



Appraisal System and Employee Performance: A Qualitative Study in The Education Sector

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Abstract

Higher education institutions offer the advanced training required for a wide range of professions, including educators, physicians, nurses, engineers, humanists, business owners, and social scientists. In addition, HEIs also provide the high-level skills required for every labor market. Faculty members in HEIs are the source of delivering better education. Hence, the study aims to increase faculty members' performance in HEIs. This study uses the qualitative research approach to investigate the relationship between performance appraisal and faculty members' performance in higher education institutions (HEIs). The research data is collected from the faculty members of the HEIs, and the content analysis of the interviews is utilized as the primary data analysis method. The study's findings indicate the positive effects of the performance appraisal system in universities on the performance of faculty members and universities. The research highlights the importance of implementing an effective performance appraisal system that promotes faculty members' professional growth and contributes to the institution's overall success.

Keywords: Performance Appraisal, employee performance, HEIs performance



Introduction

Beyond providing higher education, Higher education institutions (HEIs) play a role in establishing a link between education and industry 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 various teaching modalities and platforms. There are many universities worldwide, and regardless of the university's location or tuition costs, students are highly interested in its reputation and caliber (e.g., international rankings, available facilities, and world-class recognition). Getting government and business funding for universities is more competitive in the current unstable financial situation, and these financial provisions are frequently dependent on university performance. By performing excellent research and turning out qualified graduates, universities are obligated 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 come to an agreement that they cannot accomplish their objectives without the effective performance of employees (Maireva & Mabika, 2022). This agreement promotes the integration of performance management systems into HR procedures within enterprises. In this regard, Baird, Tung, and Su (2020) emphasized that performance management is a systematic procedure that enhances team and individual capabilities, improving an organization's effectiveness.

Performance management systems provide ways for employees to achieve success according to their abilities in a work environment. Another way to define performance management is that it is a collaborative process between managers and staff members to create, carry out, and evaluate employee performance (Neher & Maley, 2020).

Performance management aims to build an organizational culture appropriate for individual employee aspirations and the Organization's strategic goals (Cunha et al., 2018). Performance analysis, or performance appraisal, is crucial to 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 appraisal. In the evaluation process, teachers are held to a set of standards, and their behavior and performance are



contextualized. However, teacher's appraisal is challenging, but important as it helps in decision-making (NHLAPO, MOHOSHO, & Leaders, 2023). It must establish strict, unambiguous standards to make evaluation successful and valuable. A fair appraisal of faculty members can be helpful for the institutions as well to achieve their goals and objectives. For this purpose, institutions use established criteria to compare faculty performance. Afterward, employees can enhance their strengths and overcome weaknesses according to critical feedback (Babar et al., 2022).

PA establishes guidelines, assesses worker performance concerning those guidelines, gives workers performance reviews, and creates plans for professional growth. Six months to a year is the usual time frame for this exercise, though the exact length may vary based on the objectives. Numerous firms now adopt performance appraisal to control and evaluate employee performance.

According to Alsuwaidi et al. (2021), the primary aim of performance appraisal is to compare employee performance with the Organization's overarching objectives. In addition, it is also responsible for monitoring and evaluating employee performance. 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 to gauge their work output. The performance management system is involved in a continuous cycle of collaboration between employees and their managers to boost productivity 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 caliber of the employee's work, provide feedback on their performance, and share it with the concerned department periodically.

Performance appraisal is the most significant area of HR practice and psychological research. Performance appraisal can 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 integrate HR activities and business policies (Armstrong & Baron, 2005), finally connected to the rewards system. 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 monitor the strengths and shortcomings of employees, find possible candidates for specific positions, offer suggestions for improvement, and support academic quests, PAs push their staff members to stick to return pay criteria (Darling-Hammond & Hyler, 2020). Performance management systems are also used in educational institutions to maintain the concept of teacher professional development, which is highly significant (Alam, 2022). When given a chance to exploit their abilities and get additional training to fulfill the demands of their work, teachers report higher levels of job satisfaction. Ultimately, improving 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 efficiently applying organizational effective management. It is intended to ensure 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 studies in the business literature have highlighted performance appraisal as a critical factor influencing employee performance (Babar et al., 2022). For instance, much research has examined 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 and 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 university human resources.



The objective of the study is;

To examine the importance of performance appraisal systems in HEIs.

To investigate the impact of an effective performance appraisal system on faculty performance.

To evaluate the influence of faculty's performance appraisal on HEIs.

This study extends the literature on faculty members' performance appraisal in HEIs.

Furthermore, this study is significant in promoting the importance of the institution's faculty appraisal system and enhancing 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 performance appraisals (Ismail & Rishani, 2018). These studies' findings align with the social exchange theory, which postulates that employees provide the same behaviours in exchange for feeling good about themselves (Blau, 1964). A robust 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 technique to inspire people and show them 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 regulates the success of employees. Employees may concentrate on what is expected of them by using a systematic performance appraisal process, which 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 introducing quality rankings to justify 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 comparing 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 systematically repositioning employees based on their work and future development.

The performance management system is the process of assessing an organization's success through employee engagement and satisfaction. Although it can increase organizational advantages, performance appraisals also frequently positively affect employee performance (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 skills (Baird et al., 2020).

Performance Appraisal and Employee Performance

Performance appraisal systems are highly beneficial to an organization's overall productivity as well 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 and 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 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.

Performance Appraisal in HEI

In higher education, performance appraisal is a useful managerial tool that can raise the standard of teaching and research while generating a skilled and content workforce for academic institutions (Agrawal, Singh, & Ghosh, 2020). Performance appraisals are used to ensure faculty performance consistently meets 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, few 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, productivity, and academic careers. However, they emphasized that they understood that implementing an appraisal system would contribute to shifting the university's then-current management culture. Numerous firms in Pakistan use performance management systems 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 a technique for assessing and improving university employees' individual or group performance, encompassing workflows and accomplishments. Due to this reason, the university places a high priority on creating performance evaluation methods 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 used in this study to evaluate faculty members' opinions because they support an interpretation and comprehension of the context and expectations underlying human experience.

The following questions (themes) guided this study:

- Why is Performance appraisal necessary for Academia?
- Does PA matter for employee performance?
- What is the relationship between PA and employee performance?

Data Collection

This study uses a purposive sampling strategy to select participants for data collection. The 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 in Karachi.

Study 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 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

Procedure

The study's theme and goal guided the semi-structured interviewing process. Every respondent knew the goal of the interviews and that participation was entirely optional. Each interview was conducted one-on-one (Patton, 2005). The site of the interviews was chosen once the respondents gave their agreement. Most 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 their experiences 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 mutual concerns of researcher and respondent prepare the transcript. (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), data stability in qualitative research is also used to indicate validity and reliability. Data stability can be defined as the repetition of data during data collection and observation. 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 essential 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).

Data Analysis

To analyze the data, the scholar used content analysis (Creswell et al. 2007). For this purpose, the researcher transcribed all the 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, the theme for each question is identified and classified into meaningful groups. After that, data was sorted out into different categories for further interpretation and comparison. This process goes on until the researcher does not reach any conclusion (Saunders et al., 2018).



In the last, the researcher compared all individual opinions and statements against the study's objective.

Thematic analysis

The interview transcript is divided into the following themes according to the study's objective.

1. Satisfaction with the Institution

According to interviewee # 2 “ Yes, I am satisfied. That's why working since 2010”.

According to interviewee # 5 "I 'm happy with my job, and I want to describe my feeling that I feel I am respected because of my job."

According to interviewee # 6 "Management of my Organization is great because they appreciate us and are involved in decision-making too and I found a friendly environment. That's why I have been working for the last four years smoothly".

According to interviewee # 10 "I think I am working in an ideal organization. I enjoy my job because there are so many opportunities to learn with different faculty professional development training".

2. Employee perception of performance appraisal

According to interviewee # 1 : "The appraisal system in my organization allows us to recognize our skills and knowledge, and by improving our skills, we can give management rewards".

According to interviewee # 2 "In my opinion, Performance appraisal provides the guidelines to the employees in the Organization to achieve success. Every employee performs according to their skills, and listening to positive words about theirself makes them happy and motivated and prepares them to face challenges in the organizations".

According to interviewee # 3 "Yes, because performance appraisal involves employees showing their best performance so that they will qualify for rewards like pay increases, incentives or bonuses".

According to interviewee # 4 "In my institution, there is a proper performance management system to evaluate employee performance. This is the responsibility of the HR department to identify the training need and after the process of PA they also recommend training to us".

According to interviewee # 5 "When employees are acknowledged about their performance through performance appraisal system, they are aware of their progress, and they try to improve their skills and knowledge accordingly to survive in the organization and the market of the same field".



According to interviewee # 7 "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."

3. Performance Appraisal and Employee Performance

According to interviewee # 1 "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".

According to interviewee # 4 "According to my experience, through a performance appraisal system, employees can increase and 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".

According to interviewee # 5 "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".

According to interviewee # 7 "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".

According to interviewee # 9 "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".

4. Performance Appraisal and Organizational Performance

According to interviewee # 3 "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".



According to interviewee # 5 "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 that will ultimately lead to the success of the organization".

According to interviewee # 8 "when employees are satisfied with the performance appraisal system, they will be productive for their organizations and will increase the Organization's efficiency. Because every individual will perform at the best level according to their skills and abilities. That will be helpful to boost organizational performance".

According to interviewee # 9 "Through performance appraisal, employee training needs can be identified. After providing required training employee skills can be enhanced which will be helpful to achieve the highest organizational performance".

Results and Discussion

Performance appraisal of employees (faculty members) in the education sector is critical. Because it provides feedback to the faculty that is essential to improve teaching practice and 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 study results indicate that employees should be aware of the institution's policy and 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 improving.

The thematic analysis also shows that the performance appraisal system helps improve the 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 workers' productivity in an organization, geared towards identifying 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 valuable tool for rewarding high performers. To recognize that 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, helping to achieve the organizational goal. The performance appraisal process aims to strengthen employees' performance (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 accurate 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 critical assets that carry out fair and crucial job for developing any business in the public and private sectors. A critical factor for 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 regarding performance assessment (Alsuwaidi et al., 2021; Dasanayaka et al., 2021). However, 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 and Recommendation

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 described as the process of assessing and developing the potential of employees within a stipulated period to achieve the organization's stated goals. Therefore, organizations must develop and promote performance appraisal policies that support employee performance.

Recommendation

Our results support the suggestion that HEIS should make sure that they use 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, which will be helpful to enhance employee performance as well as organizational performance.

Ethical Considerations

Given the importance of ethics in conducting research and the challenges associated with conducting research, we considered several ethical factors to ensure that the research was conducted appropriately to protect the dignity and safety of research participants (Silverman 2016). In order to comply with ethical considerations when conducting the study, all participants gave verbal consent to be interviewed and participate in the study. Therefore, participants volunteered to participate in this study. After obtaining their consent, the purpose and process of the study were explained to them (Leedy, 2000; Neuman, 2000). The academic also obtained permission to tape-record interviews with interviewees, although none of the participants encountered problems with recording the interviews on tape. Participants further explained that their information would be kept confidential. Due to the confidential nature of research interviews, the researcher felt it was necessary to emphasize the confidentiality of information and build trust with participants in the early stages of the interviews. Interviews were audio-recorded only with the consent of the interviewee. The interviewees clearly stated the purpose of the research and ensured the confidentiality of the data. The data will only be used for this research and will not be used for other purposes.

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 executing of faculty appraisals. In this respect, our findings reinforce the importance of participation. They 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 employee and organizational performance.

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