

Performance Appraisal of the Faculty Members of Select Private Management Institutes in West Bengal – A Study

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Abstract:

Performance Appraisal is a very important component of Human Resource Management. Continuous performance appraisal of the faculty members of the academic institutions needs to be done. In this study an attempt has been made to understand the system of appraising the performance of the faculty members of the select management institutes in West Bengal. The study has also tried to explore the satisfaction level of the faculty members working in different management institutes in West Bengal. Only 30% Management Institutes do regular Performance Appraisal of the faculty members. 40% institutes do it irregularly. 30% institutes do not do it at all. 68% Faculty members have said they are not happy with the Performance Appraisal System followed by their institutes. 72% Faculty Members have said that the UGC or AICTE's guidelines are not followed while appraising their performance. 85% faculty members have said that the PA system is biased in nature. Personal biasness of the owners is there in this process. 88% faculty members have said that appraisal is not done on time. Most of the time performance appraisal process gets delayed. As a result the faculty member gets de motivated and many a times they leave the institute. Thus attrition happens. This study has pointed out a problem hovering around the Performance Appraisal of the faculty members in select management institutes in West Bengal.

Key Words: Faculty Member, Management, Institute, Performance, Appraisal

I. Introduction:

Performance Appraisal is an important tool for assessing the performance of the employees of an organisation. Performance Appraisal is a systematic activity which motivates the employees of an organisation. A periodic assessment and evaluation of a person's work performance is done with the help of performance appraisal system. In many organisations it is a routine affair. And in many organisations it is a rare and occasional thing. Performance appraisal requires effective, productively and timely communication between assessor and assee. Academic Institutions make the future of the Nation. Education is the backbone of the Nation. Management Education is also very important for making the future corporate leaders. These institutes help in making the future managers of the country. Thus Management institutes are also increasing in India in general and West Bengal in particular. There are different types of Management institutes in West Bengal at present. Undergraduate and Post Graduate Management Institutes, University affiliated and stand alone autonomous management institutes are there in different parts of West Bengal. These institutes employ hundreds of Faculty Members mainly for teaching and research purpose. Most of the management institutes are private. Thus there is a work pressure, academic and administrative load upon the faculty members all through the year. The performance of these faculty members is not evaluated regularly, timely and properly in many Management Institutes. The college or institute authority ignores the performance of the faculty members. If they do the appraisal also, they do it casually. The authority must retain all performance data. Interactions, conversations and writings are done in strictest confidence. The institute frequently works with hazy or unclear data while evaluating the effectiveness of faculty members, which leads to inconsistent results. As a result the effectiveness of the faculty members is not rightly assessed. The topic of performance evaluation seems to be very important for the faculty members working in different management institutes in West Bengal. It is also a topic of debate in the management community. Faculty Members are regularly disappointed by appraisal systems followed by the Management institutes. They do not follow AICTE, UGC or Government of West Bengal standard and procedures while assessing the performance of the faculty members. Most of the time it has been noticed that the institutes follow their own performance appraisal system. Institutes should not have this practice. 'Management' is a subject which comes under certain government regulatory bodies. Thus their instructions and procedures must be followed while appraising the performance of the teachers. To be able to accomplish the objectives, the authority must be able to identify and evaluate the performance levels of the faculty members specifically and objectively.

II. Literature Review:

1. Anup Kumar Ghosh, Debmallya Chatterji, and Biswamp Ghosh (2010) Every firm strives for the best performance possible, and the employees play a crucial role in making that happen. For the organisation to succeed, the performance of the personnel must be at its highest level. To assess the efficacy and efficiency of their personnel using linguistic labels to their performance, many firms use performance appraisal systems. The implications of cashless policy on the Nigerian economy were explored in Adu, Cecilia Adurayemi's paper "Cashless Policy and Its Effects on The Nigerian Economy."
2. Bartholomew, DJ and Morris, BR (eds) in 1971 in the book *Aspects of Manpower Planning* published by the English University Press, London had discussed about the importance of manpower planning particularly the importance of performance appraisal for the effective and timely development of the personnel of the organisations.
3. Brmham, John in 1989 in his book *Human Resource Planning* published by Institute of Personnel Management, London had talked about the significance of Performance Appraisal of the Human Resources of the organisations for the continuous development of the human resources of the organisations.
4. Forrest Flaniken (2011) Because faculty evaluations have a bearing on admission, it is beneficial to quickly address some of the linked issues. Regarding the usage of staff performance evaluations in institutions universities. The process of evaluating schools is extensive. Unlike the more recent staff evaluations, history brief yet there has always been some debate over it which has encircled it (Braskamp & Ory, 1994).

Statement of the Problem:

Performance Appraisal of the Faculty Members of the Management Institutes in West Bengal is ignored time and again. The performance is not assessed and evaluated properly and timely. Thus it is a demotivating factor for the faculty members of these institutes continuing for years. Many of the faculties are under paid. They are not given the proper opportunity to grow. Their compensation is not linked with their performance appraisal reports. Performance linked incentives they do not get. Another serious problem these faculty members are facing. Their performance is appraised with biasedness. Personal relation and closeness with the owner, director or top authority of the institute influence the performance appraisal process as well as the result or the outcome. Many private management institutes fear that they would have to give more money to the faculty members if they go up the ladder in their career. Proper human resource management practice is missing in these institutes. As a result, attrition is happening. Faculties are leaving their institutes. Attrition level is quite high in these institutes in West Bengal. This is degrading the academic standard of these institutes.

Objective of the Study:

1. To determine the variables for evaluating the Faculty Member's performance in select private management institutes in West Bengal.
2. To explore the importance of Performance Appraisal of the Faculty Members in select Private Institute in West Bengal.

III. Research Methodology:

Descriptive research is the type of research methodology employed in this study. To finish this study, both primary and secondary data have been gathered. Information needed to complete the study's goal has been gathered from books, journals, periodicals, websites of UGC, AICTE, Calcutta University, Vidyasagar University, West Bengal University of Technology, Higher Education Department of Government of West Bengal. A questionnaire is developed and administered to collect information and data from the Faculty Members. Another questionnaire is developed and administered among the Chairman, Director, Principal, Administrator of the institutes for collecting data and information.

Sampling Formula for the study:

The current study is conducted in select private management institutes affiliated to different government universities in different parts of West Bengal covering both North Bengal and South Bengal. The study is comprised of 20 management institutes spread across the districts like Kolkata, Howrah, Burdwan, Darjeeling, North 24 Pargana and South 24 Pargana are covered.

For this study, the researcher has chosen to use random sampling technique. All permanent respondents from all institutes were chosen by the researcher to represent the respondents from the institute. 100 respondents were there. They had willingly participated in the research exercise.

Analysis and Interpretation of Data:

1. Important Factors to Take into Account When Evaluating the Performance of the faculty members

What the institutes take into account is crucial when discussing the performance of the respondents. At order to comprehend this, the researcher is curious to learn about the crucial elements that institutes take into account when informing the respondents in the institutes. Because of this, the researcher is interested in the respondent's perspective on key variables that institutes take into account when evaluating the respondent's performance. Here in this research the researcher has listed Ten crucial variables. The respondents are requested to share their thoughts on the crucial factors that the institutes should take into account when evaluating the Faculty Member's Performance.

The Variables are:

1. Subject-Knowledge of the Faculty Member,
2. Qualification of the Faculty Member,
3. Work Experience of the Faculty Member,
4. Research Publication of the Faculty Member,
5. Number of Lectures, Tutorials and Industrial Visit conducted,
6. Student-Feedback,
7. Seminar, Workshop attended & Conducted,
8. Faculty Member's Relationship with the Stakeholders (like student, authority etc.).
9. Attitude of the Faculty Member
10. Communication Ability of the Faculty Member

1. 82% Faculty Members have said that subject knowledge is very important for the faculty members to perform well in the institutions.

2. 93% Faculty Members have said that proper qualification is important for the faculty to perform well in the institutes.

3. 72% Faculty Members have said that work experience is very important to be a better faculty member in an academic institute.

4. 86% respondents have said that Research Publication helps the faculty to be more knowledgeable and more efficient in nature. They understand the latest development in the field of management science.

5. Faculty member's primary job is to take classes and conduct tutorial sessions. 88% respondents have agreed to this.

6. 42% respondents have said that Student Feedback is important. 58% respondents have not agreed to this. According to them Student Feedback may be personally or politically biased in nature. Many a times Students intentionally give biased feedback. Thus it may not be given too much of importance in performance appraisal system.

7. Faculty Members will have to attend seminars, conference on Business Studies. They will have to conduct Seminars, Management Development Programmes(MDP), conferences on different functional areas of management. 92% respondents have agreed to this.

8. Faculty Members will have to keep good relation with the Owner, Director or Principal, students and other non-teaching staff members of the Management institutes. 67% respondents have said that it is important. While discussing with the different stake holders many respondents have said that faculty members will have to keep good relation with the industry and local business community to keep a track with the latest developments and latest advancement.

9. Attitude of the faculty members also plays a very important role. 85% of the respondents have said attitude is important. Attitude will speak for itself. Faculty Members need to have positive attitude. This positive attitude will help the teachers to be a better performer in all spheres of professional lives.

10. Faculty Members will have to communicate smartly and effectively. 95% respondents have said that communication is important and essential. Verbal, non verbal, gesture, postures, body language will have to be very effective and cordial. Students follow every communicational aspect of the teachers inside the class room and outside the class room. Particularly in a management institute Communication of the Faculty Members plays a very vital role in our life.

Institute's Current Performance Appraisal System:

"Performance appraisal" is a defined, formal, organizationally sanctioned managerial practice that is conducted only once or twice a year and it has performance dimensions and/or evaluation criteria that are clearly stated in prior. In addition, it is an evaluation procedure in which the respondent after being reviewed is typically given numeric scores against the performance based on the dimensions or criteria employed. Among the management institute surveyed 30% Management Institutes do regular Performance Appraisal of the faculty

members. 40% management institutes do it irregularly. 30% management institutes do not do it at all. In pen and paper 98% institutes surveyed have shown that Performance Appraisal is a regular affair as per the norms of the UGC, AICTE or Government of West Bengal. But in reality the picture is different. There is a wide gap in the real life. Institute's authority does not show that much of interest in appraising the performance of the teachers working in Private Management Institutes in West Bengal.

According to the data shown above, all of the statements—"Good faculty sponsorship for faculty involvement in FDP's, Seminars, Conferences, and Refresher Courses offered by our institute, Satisfied with existing performance appraisal system"—The performance evaluation mechanisms at our institution give faculty members specific information about what management expects of them.

Importance of Performance Appraisal of the Faculty Members in Management Institutes:

Faculty Members of Management Institutes are bit different in nature from other types of faculty members of conventional colleges. Teachers of the Management Institutes need to have updated knowledge regarding the happenings of the business world. Thus it is difficult to have competent and able teachers of different subjects of management. Experienced along with new and vibrant faculty members are the driving force for the Management Institutes. Performance needs to be appraised on regular basis. Then only the teachers will get their due promotion and compensation as per the government norms. Performance needs to be assessed to keep the faculty members contented, engaged and motivated. Faculty-attrition is a serious problem the private colleges face in West Bengal. In private institutes the teachers keep on changing their institutes for several reasons. There is an importance for timely appraisal of the performance of the teachers of management institutes of West Bengal.

IV. Conclusion:

Based on the study's findings it can be concluded that Performance Appraisal of the faculty Members of the Management Institutes of West Bengal is very important and crucial for the growth and development of Management Education in State. Subject-Knowledge with right kind of attitude of the teacher plays a very vital role in a management institute. Experience of the Faculty-members is also very important. While appraising the performance of a teacher the experience-factor should also be counted. A Faculty Member will have to take classes. He or she will have to take tutorial, case discussion sessions. The study has pointed out to this important parameter of a teacher. Self-motivation, student feedback, good relationship with the students and authorities are also important factors of good performance.

V. Limitation of the Study:

This study is limited to only 20 Management Institutes in different parts of West Bengal. Because of certain limitations it was not possible to cover all the management institutes in the state of West Bengal. Performance appraisal is a confidential practice. Thus many institutes and their faculty members were not willing to divulge information pertaining to performance appraisal. A lot many literatures are not available in this area. The authorities of the Management Institutes were not also very willing to share information pertaining to Performance Appraisal of the faculty members. Management Institutes offering BBA courses are only covered in this study. MBA colleges, Hotel Management are not covered in this study.

VI. Recommendation:

The Management Institutes should evaluate the performance of their faculty-members in time. Institute-authority should give due importance to the faculty-members because they are the pillars of the Institutions. Institute-authority can follow the API structure of the University Grants Commission or the All India Council for Technical Education. This API system is followed in the country. The instate-authority should give their faculty members proper compensation along with PF and Gratuity. It is a motivational factor for the teachers of the Institute. Institute- authority should communicate the feedback of the Performance Appraisal Report to the Faculty-Members. If it is done, the concerned teacher will be appraised about his performance. The concerned teacher will get the opportunity to know his or her shortcomings and lacunas. All the management institutes should have the practice of appraising the performance of all its employees particularly its teachers on a regular basis. Management institute should honour this management practice.

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