



Performance Appraisal Satisfaction and Teacher Performance in Government Colleges of Khyber Pukhtunkhwa

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The main objective of the current study was to investigate upshots of the performance appraisal satisfaction and teacher performance. The said objectives were met through the quantitative approach under positivism paradigm of the research. The data were collected from one hundred principals through purposive sampling techniques. The principals of government colleges marked the instrument measuring the performance appraisal satisfaction and teacher performance. The overall result suggested that the performance appraisal satisfaction has significant impact on employee's task performance, contextual performance and creative performance. Research based Recommendations has been included regarding the performance appraisal system set for the teaching staff.

Keywords: *performance appraisal satisfaction, task performance, contextual performance, creative performance, college, teacher, principal*

Introduction

It was identified that among all other human resource practices, performance appraisal has been identified as an important practice which has direct link with motivation of the employees. Organizations are now continuously investing more of its resources for development of this resource and for the purpose; public organizations have involvement in performance management and performance appraisal of its employee. In line with the organizations efforts most of the scholars and



researchers are having the focus on different kinds of performance appraisal system irrespective the fact that there are already some systems of appraisal found in routine. Among all other systems organizations are choosing the system which can have the strong influence on employees' performance to get the work done in a limited time (Rahmawati et al., 2017; Latham, 2012). It is imperative for the organization to have a focus on performance appraisal because it can helpful for the organization to achieve organizational goals effectively to survive in competitive environment.

Beside the best choice of performance appraisal, organizations and researchers are having the focus on effectiveness and outputs of the particular performance appraisal system. If an individual employee displaying the positive behaviors after implementation of performance appraisal can be perceived as its effectiveness. Some organizations conducting the performance appraisal on annual basis and some of the organizations are conducting it on weekly as well as on monthly basis due to the nature of the assignment. The performance appraisal system is having some sort of importance for the organization and for the purpose organizations are having the focus that which interval is best for implementation of performance appraisal system. For the purpose of motivation, organizations are having the practices such as displaying the evaluation reports on notice board for excite the employees (Appelbaum, 2019). Performance appraisal satisfaction got tremendous attention from the scholars as well as from the organizational practitioners due to its nature and concept. Earlier stage of performance appraisal did not described and focuses on satisfaction of performance appraisal, but with the advancement in the literature and organizations shifting focus to its most important tool i.e. Human Resource Management and staff personnel administration. Organizations are showing more concerns to performance appraisal effectiveness and satisfaction of the staff at workplace (Ansar, 2019; Tanveer, 2019. For the purpose organizations are taking the consent and feedback from the employees after initiating the process of performance appraisal. On the other side most of the scholars are continuously trying to mature the concept of performance appraisal satisfaction and effectiveness and for the purpose they are trying to explore the antecedents and outcomes of the performance appraisal effectiveness and satisfaction (Rubin & Edwards, 2018).

At organizational level, organization culture, organization structure, organizational policies and practices, role of supervisors, leadership, positive feedback, training and development of employees and organizational communication are being considered. At team level same as there are some factors which are having the potential to create performance appraisal satisfaction and effectiveness (Chae & Choi, 2018).

The current study is including the employee performance which may emerge as an outcome of satisfaction with performance appraisal effectiveness/ satisfaction. Performance appraisal satisfaction is all about the employee's satisfaction with the performance rating methods of an organization. Organizations are using different methods for rating the performance of an individual employee. It is relating with the attitude of the employee and organization is catering the process to review the



performance of employees and reward/punish them accordingly (Zulfeqar, 2014). Basically organizations are critically observing the desire state and current state of organization as well as employee's state which can give a better result for boosting the performance of organization. Setting of goals and defining the objectives and provision of feedback known as the basic activities cater through performance appraisal in any organization. The core elements of employee performance are task performance, creative performance and contextual performance (Chae& Choi, 2018). These are basically the behavior of an individual employees shown in response of positive environment employee is getting from the organization. At the stage of evaluation of performance appraisal and its results which are developing the positive attitude of the employee and then as behavioral outcome exhibit in shape of boosting the performance. It is necessary for the organization to identify the potential candidate to do better (Bakhsh, 2014). An employee is properly communicated about his shortcomings and weak areas so he does have the focus on the weak areas which can build the proper satisfaction and effectiveness of the performance appraisal system (Jones, 2018). It is imperative for the organization to work on the policies and train it supervisors and leaders in such a way to build strong and positive relationships with their subordinates so that they are freely communicating the feedback regarding performance appraisal effectiveness and satisfaction. Individual employee if having the perception that the performance appraisal process was fair and organization promote justice and focus on performance rather to use link and create any biasness during the process. Employee perception of organization justice has impetrative role in the performance appraisal satisfaction and effectiveness. The current study is conducting among the college teachers who are building the nation if they are satisfied with the organizational policies and current performance appraisal system, they can give better results leading to their appreciable task performance as required in this regard (Chae& Choi, 2018). They can motivate the students in such a way to become an efficient resource for the country. If the teachers perceive that the current system is not in accordance with their expectations, it can create de-motivated environment which can motivate them to procrastinate and involve in non-work related activities (Akhtar& Malik, 2016). It is very important for the organization to promote positivity at workplace which can generate positive results.

In the present era, published literature initiated the concept of performance appraisal satisfaction and related it with the reaction of the employees towards performance appraisal. Researchers have more focused approach on the feedback positivity provided by the organizational human faces (leaders and supervisors) and it has been seen as an important element for communicating the rating of the performance. When an employee is getting true and positive feedback from the organization, he tends to react in positive way (Blakely, 2017). Most wanted element is justice and clarity of performance appraisal system (Cawley et al., 2013) without involving the likes/dislikes of the reporting officer. Moreover, with respect to the employee performance, organizations are having the focus on the contextual, creative and task performance of the employee which can be done/ achieved through posing positive environment at organizational level. Task performance has been identified as the behaviour of an individual employee, it is also considered as the dimension of employee performance



which can be defined as the individual employee's effectiveness regarding achievement of organizational/ job related assigned tasks (Borman & Morowidlo, 2018). So it has been included as an outcome variable in the current study and having the potential to define if an individual employee is having satisfaction feelings with the current procedures of performance appraisal, he may show a positive response in shape of contextual, task and creative performance.

Statement of the Problem

In the current scenario where governments are having the focus on building an effective and efficient nation and from gross route level it is having the focus on students and for the purpose government are having the focus on teachers who can positively contribute in the building the nation. But for the purpose government need highly motivated and satisfy teachers to obtained maximum output. We have significant focus on performance appraisal effectiveness and satisfaction as motivation mechanism. I was too interested to see the outcomes of performance appraisal system set for the teachers in KP. . The main statement of the problem is to seek the perceptions of head teachers (Principals) about the effectiveness of present performance appraisal system to check and improve the performance of teachers working in government colleges of Khyber Pukhunkhwa. .

Research Hypotheses

Based on the problem statement the current study is trying to investigate the determinant of the performance appraisal satisfaction as well as investigating the effects of performance appraisal satisfaction on employee's performance (contextual, task and creative). However the current study is conducting to seek the answer of the main research question i.e. what are the potential contributors of the performance appraisal satisfaction based on the following research hypotheses:

- H1: Performance appraisal satisfaction has significant impact on Task Performance.
- H2: Performance appraisal satisfaction has significant impact on Contextual Performance.
- H3: Performance appraisal satisfaction has significant impact on Creative Performance.

Research Methodology

The current study materialized with the adoption of quantitative research approach for meeting and achieving the objectives of the study. Due to the distinct nature the study is using the said approach with the objective to see the how the satisfaction level of the college teacher contributes to their performance. One hundred principals of government colleges in KP were made to mark the questionnaire of current research. The research hypotheses were tested with regression analysis

Results

The data was put into SPSS and analyzed to test the hypotheses.

Regression Analysis (N= 100)

Variable	Task Performance		Contextual Performance		Creative Performance	
	β	R ²	β	R ²	β	R ²
Performance Appraisal Satisfaction	.812** *	.67 1	.772* **	.518	.514* **	.285

***p<0.001

H1: Performance appraisal satisfaction has significant impact on Task Performance.

The above table of regression analysis is showing the values about the dependent variable task performance and independent variable performance appraisal satisfaction, the values showing that the performance appraisal satisfaction is having strong and positive impact on task performance where beta value= .812 at 0.001 significant level. So the formulated hypothesis has been accepted.

H2: performance appraisal satisfaction has significant impact on Contextual Performance.

The table of regression analysis is showing the values about the dependent variable contextual performance and independent variable performance appraisal satisfaction, the values showing that the performance appraisal satisfaction is a positive impact on employee’s contextual performance where beta value= .772 at 0.001 significant level. So the formulated hypothesis has been accepted.

H3: performance appraisal satisfaction has significant impact on Creative Performance.

The above table of regression analysis is supporting the hypothesis i.e. “performance appraisal satisfaction has significant impact on Creative Performance” because the value of beta is .514 at the significant level of 0.001. So the above stated hypothesis is accepted.

Discussions and Conclusions

The main objective of the current study was to investigate the performance appraisal satisfaction as a forward threat or indication towards teacher performance. . For the purpose the top most variables such as employees’ performance specifically task, contextual and creative performance were identified. The study is relating with the educational sector like government colleges of the KP province of Pakistan. All stated hypothesis has been accepted after the rigorous process of data collection and analysis.

The hypotheses were tested with the performance appraisal satisfaction and employee performance which was accepted means that if the employee is having joyful feeling with the performance appraisal can achieve the desire level of performance as well as he/ she can have the tendencies to work beyond



their assigned tasks by boosting their contextual and creative performance. Government generally defining that the individual employee will have to fulfil certain responsibilities and based on the job description individual employee assigned different tasks if the individual is fulfilling such assigned tasks mean employee is showing the effectiveness towards organization. It will have the fulfilment of core technical tasks which is relating or derived from the organization vision and mission .Task performance is basically the transformation of raw material into final product and it is strongly relating with the core technical skill of an individual employee at workplace or at organizational settings. Performance appraisal satisfaction was found highly correlated with the task performance of the teachers in government colleges.

Recommendations

Among all other human resource practices, performance appraisal identified as an important practice which is having the positive consequences on employee's performance which can further leads to organizational excellence. For the purpose employees of the organization identified as organization's real asset specifically the employees who are highly motivated and satisfied with the policies. Government must focus on performance appraisal system which is having an imperative role in the motivation and satisfaction. Ministry of higher education should take potent steps to see the teacher satisfied with the system measuring their overall performance. The present study will discuss and address the problem of government colleges where turnover rate is low as compared to other sector organizations, but employees show less performance (task, contextual and creative) because they feel secure in the organization even if they perform only routine tasks and exhibit low performance. Performance Appraisal system has a unique importance in an educational set up. It is imperative for the government to have a focus on the task performance of employee rather to have focus on other related performances. The Performance Evaluation Report PER must contain the core elements (Task, Creative & contextual) of teacher performance to be measured by the reporting officer. The marked scanned copy of the PER must be provided openly to the teacher enabling him to see his merits/demerits as shown by the principal.



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