



## TO AMELIORATE QE VIA RECOGNITION & APPRAISAL OF FACULTY - A CASES FROM HIGHER EDUCATION

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### ABSTRACT

#### Purpose:

Recognition through appraisal enhances the motivation level of a lecturer/ teacher. This study focuses on analyzing either a teacher's recognition at institute or university level, on the basis of his/ her performance, enhances the motivation level of a teacher/ lecturer or not. This also focalizes on faculty's past performance which was evaluated on by utilizing different PM techniques such as 360 feedback. The goal is to study the impact factor of recognition on quality of HE as delivered by motivated faculty member.

#### Design/ Methodology:

This is descriptive research, for this research survey method was used as data collection and questionnaire was prepared as data collection tool. Lecturers/ teachers, students and top authorities of university were our target respondents. 100 respondents were selected through convenience sampling and data will be gathered. Questionnaire was prepared and got filled by different students, teachers/ lecturers and top authorities from different universities of Pakistan. Different charts, graphs and data tables were used to present data in comprehensible way what every one could understand.

#### Findings:

This study will assist to understand lecturers, top authorities and students the impact of recognition towards attainment of quality specially role of lecturers how it affects their performance, how it creates positive competition and importance of appraisal at higher education level. These findings will also be conducive to the promotion of quality at higher education level and this will ultimately be positive indication for the country because education is the key to development and prosperity. This case study will also be conducive in assessing current practices which are followed in organization.

### **Originality/ value:**

This paper will provide a clear direction to all stakeholders that how well different practices are going on in different institutes and what is secret of success for different organizations. This may give some reasonable ideas to all concerned authorities to introduce this method to work for the betterment of quality in higher education.

### **Key Words:**

Recognition, appraisal, respondent, authorities, development, concerned, competition, convenience, promoting, betterment

## **INTRODUCTION**

Education plays a vital role in the development of a society. It is saying "If you destroy any nation, destroy its education." If we look around the world we will find different nations, some are very developed, and some are in developing phase. In comparative analysis we would come to know those nations who are very much developed and leading the world is because of their education. We can not deny importance of education.

Here our focus would only be on higher education, would analyze and conclude some quality parameters to achieve quality at higher education level. In this discussion our major target is teacher because he can play a very important part to attain quality.

Our study focus is either recognition encourages teachers or not. Recognition here we mean if any type of appreciation, best teacher award from top management and preference given by students to a teacher, who really contributes his best efforts to impart maximum knowledge to students, really motivates a teacher or not. In order to encourage a teacher, government and top authorities of public sector institutes should celebrate best teacher of year, best teacher of the nation, an honour roll should be introduced and different recognition programs should be organized. The basic purpose of the Teacher's Recognition effort has to consolidate the Pakistani teaching force by honoring and recognizing extra ordinary teachers on city, provincial, and federal levels. Award programs such as the Teacher of the Year program, Teacher of the Nation, Teacher Team awards, among others, serve as motivational tools as these nationally/ provincially recognized educationalist encourage, mentor, and assist in the maintaining quality of education all over the county.

In our study we have focused on different key components, tried to find out whether these are helpful or not. In our study we have focused on recognition through appraisal. Appraisal Performa should be filled by students or appraisal system held by institute, the basic purpose should identify the best and committed teacher who really contributes for the betterment of education. Ultimate purpose of appraisal should be recognition of the best teacher; our focus is on beyond the recognition. Post recognition effect on the performance of teacher. He/she really performs at optimum level if he/ she is selected as the best

teacher, preferred by students, appreciated by top authorities. All these factors affect positively it means recognition really helps in motivating teacher and that ultimately affect on our education's quality.

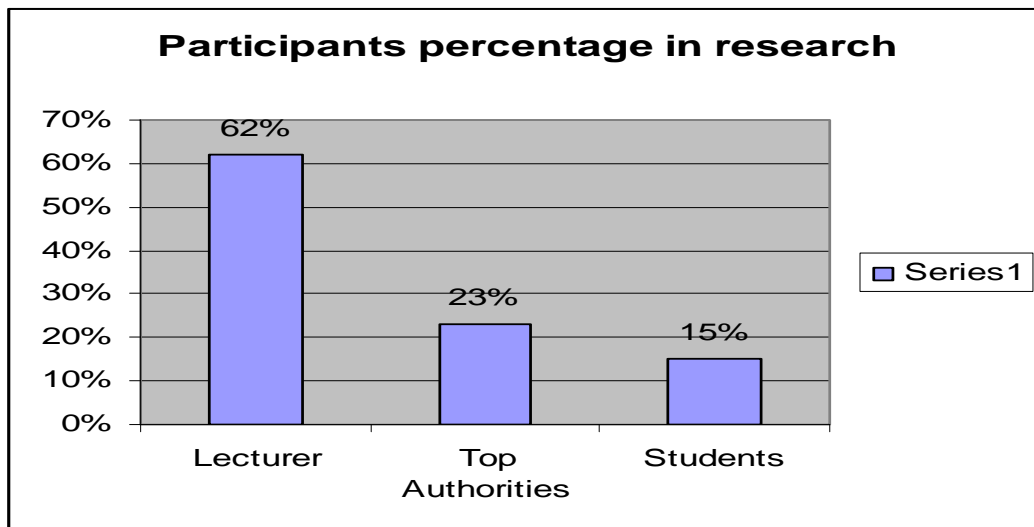
## **LITERATURE REVIEW**

The importance of assessing the teaching function lies in the wide variety of applications it offers, like, for example, providing teaching staff with feedback that can help to improve and guide their training and professional development (Chye and Meng, 1997). The educational sector has developed excellence models less frequently than other public services (McAdam and Welsh, 2000). In this respect, a 3608 assessment process will supply a broader, more complete vision about the assessee because various points of view are taken into account. Besides, employees are given feedback about their work-related skills, competence, knowledge and effectiveness from different perspectives, thanks to which they will know what they do well and where they need to improve (Leonard and Hilgert, 2004). The critical friends approach is a systematic learning methodology that acknowledges the complexity involved in the art of teaching and provides structures for teachers to improve by giving and receiving feedback (Bambino, 2002). This tool facilitates teaching method assessment and its application consists of in situ observation and assessment of teaching methods. Lecturers voluntarily and consciously subject themselves to the test, other colleagues being the ones that visit them and assess their performance in the classroom (Andreu *et al.*, 2003. Leadership, information analysis, strategic quality planning, human resource management, management of process quality, quality and operational results, and customer focus and satisfaction. In other words, accountability and evaluation are integrated into institutional system (Kezar, 1999). Several studies have focused on service quality evaluation using service quality models (O'Neil and Palmer, 2004). Evaluation is the means of arriving at a value judgment on the basis of measures (qualitative or quantitative) considered to be valid and reliable, which compare the actual results of program with its anticipated results. Even where evaluation is concerned with assessing intangible situations, which are difficult to measure, it must, to be credible, be based on data gathered in rigorous and objective manner (Passi, 1985). Existing system of quality assurance and accreditation incorporate evaluation through program reviews (Ostoth and Turrentine, 2000). Present day society demands an efficient response from the administration in service offered. This efficiency is understood in terms of aim achievement at a minimum resource cost and certain degree of quality (Harris, 2002). More specifically, universities as well as other academic institutions have shown a greater interest and made greater efforts to try and measure the quality of their educational process as a result of a series of political, economic, social and cultural circumstances (Davies *et al.*, 2001). This confidence level will encourage a positive attitude towards criticism, as it must be stated that criticism has only one common objective shared by all members: to improve teaching quality. Moreover, clear assessment objectives, methodologies and criteria, as well as a predisposition to implement the improvements suggested, and the application and monitoring of the technique for some time, are needed to observe true results (Bloom, 1999). Self-assessment is a very relevant motivating factor, as it confers autonomy and responsibility on the assessment process itself. Also, the process becomes more and more efficient when repeated periodically

(Walker, 1992). If the lecturer focuses exclusively on self-assessment, reflected in the teaching template, views could be biased, which makes the opinions of other groups potentially relevant. As for critical friends, value judgments have only been offered at the request of the person concerned, and must always be articulated as constructive criticism. Regarding students' assessment, the creation of a favorable environment based on confidence and trust is essential to achieve student collaboration, above all with a clear explanation of the objectives sought by this assessment process (Andreu *et al.*, 2004). It is equally interesting to highlight the importance of the involvement and the reflection on the results on the part of the lecturer, either individually or collectively, with colleagues or specialists in communication and/or education (Painter, 2000). Counting on the assessment of a superior so that a complete 360° assessment can be carried out. Actually, in many firms, assessment is carried out almost exclusively by superiors because they are supposed to have a deeper knowledge of the tasks performed by their collaborators, apart from the fact that many people only agree to be assessed by their superior (Storey, 1995).

## RESEARCH METHODOLOGY

To ameliorate quality is an emerging concept to the Pakistani higher education system, that's why uncertainty is high concerning to understand the problem. An exhaustive research has been conducted via a market survey. For this research, the primary data collection has been achieved by survey methodology in which a questionnaire was utilized containing close end questions. A structured questionnaire was designed to gather information on the recognition through appraisal motivates faculty to contribute more towards attaining quality at higher education level. In this survey, 100 respondents were asked to participate; 92 questionnaires were received. Eight were rejected as incomplete or fake and 84 questionnaires were ultimately analyzed. About 70% of respondents were from Karachi, 11% from Islamabad, 4% from Lahore and remaining 15% are from different cities of Pakistan. 62% of respondents are employed and all are university lecturers, and 23% of top authorizes of the university and 15% are students as shown in graph:

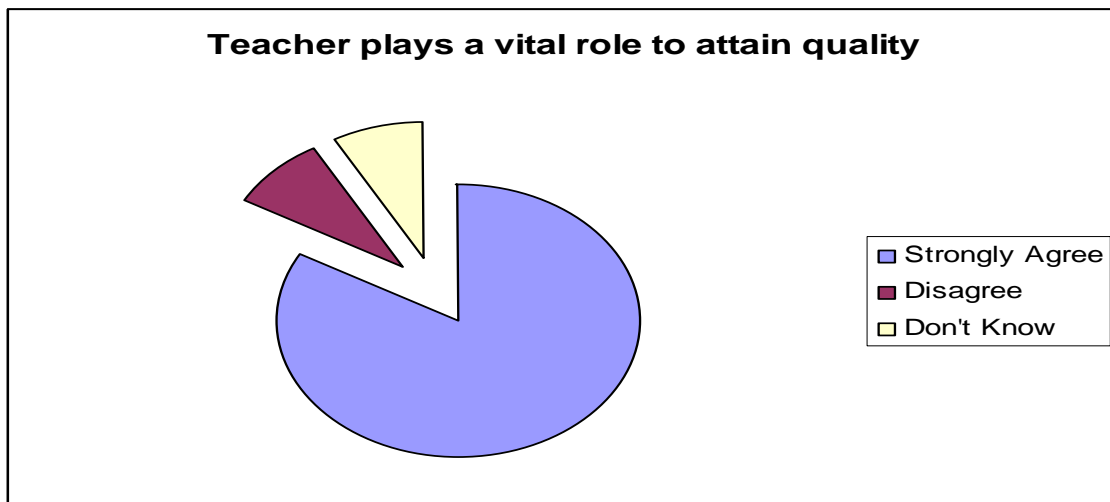


## DATA ANALYSIS AND DISCUSSION

The parameters in this study were teacher's role, recognition effect, appraisal system, student's role, celebration of appreciation award, best teacher day.

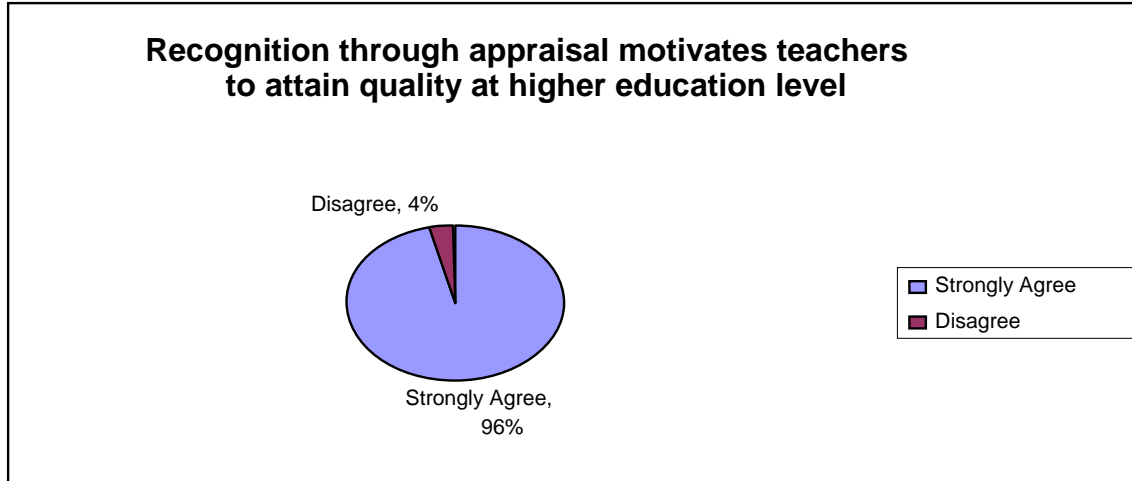
### Teacher's role in quality education:

In response of a question whether a teacher plays a vital role in attaining quality at higher education level. 83% of respondents strongly agreed to it, 8% did not know and 9% disagreed. This shows importance of a teacher's role that he/she plays for the attainment of quality at higher education level. The importance of a teacher can not be ignored in the context of quality education at all levels but at higher education level it must be focused because graduates take key positions all over the country.



### Recognition effect on the performance of teacher

Majority of respondents has not satisfied regarding performance appraisal system prevailing in public sector institutions. In response to a question whether recognition through appraisal motivates teachers to attain quality at higher education level. 96% respondents strongly agreed to the statement, only 4% disagreed to it. As this graph shows;



### Appraisal System

Most of the respondents agree that promotion on performance is also one type of recognition. Many respondents responded that government and top authorities must celebrate best teacher of the year, best teacher of the nation and appreciation award days in order to enhance morale of teachers as they fully concentrate on quality education they agreed that these types of activities will positively affect on quality of education. Preference given by students to teacher can also motivate a teacher because students like a teacher it shows that teacher is well known and pays his full attention to teach students. In this research study, appraisal system is not good in public sector institutes, it should be improved, promotion as we discussed earlier is one of the parameters of recognition should not be based on only experience and high qualification but some other parameters like regularity of teacher, classes are conducted on proper timings, students are satisfied and gaining the objective of course, was observed.

### Students' role

It is also discovered that appraisal Performa filled by students should be given more weight age in appraising performance of the teacher because student is end product and whole purpose to attain quality at higher education is to produce quality graduates who can contribute in the prosperity of country. Secondly, students' appraisal is unbiased and appraises a teacher on the basis his/her experience of learning with him/her. Supposedly, a teacher who is very much capable and grasps his subject(s) but he/she is incapable of conveying it properly he can not be considered a good teacher.

### CONCLUSIONS

This research confirms that we fail to reject our hypothesis **To Ameliorate QE via Recognition & Appraisal of Faculty**, Recognition through appraisal enhances the motivation level of a lecturer/ teacher. Most of respondents said that teacher plays a major role in attaining quality. Recognition and appraisal really motivates lecturers but majority

was not satisfied with our appraisal system prevailing in public sector institutes they said promotion only on the basis of experience and degree should be discouraged and other parameters like regularity of teacher, students' preference, subject knowledge, and the way to convey knowledge must be included. Recognition increases the motivational level of a teacher that can be in the shape of appreciation awards, best teacher of the year or best teacher of nation celebrated by top authorities, which positively affects on teacher's performance or recognition from students' side either student's preference or positive remarks in semester end Performa. In appraisal students' semester end Performa regarding a teacher's performance should also be considered along with institution's own appraisal system. In nut shell, this study confirms that recognition motivates teachers.

## **RECOMMENDATIONS**

On the basis of this study we recommend HEC and top authorities of public sector institutes that they promote this concept of recognition and this must be based on performance offered by faculty members during a particular period probably one year. It should be in shape of promotion, appreciation award, best teacher of the year or best teacher of the nation or any other shape that is suitable and possible but the purpose should only motivate teacher as he can perform at optimum level and our education quality should be ameliorated. Appraisal system should be modified. Its base should not only be experience and qualification but some other parameters such as regularity, command on subject, way to convey knowledge, students' satisfaction and semester end Performa filled by students should also be included.

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