



CHANGING TRENDS IN EMPLOYEE PERFORMANCE: A PERSPECTIVE OF UNIVERSITY'S EMPLOYEES

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Abstract

An attempt is made to evaluate the performance of the employees in educational institution. A sample of 363 university employees was taken in this study. Out of which 254 were assistant professors, 30 were associate professor and 79 were professors. Acceptable normality was found in the data and accordingly one way ANOVA was employed in this study to find out the differences in the opinion of employees towards their own performance. Authors in the present study developed structured questionnaire to measure the employee performance. Researchers found that professors differ in their opinion towards their own performance in comparison to assistant and associate professors.

Employee Performance

The job related activities expected of an employee/worker and how well employees perform. Performance can be defined as "the ability of an employee to accomplish his/her mission based on the expectations demanded by the organization". However, the performance of an individual is measured in terms of "efficiency". Depending on the nature of work an employee performs, his or her productivity can be determined in various ways. For example, in an insurance sector how many policies are sold by an employee, in an educational institution the performance is measured of a teacher by knowing how well the students perform. Hence, person's performance will be judged based on the quality of those results that are produced by the employee.

Human resource is the asset of an organization that requires careful handling and maintenance. How well an employee performs in the organization decides how well an organization will perform. Employee performance is affected by factors, for example, training and development programme, career development, job satisfaction, job commitment, job loyalty and job behavior to name a few. At the time of recruitment, organizations promises to provide incentives in return of some contributions made by the employees.

One way to enhance the performance of employees is the empowerment. Empowerment is the key to making people efficient. It makes teams happy, and if they're happy, they produce higher-quality work and are more productive.

The present study measures the performance of teacher. Educational sector is the area under study in this study. This study deals with the teachers of the educational institution. Performance of the teachers is measured by the researcher by knowing the opinion of teachers towards their performance itself. A structured instrument was developed by the researcher in this study.

Contributing Factors of the Employee Performance

In organization, a number of factors contribute towards the performance of the employees. Training and development programme, career development programme, performance appraisal system of the organization, job satisfaction and organizational culture are some of the contributing factors towards the performance of the employees.

In the present study job satisfaction, extra role behavior, knowledge sharing and self-efficacy of the employees are the factors that are used to measure the performance of the employees via a close-ended questionnaire.

Objective of the Study

The aim of this paper is:

1. To find out the performance level of the employees.
2. To differentiate the opinion of employees towards their own performance.

Hypothesis of the Study

Null Hypothesis (H₀): There is no difference between the employees on the basis of designation in the opinion of their own performance.

Alternate Hypothesis (H_a): There is a difference between the employees on the basis of designation in the opinion of their own performance.

Research Methodology

Exploratory and descriptive research design was followed by the researcher in this study. A structured questionnaire was developed by the researcher. Through convenience sampling method a sample of 363 teachers from the universities of Haryana was selected in this study. Out of which 254 were assistant professors (70%), 30 were associate professor (8.3 %)



and 79 were professors (29.1%) of the total sample. Self-efficacy, job satisfaction, extra role behavior and knowledge sharing were the contributing factors towards the employee performance. These were obtained by using factor analysis technique. Reliability of the instrument was checked by Cronbach's alpha which was found to be .93. As the value of Cronbach's alpha was above .6 the instrument, was considered to be reliable and the sample was employed for further analysis and interpretation of data. Normal distribution of the data was checked by the researcher by knowing the Skewness and Kurtosis of the data. To analyze the difference in the opinion of the performance of the employees, one way ANOVA technique was used by the researcher in this study.

Scope of this Study

This study focuses on the following:

1. To help the employees to know more about their own performance.
2. To help the employees to understand their job satisfaction level.
3. To help in development of the morale among the employees.
4. To enhance the knowledge sharing among the employees.

Literature Review

Kaufman et al. (2015) studied the performance of an employee by measuring the level of motivation provided to them by their organization. They took a focus group across the country in which the researchers asked them the motivation practices of their organization. An online survey was performed over a sample of 1000 employees via an open ended questionnaire through e-mail survey. Excellent recognition practices provided by the organization to their employees enhance their performance.

Bagul (2014) studied the performance of employees in L& T organization by taking the employees of all the departments. Questionnaire method was adopted in his study. They studied the performance appraisal system of the organization by knowing the perception of employees towards the appraisal system of their organization. His finding explored that 100% employees are not given a chance a chance to rate their performance.

Hafeez and Akbar (2015) studied the impact of training programs on the performance of employees in the pharmaceutical company. They considered the training as an independent variable and employee performance is the dependent variable. The contributing factors that they consider under the performance of an employee are team work, communication skills, interpersonal relations, motivation of employee, less absenteeism and job satisfaction level of the employees. Significant positive relationship was found between the training programs and employee performance.

Kotteeswari and Sharief (2014) studied the negative impact of job stress on the performance of employees in the BPO sector. They took the managerial standards, motivation, commitment and employee evaluation as the contributing factors towards the performance of the employees. The strategies that the BPO adopt to cope with the job stress of the employees were supportive organizational climate, job enrichment, organizational role clarity, career planning and counseling, stress control workshops and assistant programmes. They found that majority of the employees agree that job stress affect their performance level irrespective of the gender. And also, both the employee as well as employer follow the job stress coping strategies.

Result Analysis and Interpretation

Normality of the Data

Normal distribution of the data of the study was found to be normal, as shown in fig. 1. The Skewness and Kurtosis of the data is 1 and -.875 respectively. As the value of Skewness and kurtosis should lie in between the -1 and +1, hence the data of the study is normally distributed.

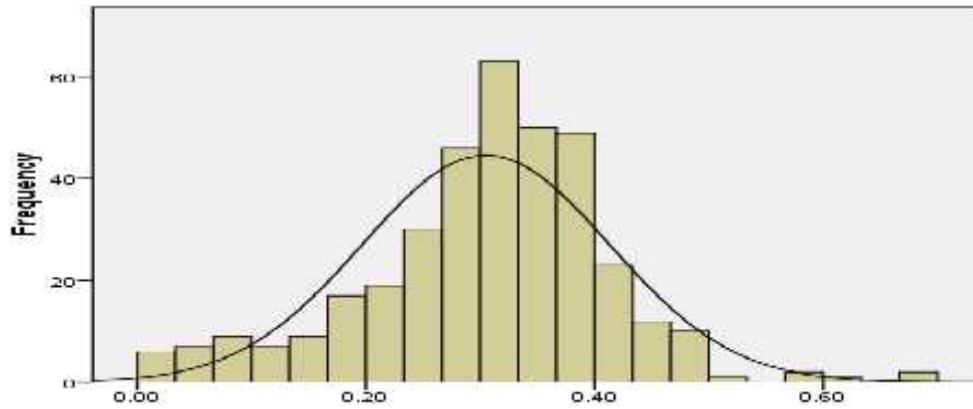


Fig.: 1

Mean = 0.30, std. deviation = 0.108, N= 363

One way ANOVA Analysis

Table: 2

ANOVA: Designation and Employee Performance					
Employee Performance	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.233	2	.116	10.468	.000*
Within Groups	4.004	360	.011		
Total	4.237	362			

*p value<.01

Table 2 shows the results obtained via one way ANOVA analysis. The value of F statistics is found to be significant at p value less than .01. This shows that there is a significant difference among the designations of the employees in their opinion towards their own performance. Hence, null hypothesis is rejected and alternate hypothesis is accepted.

Table 3: Multiple comparisons

(I) Designation	(J) Designation	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Assistant Professor	Associate Professor	.00087	.02036	.999	-.0470	.0488
	Professor	.06147*	.01359	.000	.0295	.0934
Associate Professor	Assistant Professor	-.00087	.02036	.999	-.0488	.0470
	Professor	.06059*	.02262	.021	.0074	.1138
Professor	Assistant Professor	-.06147*	.01359	.000	-.0934	-.0295
	Associate Professor	-.06059*	.02262	.021	-.1138	-.0074

Table 3 reveals the mean difference between the three designations (assistant professor, associate professor and professor). Results show that there is a difference present among all the three. However the professors vary in their opinion towards their own performance than the other two assistant and associate professors.

Table 4: Student-Newman-Keuls and Turkey test

Employee performance				
	Designation	N	Subset for alpha = 0.05	
			1	2
Student-Newman-Keuls ^a	Professor	79	.2569	
	Associate Professor	30		.3174
	Asstt. Professor	254		.3183
	Sig.		1.000	.964
Tukey HSD ^a	Professor	79	.2569	
	Associate Professor	30		.3174
	Asstt. Professor	254		.3183
	Sig.		1.000	.999

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 60.086.



To know the differences in the opinion of assistant professor, associate professors and professor, Student-Newman-Keuls and Turkey test was run by the researcher in SPSS statistical package 16 via one way ANOVA analysis technique. Table 4 reveals the results obtained. Results show that professors vary in their opinion towards their own performance in comparison to associate and assistant professors. It shows that teachers/employees who have spent more time in the institution have different opinion of their own performance than the one who have spent less time in the educational institution.

Discussion

This study was about to gather information of employee performance in the educational institutions, by knowing the opinion of employees towards their own performance itself. A sample of 363 was obtained from the universities of Haryana. Out of which 254 were assistant professors which constitutes the 70 % of the total sample, 30 were associate professors, which constitutes the 8.3% of the total sample and 79 were professors which were 29.1% of the total sample. Factor analysis to factorize the items of the study in four factors: self-efficacy, job satisfaction, extra role behavior and knowledge sharing was used by the researcher in this study. Normality of the data was checked by the researcher, and normal distributed data was obtained. One way analysis technique was employed in this study. It was found that professor have different opinion towards their own performance than the assistant and associate professors. Assistant and associate professors both have same opinion towards their own performance.

References

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