

# Performance Appraisal Affecting Teaching Performance of Selected College Employees at Tawi-Tawi Regional Agricultural College

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The organization's success often depends on its employee's performance. It can improve the quality of work and skills of employees. The performance appraisal system is a system where the leader and employee have the level of trust. A leader must have a better way to lead his subordinates to their goals and expectations. For excellent appraisal performance system plays a crucial role. Motivation also plays an important role in the efficiency of employee performance. The author was motivated to conduct this study entitled performance appraisal affecting teaching performance of selected college employees at Tawi-Tawi Regional Agricultural College with the end view of making suggestions to enhance their performance, and potentials and boost their morale and ultimately improve their job performance. This was anchored on a central idea of complexity theories. The dominant practise in performance appraisal was to focus on and attempt to "measure" the individual in isolation. Basing an appraisal process on complexity thinking acknowledged the reality of behaviour as dynamic and contextual and redefined the nature of performance appraisal in organizations. Findings revealed that the organization needs the highest productivity of the performance of employees. Factors of performance appraisal like goal clarity, motivation, feedback, and workplace could motivate and encourage the employees to contribute to the betterment of the organization. It could enhance and improve the skills and potential of the employees to achieve their productivity. An organization must consider their employees as their asset. They should encourage them to be productive by recognizing their efforts and by having fair treatment to their employees. An organization must provide good facilities for both students and employees for them to be productive.

**Key words:** *Performance appraisal, teaching performance, motivation, efficiency, Tawi-Tawi Regional Agricultural College, Bongao, Philippines.*

## **Introduction**

Performance appraisal is a process of giving employees systematic information about their job performance. A supervisor provides the employee with feedback on the employee's performance. It also provides a basis for improvements in employee performance. Evaluating employee performance is the primary responsibility for most superiors. They provide documented feedback on an employee's level of performance. The performance appraisal is a primary means of evaluating and managing employees' performance.

In an organisation, the most valuable assets are the employees. The best tool to assess employees' ability and performance is to appraise them and using some performance appraisal factors that affect their teaching. These are goal clarity, motivation, feedback, and the environment.

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Employees are motivated, and they have a goal or purpose that is so important to them that to attain it, they are willing to work to the best to their ability, take risks, and even accept inconvenience or hardship.

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## **Theoretical Framework**

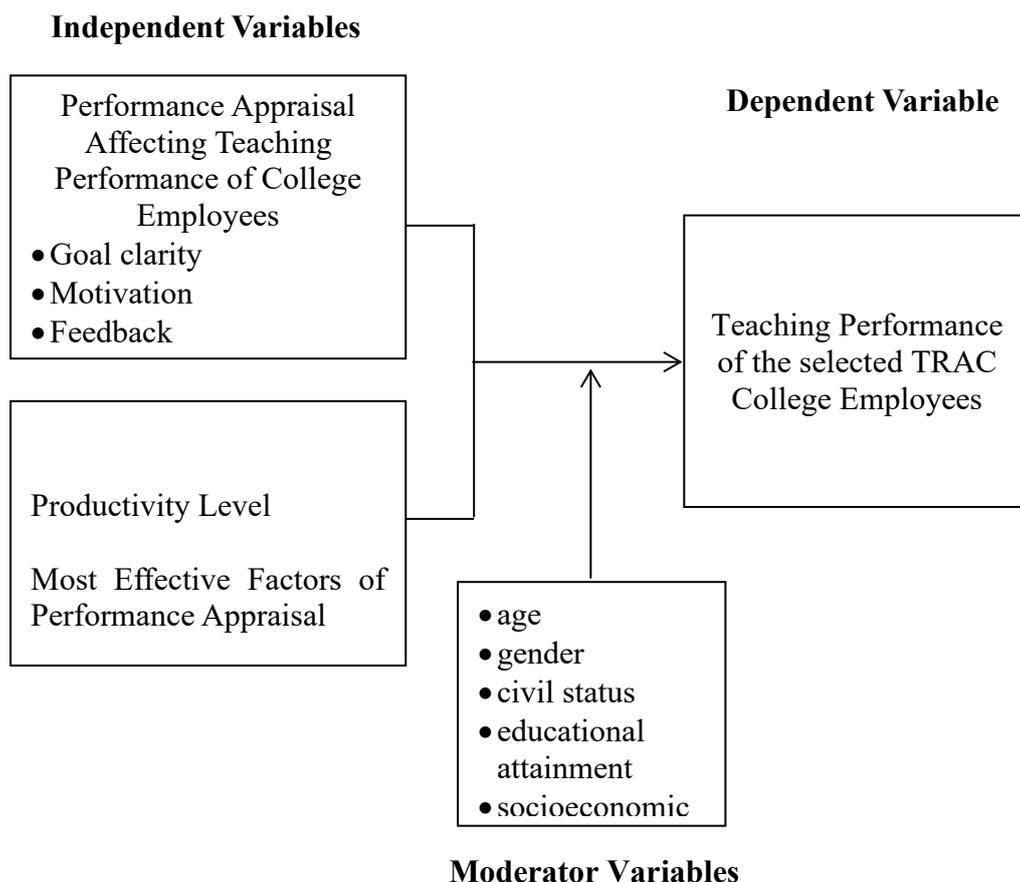
There is a growing interest in complexity theories as a lens through which to view institutions and organisations. At the same time, people often struggle with what the practical application is and how this field of theory helps them in an institution's operations.

A central idea of complexity theories is that behaviour is produced by the interconnections and interdependencies of the agents in a system. The dominant practise in performance appraisal is

to focus on and attempt to “measure” the individual in isolation. Basing an appraisal process on complexity thinking acknowledges the reality of behaviour as dynamic and contextual and redefines the nature of performance appraisal in organizations. A 360-degree appraisal is a common practice nowadays, but many organisations have been disappointed by what it has achieved for them and the level of bureaucracy involved. This perhaps partly explains the growing interest in this approach over the last 1-2 years. The businesses in which this approach is being introduced do not all have open, supportive cultures that one would consider ideal for this process. What stimulated the introduction, in most cases, was a need for organizational truth-telling. It has been important in each case to define what the purpose is for this organization and then create a climate that makes it safe enough for people to say what they have to say. The process helps to create a more open and honest culture.

### Conceptual Framework

This conceptual framework looked into the connections of the different variables used in this study.



**Figure 1. Schematic figure on performance appraisal affecting teaching performance of selected college employees at Tawi-Tawi Regional Agricultural College.**

The factors of performance appraisal affecting the teaching performance of selected college employees that served as an independent variable were goal clarity, motivation, feedback, and environment. The moderating variables that were used to achieve the results were the demographic profile of the respondents, which were age, gender, civil status, and educational attainment of the employees. The dependent variable was the outcome or result of the study was the teaching effectiveness of the college employees at Tawi-Tawi Regional Agricultural College.

## **Hypotheses**

For a clear understanding of how the study has conducted the hypotheses were formulated:

H<sub>0</sub>1. There is no significant relationship between factors of performance appraisal and productivity level in the teaching performance of selected TRAC college employees.

H<sub>0</sub>2. There is no significant difference in the factors of performance appraisal affecting teaching performance of selected TRAC college employees when data are grouped according to their profile

H<sub>0</sub>3. There is no significant difference in the productivity level and the most effective factor of performance appraisal when data are grouped according to the demographic profile.

## **Methodology**

### *Research design*

This study made use of the descriptive survey method of research in obtaining data and information. Descriptive method research is designed for an investigation to gather information about factors of performance appraisal affecting the teaching performance of selected college employees. The author used the descriptive method to get accurate responses and perceptions in terms of the factors of performance appraisal of the organization. Descriptive research design is a scientific method that involves observing and describing the behaviour of a subject without influencing it in any way (Shuttleworth, M. 2016).

### *The locale of the study*

Tawi-Tawi is a melting pot of a multi-ethnic group of people speaking of different forms and functions of language to carry the social affairs of the society valuably. Thus, this study was conducted within the two tertiary school in Tawi-Tawi, Bongao, namely: Mindanao State



University-Sulu College of Technology and Oceanography (MSU-TCTO) and Tawi-Tawi Regional Agricultural College (TRAC).

By virtue of Republic Act number 6060, Sulu College of Technology and Oceanography (SCTO) was established as a unit of Mindanao State University. Hence, the name MSU-TCTO. Its existence in the locality, moreover, aims at extending educational services to Muslims and other cultural minority groups. Nonetheless, under Batas Pambansa Bilang 197 PB number 201, the name MSU-TCTO was changed to Tawi-Tawi College of Technology and Oceanography (MSU-TCTO) to promote further the social and economic development of the people in the area.

TRAC (formerly Sulu National Regional Agricultural School was founded in 1963), on the other hand, obtained its name by virtue of Batas Pambansa Bldg. 384 aiming at providing with the people in the area in terms of professional, technical, and specialised training in agriculture. In like manner, said the school was also envisioned not only in terms of progressive leadership in the fields of Agriculture and Home Technology (qt. In Asaali 1998).

### *Participants*

The respondents of this study were the selected college employees of Tawi-Tawi Regional Agricultural College. The total number of respondents was 100 faculty and staff. The sampling technique used was a quota sampling design through total enumeration. It is a sampling design wherein the entire population was used for the data gathering process.

### *Data Gathering Tool*

The researchers will utilise an instrument in the form of a survey questionnaire to accomplish the important task of the data gathering. The researcher used a survey questionnaire consisted of two parts: The first part was the demographic profile of the respondents, which include age, gender, civil status, educational attainment, and socioeconomic status. The second part contained the questions regarding the factors of performance appraisal that affects the teaching performance of selected college employees. The researcher distributed the questionnaire directly to the respondents.

### *Validity and Reliability*

The validation of the questionnaire will be done by submitting it to the evaluation and critique panel of experts. After some modifications were made based on their recommendations, revisions were made, and then the final draft was prepared by the researcher. The researcher

sought the assistance of a statistician to validate the instrument and to check the reliability of each statement of the survey questionnaire through the use of Cronbach Alpha.

### *Ethical Consideration*

The researcher formally informed the respondents about the nature of the study. The researcher ensured that ethical consideration through seeking permission from the respondents and explaining their rights and privileges as the subject of the study. Furthermore, the researcher informed the subjects of the study that they can withdraw anytime during data collection as a matter of right. Hence, before the result was presented for final defence, the researcher presented the findings of this study and sought approval to allow the researcher to present in the other forums.

### *Analysis of data*

For accurate and consistent analyses and interpretation of data, the author used the weighted mean to determine the weighted average of the respondents about the factors of performance appraisal.

Pearson's Correlation Coefficient was used to determine the significant relationship between the factors of performance appraisal and productivity level in the teaching performance of selected college employees. And one-way ANOVA and t-test were used to determine the significant difference in the factors of performance appraisal affecting the teaching performance of selected college employees when grouped according to their profile.

## **Results and Discussion**

*What are the factors of performance appraisal that affect the performance of selected college employees in terms of goal clarity, motivation, feedback, and workplace?*

**Table 1:** Summary of the responses on the factors of performance appraisal that affect the performance of selected college employees

<b>Factors</b>	<b>Mean response</b>	<b>Verbal interpretation</b>
A. Goal Clarity	4.58	Strongly affected
B. Motivation	4.67	Strongly affected
C. Feedback	4.47	Affected
D. Workplace	4.51	Strongly affected
<b>Grand mean</b>	<b>4.56</b>	<b>Strongly affected</b>

**Legend:** Strongly affected (SA) 4.50-5.00; Affected (A) 3.50-4.49, Neutral (N) 2.50-3.49, Not affected (NA) 1.50-2.49, Strongly not affected (SNA) 1.00 – 1.49

As noted in table 1, respondents rated and assessed the factors of performance appraisal that affect the performance of selected college employees in one category, as “strongly affected” as revealed by the grand weighted mean of 4.56.

Collaboration and teamwork are crucial in attaining the organizational goal. Employees must work together with a common goal for the institution (Abowd, 2000).

The organisation is very important. Treating fellow employees with dignity and respect tops the list of factors that enable each other to motivate one another. Most superiors tend to subscribe to one or two thoughts on motivation. Superiors can prime employees for success by setting positive expectations (Feild, 2002).

Feedback provides baseline information for something they may wish to pursue. Thus, they allow themselves to express their views and helpful in obtaining a wide-ranging set of views. This means that through fair evaluation, the superior can monitor and assess his/ her employee who has mastered the requirements of his or her job and able to perform in a way that reflects an understanding of his or her job duties (Pubns, 2009).

According to Bernardin (2004), many workplaces depend on the availability of safety equipment to reduce employee exposure to hazards. A non-conductive workplace may affect the performance of an employee.

*What is the most effective factor of performance appraisal as perceived by the respondents in terms of productivity level and the most effective factor of performance appraisal?*

**Table 2:** Productivity level

Statement	Mean response	Verbal interpretation
1. Meeting specifications or institutional standards.	4.50	Strongly effective
2. Employee to a superior interface.	4.50	Strongly effective
3. Effective communication process.	4.30	Effective
4. Teamwork or harmony within the personnel.	4.43	Effective
5. Interest assign to the job.	4.60	Strongly effective
6. Flexible in performing tasks.	4.47	Effective
7. Capacity to be responsible in the workplace.	4.57	Strongly effective
8. Knowledge about the given task.	4.43	Effective
9. Effective involvement and utilization.	4.27	Effective

10. Challenge offer to job.	4.33	Effective
11. Quality of service.	4.57	Strongly effective
12. Effective leadership of superiors.	4.47	Effective
13. Fair treatment to employees.	4.47	Effective
14. Cooperation and unity among employees and superior.	4.30	Effective
15. Efforts are fairly recognized.	4.17	Effective
<b>Grand mean</b>	<b>4.44</b>	<b>Effective</b>

**Legend:** Strongly effective (SE) 4.50-5.00, Effective (E) 3.50-4.49, Neutral (N) 2.50-3.49, Ineffective (I) 1.50-2.49, Strongly ineffective (SI) 1.00 – 1.49

Table 2 shows the most effective factor of performance appraisal as perceived by the respondents in terms of productivity level. The respondents assessed and rated the different statements in two categories as “strongly effective” and “effective,” as revealed in the weighted means ranging from 4.17 to 4.60.

The average weighted mean of 4.44 revealed as a whole, and the factor of performance appraisal in terms of productivity level is effective.

Employees excel in their job if it is their passion and align with their interests. They become more productive because it is their craft and expertise. Exerted effort becomes one of the factors of being productive if the supervisor and management fairly recognize it. Executive recognition may boost the morale of the employees. Employee recognition follows trust as a factor in employee satisfaction with their supervisor and their workplace (Hundal, 2009).

**Table 3:** Most effective factors of performance appraisal

Indicators	Mean Response	Verbal Interpretation
1. Skills in executing tasks.	4.53	Strongly effective
2. Recognition of performance.	4.53	Strongly effective
3. Fair evaluation	4.57	Strongly effective
4. Rewards	4.50	Strongly effective
5. Ranking methods	4.60	Strongly effective
<b>Grand mean</b>	<b>4.55</b>	<b>Strongly effective</b>

Table 3 shows the most effective factor of performance appraisal as perceived by the respondents. The results revealed that the assessment of respondents was homogeneous and rated as “strongly effective” on the most effective factors of performance appraisal, as revealed by weighted means ranging from 4.50 to 4.60.

The average weighted mean of 4.55 revealed as a whole; the factor of performance appraisal is strongly effective.

According to Babchuk (2001), the ranking method is very easy to understand and is the least expensive. However, it is not free from the limitations, it is subjective due to which employees may feel offended, and also, it may not be fruitful in the case of big organisations. Giving recognition and rewards help the employees to take pride in their work and their job responsibilities. It improves relationships between co-workers and be more open to constructive feedback as they strive to meet and exceed performance expectations.

*Is there a significant relationship between factors of performance appraisal and productivity level in the teaching performance of selected college employees?*

**Table 4:** Result of the significant relationship between factors of performance appraisal and productivity level in the teaching performance of selected employees

Factors	Mean response	Pearson correlation	p-value	Remarks	Decision on H <sub>0</sub>
Performance appraisal	4.563	0.964	0.000	Highly significant	Reject H <sub>0</sub>
Productivity level	4.517				

Table 4 shows the result of the significant relationship between factors of performance appraisal and productivity level in the teaching performance of selected college employees. Using Pearson's Correlation Coefficient, the two dimensions are a perfect positive correlation. At 2-tail tallied, the correlation is significant at 0.01. This proved by the computed Pearson correlation value of 0.964, and the p-value is 0.000, which is much lesser than  $\alpha = 0.05$  confidence level. Therefore, the null hypothesis is rejected, and there is a highly significant relationship between performance appraisal and productivity level.

## Conclusions

Based on the findings of the study, the author concluded the following:

Factors of performance appraisal like goal clarity, motivation, feedback, and workplace could motivate and encourage the employees to contribute to the betterment of the organization. It could enhance and improve the skills and potential of the employees to achieve their productivity.



The ranking method was straightforward to understand and was the least expensive. But, however, it was not free from the limitations, it was subjective due to which employees may feel offended, and also, it may not be fruitful in the case of big organizations. Giving recognition and rewards helped the employees to take pride in their work and their job responsibilities. It improved relationships between co-workers and be more open to constructive feedback as they strived to meet and/or exceed performance expectations.

The results revealed that there was a highly significant relationship between factors of performance appraisal and productivity level in the teaching performance of selected college employees.



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