SPSS.20 applying Reliability Test; Ordinary Least Square based regression model and ANOVA. Whereas, descriptive statistics were excluded due to the brevity requirement for publication.

**Conceptual Framework**



**RESULTS**

**Reliability Statistics**

S.No.	Factor	Cronbach’s Alpha	Items
1	Performance	0.83	5
2	Support System	0.68	5
3	Appraisal	0.746	4
4	Effort to Perform Expectancy	0.567	5

The reasonable value required for this test to be considered reliable is 0.6, whereas the overall reliability of this study turned out to reach the mark of



0.867. The Table 1 shows that all factors except for one factor i.e. “Effort to Perform” whose reliability score fell slightly short of the mark, while, rest of the factors appeared to be upto the mark.

**ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.429	3	2.143	7.611	.000 <sup>b</sup>
	Residual	18.303	65	0.282		
	Total	24.732	68			

b. Predictors: (Constant), EP\_00, SS\_00, AP\_00

The reasonable value required to check the fitness of the model is 3.5, since the value of this study was found to be within the acceptance region i.e. 7.611, hence it is concluded that the model is overall fit and thus is a strong predictor.

**REGRESSION ANALYSIS**

*Coefficients*

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.616	.655		.941	.350
	SS_00	.347	.164	.262	2.121	.038
	AP_00	.102	.170	.076	.599	.551
	EP_00	.369	.157	.292	2.359	.021

As revealed in the above table that perceived Support system and Effort to performance Expectancy have a significant impact on the readiness of PSUTs towards Performance Management System providing scientific evidence to prove Hypothesis 1 and 2.

## CONCLUSION

A sizeable volume of the cited literature reveals that Performance Management is a recent offshoot and an emerging branch of Human Resource Management therefore it is still at embryonic stage. Performance Management System (PMS) emerged due to drastic backlash on Conventional appraisal methods which was introduced in 1940s and is still being practiced in Public sector universities of Pakistan. This study significantly reveals that if the teachers at the Public Sector Universities of Pakistan get the adequate Performance Support their readiness towards accepting and implementing the modern performance management system will rise significantly. Similarly, this study also establishes that their readiness is the function of their Effort to Performance expectancy or in other terms if they perceive that they could perform well if they strove, their readiness would definitely escalate significantly.

## RECOMMENDATIONS

The study implies that for a successful transformation of conventional appraisal system into the modern performance management system and its implementation the Public Sector Universities of Pakistan must work toward enhancing employee performance support system in order to enable the faculty for performing in accordance with the expectations and system standards. Secondly, counseling, on-boarding and training sessions can play a vital role in augmenting the teachers' expectancy of Effort to Performance as apprehensions of the teachers whether they could deliver or not poses risk of failure.

## FUTURE RESEARCH

Since Performance Management System is an emerging field, a vast number of research studies have been conducted most of them have highlighted usefulness of the modern performance management system nevertheless there is still substantial room for research in the context of how the modern paradigm of performance management can be adopted successfully coping with different challenges i.e., winning over employees' resistance towards their amenability.

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