

Article

# The Impact of the Performance Appraisal Process on Job Satisfaction of the Academic Staff in Higher Educational Institutions

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**Abstract:** Performance appraisal is one of the key management tools which identifies employees' strengths and weaknesses. Usually, this is the major mechanism of gathering information for rewarding/training employees based on their performance, and hence a key to achieve organisational goals by creating a satisfied workforce. Therefore, this study was aimed at examining the effects of the Performance Appraisal Process on job satisfaction of the university academic staff. The information collected within one of the largest universities in the UK via questionnaires and semi-structured interviews showed that the existing appraisal process majorly aligned with the requirements of the research-excellence-framework of the UK, which is greatly concerned with research rather than teaching. Furthermore, it was found that there is no clear link between promotions, salary increments, and rewards, etc. with staff performance within the current appraisal process. Eventually, it was realised that the majority of the academic staff of the source university were dissatisfied with the current performance appraisal process, and this could be the situation in the majority of universities in the UK. Therefore, further research in this area is highly recommended to explore extensive information to create a favourable work/study environment for both staff and students within the universities.

**Keywords:** performance appraisal process; performance evaluation; academic staff job satisfaction; higher educational institutions; teaching and research



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## 1. Introduction

Today, large numbers of universities are available around the world and students are greatly concerned with the reputation and quality of the university regardless of its location and/or course expenses (e.g., world ranking, facilities available, world-class recognition). Obtaining governmental and/or industrial funding for the universities has also become competitive within the present turbulent financial environment and, usually, these financial allocations are carried out based on their performance. Additionally, universities have a huge responsibility to transfer knowledge to society for its economic development by conducting high-quality research and producing skilful graduates. Therefore, knowledgeable and skilful academic staff is a distinctive resource for any university to maintain the quality of teaching and conducting world-class research to elevate them in world rankings whilst taking a competitive advantage.

Despite the significance of the performance appraisal process (PAP) in the higher education sector to enhance the job satisfaction and productivity of their academic staff, only a limited amount of research work has been reported so far pertaining to this scope