

A Study on Successful Implementation of Performance Management Systems (PMS's) in Higher Educational Institutions

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Abstract: Performance management is a comprehensive term of which performance appraisal is the main element in the organization. The present education system in India is predominantly considered with greatest importance, due to the high weightage given to achieve educational excellence. Higher Educational Institutions (HEI's) play a major role in the development and growth of the country. Hence, there exists a need to implement an efficient performance management system and identify various techniques for measuring the performance of members in an institution. Due to dramatic changes that has taken place in the academic part of a higher education that expects quality of education across all areas over the years. This study focuses on the analysis of the performance management parameters for the HEI's. It also carefully investigates the various latest practices followed in HEI's in measuring the performance of employees. The success of higher educational institutions depends greatly on how it measures the performance of employees with right perspective. Effective implementation of PMS's in HEI's is achieved through identifying employees' perspectives about the concept of different performance indicators in HEI's at large.

Keywords: Educational excellence, Education system, Performance management, Perspective.

I. INTRODUCTION

Performance management is a systematic process which focuses on greatly to analyse the contribution of employees in an organization, different departments, an individual and with other people supporting for product or service. Performance management in Higher Education encompasses the following elements such as work planning system and deciding the level of expectations, analyzing the contribution once in regular intervals, periodical weightage of contribution etc. It is need of the hour due to face the intensive turbulent competitive scenario

prevailing in HEI's, proper formulating and implementing of PMS is need of the hour for any higher educational institution.

It occupies a pivotal part in identification and monitoring progress in par with institutional standards, clearly looking into various chances of improvement, evaluating the actual with both standards (i.e. internal and external).

PMS is concerned with the process of:

1. Planning the work and setting the expectations.
2. Monitoring the performance continually.
3. Developing the capacity to perform.
4. Rating and recording the performance periodically.

II. CONCEPTUAL FRAMEWORK OF PMS IN HEI'S

PMS is an effective method for analyzing the work behaviours by measuring the performance and comparing with established standards, recording the outcomes, communicating the results to the employees. This method is an interaction between the management and subordinates. Therefore, it is relevant to evaluating the contribution of individual pertaining to the objectives, results, outcomes, outputs of a job over a given period of time. Performance measurement is most essential technique in performance management.

Managing the performance is an effective mechanism for ensuring the performance of employee's activities and results in order to effective achievement of institutional goals. Infact it acts as focal point for any HEI's in attaining competitive advantage. There are three steps in assessing the performance of the members in an institution, via, setting of performance standards, comparing the outcomes with standards, receiving appropriate feedback from the respondents. It also identifies various aspects of outcomes that are pertaining to members of HEI's.

Measuring the performance of members in HEI's assists in assessing the contribution of current job and also decide upon the performance of members in the upcoming future. Identification of strengths and weaknesses of members in relevant areas will help in identifying the contribution of members that supports productivity.

Performance appraisal is important technique to assess the outcome of the employees with respect to objectives, outputs and targets in regular intervals. This usually is in the form of periodical performance assessments whereby greater emphasis is on identifying the progressive results during a specific course of time.

In HEI's, the measurement of performance is for deciding the salary at par with the contribution of members in an institution. By measuring the performance of members in an institution also leads to possibility of performance improvement, developing the performance, identifying what type of training has to be given and to whom, imparting cross - training, facing challenging assignment, developing member's career, need for coaching, etc.

PMS in HEI's provides a mechanism through which institutions can effectively measure the Critical Success Factors (CSF). This generally comprises ways and means of deciding the performance indicators in all aspects of institutional operations. Proper identification of success and failure of any institution depends greatly on assessing the contribution of members across all aspects. For any effective implementation of performance appraisal of institutional members, formulation of assessment model and verification by management has to be made at large.

Measuring the performance of members in every part is predominantly influenced by what sort of methodology has formulated by management. In all assessment parameters, the management need to look after various principles carefully which helps a lot in formulation of performance indicators. In general, measuring the performance of members carried out as top down approach and the HR department takes more responsibility in assessing the performance of members in an institution at higher level.

In any institution before carry out appraisal system for members, the management needs to convene meeting for an effective implementation of PMS in an HEI's. The major focus of PMS is to carry out the appraisal system of members in an effective manner by communicating the entire aspects of contribution to all levels. Based on the appraisal system, the member's action and opportunities for improvement can be informed for the development of members as well as for the institution.

III. PARADIGM SHIFT OF PMS OF HEI'S IN CURRENT SCENARIO

The present scenario of PMS in HEI's is marked by tremendous opportunity for growth and challenges as well. Indian

educational system is considered to be largest of its kind in the world and at the same time confronted with enormous challenges in the new era. Due to suboptimal investment on higher education in the recent past, India's performance for being not getting developing that much by compare with other countries.

In HEI's the vast application of information and communication technology due to globalised environment and world is shrinking into a global village. Moreover, combination of India with world economy, the performance level of members in educational institutions gave more chances for development in all aspects. On the other hand, more capitation fees like donations and corruption at the time of admission of students, not representing clear information about the courses etc. acts as impediment for unable to effectively measure the performance of members in institution across all areas. Imparting standards in education, carry out the accreditation process in right perspective with quality in supervision, PPP's, complete information on governance are some of the practices by which higher educational institutions are assessed.

In present contemporary world, Higher Educational Institutions need to formulate following questions for successfully implementing Performance Management System:

- How Performance Management System can be carried out effectively?
- Where should be the starting point?
- What sort of criteria has to be fixed and monitored for proper execution of PMS?
- What kind of the parameters are essential for effectiveness of PMS?

Information for aforesaid queries could be stated clearly by higher institutional level and initiated by the management at all levels.

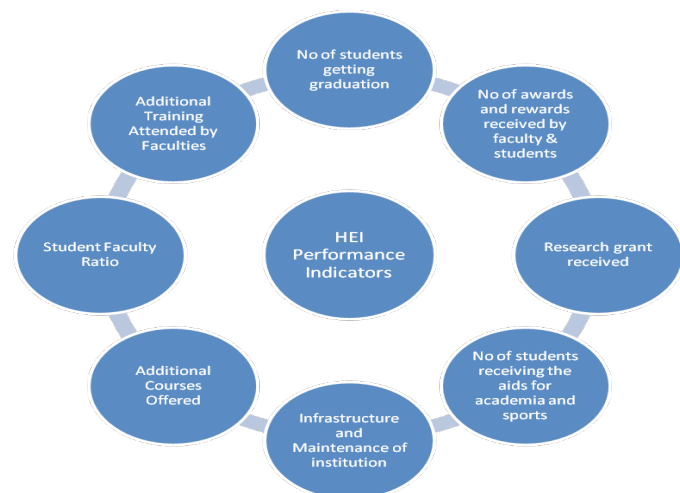


Fig. 1: Proposed Model for Effective PMS in HEI's

IV. SUGGESTIONS

1. The individual staff can decide in the form of proper effective formulation of strategic method to enhance the member's contribution and steps to be taken regarding the same. In other words, each department the staff has the option to prescribe a clear plan to implementing the outcome relevant to the area of curriculum and research for the development of institution in all dimensions.
2. At the outset, faculty individual contribution level, many policies, methods and task allocation etc can be decided and verified by the Dean and the Head of the Department to ensure the quality of performance by the members of institution.
3. The department level superior (Dean) is accountable for an effective formulation of IPM System for each faculty and concerned Heads of each department need to effectively implement and verify the same. Effective change management practices can be adopted greatly through the measurement of performance of each member by the superiors. By successfully implementing IPM practices, the members of an institution can easily identify their strengths and also performance of each member can be measured in right manner by the management. This considered as an essential element in present ever challenging higher education sector.
4. Each department the faculty member's objectives in both short and long run can be obtained and this can be compared with the outcome of each member by the management. In this regard, each member need to clearly understand their job responsibilities properly and steps to be taken in right direction to elevate their competency to the next level.
5. In HEI's, the faculty members need to provide suitable progressive feedback about their individual performance level and their level of expectations from the management. The management needs to convene formal / informal method of progress reviews, consulting the institutional objectives with all members without fail. Effective measuring of performance review depends greatly on the proper co-ordination by both faculty members and by the management.

V. CONCLUSION

By considering the current higher educational practices, there are end number of opportunities and challenges as confronted by the faculty members at large. Several regulations have been made by the government in the form of updating various performance parameters need to be carefully considered by the faculty members and institutions. Hence, there is a need for the faculty members of HEI's to understand and realize the importance of their performance as it helps not only the faculty but also for the development of institution to a higher level.

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