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OPINION DIFFERENCE OF TEACHERS ON EXISTING PERFORMANCE APPRAISAL PRACTICES IN PRIVATE ENGINEERING INSTITUTIONS

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ABSTRACT

The content and pedagogy is continuously changing in higher education especially engineering study and this makes updating of engineering teachers very crucial. Teachers need to do this by themselves but there is chance of reduction of quality and standard. To overcome this, institutions must take its initiation. For this, the first step is of course the performance appraisal and later the training and development with help of knowledge management. This paper takes performance appraisal factor for study. The teaching staffs in engineering institutions are categorized gender wise and designation wise. The teachers were asked to evaluate the present performance appraisal practices in their colleges through structured and closed ended questionnaire. The proportional sample is drawn through convenient sampling. The data was collected through 5 point likert scale. The opinions of respondents were derived through the two top box scores method and later using mean value. Analysis of category wise difference in opinion was carried through t - test. The findings highlight that mostly the opinion of male and female teachers were having least variance. Further, the opinion of associate professor and assistant professor are also similar. The opinion of professor as compared to associate professor and assistant professor is different. The overall findings suggest that there is very little difference of opinion of teaching staff on the existing practices of performance appraisal in private engineering institutions.

KEYWORDS

higher education, engineering teachers, performance appraisal.

1. INTRODUCTION

ngineering colleges in Chhattisgarh is seeing its bad phase with unemployable engineering students. This is also reflected in the report of Patrika Newspaper (2017) which save that till now since 2013 around 500 around 5 (2017) which says that till now since 2012 around 500 engineering colleges has got permission from AICTE to close down and reasons are lack of resources 'and quality. Devika Singh (2016) in her report highlighted that 80 percentage of all the engineering students in India are unemployable. The reasons as put by CareerBuilder Survey (2015) are students lacking in various skills interpersonal skills, problem solving skills, creative thinking, team work, leadership, oral communication, research and analysis, project management, written communication etc.

Various teaching techniques from simple like lecture, workshop chalk and talk, assignment, industrial visit, brainstorming, case analysis, role play, group discussion, research projects, market surveys, simulation games (Saroja 2014) and little complex like ethno/phenomeno-graphy, grounded theory, narrative/ discourse analysis, action research (Case and Light 2011) has made the delivery sophisticated. Whether, the faculty members are equipped with these or not is the question to be evaluated so that the teachers can be trained on these if lacking.

VARIOUS ASPECTS OF PERFORMANCE APPRAISAL

Until and unless the evaluation of teaching staff is done how the status will be known and later if required training on pedagogy, content etc can be given. Table 1 given below shows few aspects related to performance appraisal around which the whole study is focused.

TABLE 1: VARIOUS ASPECTS OF PERFORMANCE APPRAISAL							
BENEFITS OF PA		ELEMENTS OF PA					
Faculty Members Present Status		Unbiased					
Base for Training		Resulted Centered					
Base for Promotion		Confidential					
Base for New Responsibility		Encouraging Employees					
	PA						
CONDUCTION OF PA		UTILIZATION OF RESULTS OF PA					
Performance well informed		Result Communicated					
Conducted on Regular Basis		Result Discussed					
Conducted in Proper Format		Suggest Ways for Improvement					
Suitable Questions Asked		Result Used for Training Purpose					

NEED OF THE STUDY

As suggested by AICTE, the quality is one of the reasons for above mentioned scenario and under quality, it can be the quality of teaching staff. To maintain the standard of teaching staff in continuous manner, performance appraisal (PA) is the axis. The most important HRD tools like training and development, knowledge management etc directly responsible for quality of teaching staff revolves around PA. Due to this reason the study of status of PA practices in engineering institutions becomes very crucial as other is dependent on PA. Here it is imperative to mention that recruitment and selection is also very crucial but occurs once for any teaching staff and further these staff needs to update themselves continuously as per the requirement.

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SCOPE OF THE STUDY

This paper is part of my Ph.D. work and it has its relation with its previous paper, Existing Performance Appraisal Practices in Private Engineering Institutions: Assessment through Teachers (Singh, Chandra and Sharma, 2017). For this paper the secondary data is taken from the above mentioned paper and converted into percentage. The aspects, questions and statements are also carried from previous paper. (While checking for plagiarism, the previous paper can be left) (Under publication process in Research Journal of Management Sciences so reference can be cited later)

The study has been done in self financed engineering colleges affiliated to CSVTU and located in Chhattisgarh. The population for the study was the teaching staff of these colleges and the sample is drawn category wise from this population. The whole sample is divided into two group i.e. designation wise and gender wise.

2. LITERATURE REVIEW

PA AND EMPLOYEE & ORGANIZATIONAL PERFORMANCE

Performance appraisal acts as axis for the development of employee in any organization. It provides base for training and development thus help employee to keep themselves updated matching with dynamic changing requirements. Many researchers in their paper have shown that PA helps employee in many ways. Akinbowale and Lourens (2013) confirmed that performance appraisal policy leads to better employee performance. Performance appraisal is also responsible for employee motivation which leads to better employee performance ^{7, 8, 9, 10, 11, 12}. Employees' performance improvement is the united outcome of PA as well as training ^{13, 14} Femi (2013) advocated that right performance appraisal way with rational and clear approach results into improvement in performance¹⁵. Iqbal (2013) stated that strategic performance appraisal can improve the employees' inspiration, abilities and performance.¹². Thus, it can be concluded that there is benefit of PA.

Various aspects of PA to be studied and the opinion about which is to be known and later analyzed are collected through various research papers. Details of the same are as follows:

IABLE 2	
Factors	Authors
Performance appraisal shows where faculty members (FM) stands on performance	Bintu, Diriba
Performance appraisal provides base for training of FM	Khanam, Bintu, Adofo
Performance appraisal provides base for incentives of FM	Bintu, Adofo
Performance appraisal provides base for new responsibilities to FM	Bintu, Decheb
Performance standard is well informed	Khanam, Daoanis, Elverfeldt
Performance appraisal is conducted on regular basis	Bintu, Adofo, Diriba, Elverfeldt
Performance appraisal is conducted in proper format	Diriba
Performance appraisal is conducted with suitable questions	Bintu, Daoanis
Performance appraisal is use to be unbiased	Bintu, Daoanis, Diriba, Decheb, Elverfeldt
Performance appraisal is use to be result centred	Daoanis, Diriba
Performance appraisal is designed to motivate/encouraging FM	Daoanis, Diriba, Decheb, Elverfeldt
Performance appraisal result is always communicated to FM	Bintu, Adofo, Daoanis, Diriba
Performance appraisal result is discussed with FM	Daoanis, Diriba, Decheb
Performance appraisal result is used to provide ways for improved performance	Khanam, Diriba, Decheb, Elverfeldt
Performance appraisal result is used for training	Khanam, Bintu, Elverfeldt

3. OBJECTIVES OF THE STUDY

Objectives provide direction to any work. The objective guides about the sample to be chosen and data to be collected. The main objective of the study is to compare the difference in opinion between the three combinations of teaching staff i.e. professor vs. associate professor, professor vs. assistant professor and between associate professor and assistant professor on various aspects of performance appraisal practices in their institutions and later see the category wise variance between their opinions. Further, the study is to be done for between male and female teaching staff.

4. RESEARCH METHODOLOGY

In this study the research design is descriptive one. Professor, associate professor and assistant professor teaching in private engineering colleges affiliated to CSVTU, Bhilai makes the population. Opinion of 263 respondents was taken as primary source for data. Sample includes 11 (7M, 4F) are Professor, 30 (20M, 10F) are Associate Professor and 222 (140M, 82F) are Assistant Professor. Convenient sampling is used for data collection. Individual email is used for filling the close ended questionnaire. Incomplete were sent again for completion anthus 263 fully filled questionnaires were ready for analysis. Five point likert scale with Strongly Agree (SA)= 5, Agree (A)= 4, Neutral (N)= 3, Disagree (DA)= 2 and Strongly Disagree (SDA)= 1 options was used to know the views of respondents.

Secondary source i.e. CSVTU website (seniority list) provided the details of population figure both designation and gender wise. Various aspects of PA were found through various research papers and books. Four aspects of PA is taken for study namely, benefits of PA, conduction of PA, elements of PA, and utilization of PA results. Four questions separately were asked related to each four aspects. The questions are:

Statement 1: Performance Appraisal results in various benefits (As per general perception)

Question PA1_1: Performance appraisal shows where faculty members stand on performance

Question PA1_2: Performance appraisal provides base for training of faculty members

Question PA1_3: Performance appraisal provides base for promotion of faculty members

Question PA1_4: Performance appraisal provides base for new/potential responsibility to faculty

Statement 2: Performance Appraisal is conducted in well manner

Question PA2_1: Performance standard is well informed at in beginning

Question PA2_2: Performance appraisal is conducted on regular basis

Question PA2_3: Performance appraisal is conducted in proper format

Question PA2_4: Performance appraisal is conducted with suitable questions

Statement 3: Performance appraisal has elements of good performance appraisal

Question PA3_1: Performance appraisal is use to be unbiased

Question PA3_2: Performance appraisal is use to be result-centred

Question PA3_3: Performance appraisal is kept confidential

Question PA3_4: Performance appraisal is designed for encouraging employees

Statement 4: Performance appraisal result is properly utilized

Question PA4_1: Performance appraisal result is always communicated to faculty member

Question PA4_2: Performance appraisal result is discussed with faculty member

Question PA4_3: Performance appraisal result is used to provide ways for improved performance

Question PA4_4: Performance appraisal result is used for training of faculty member

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Opinions of teachers were taken about the above mentioned sixteen (16) questions and later it was reduced to four (4) final opinions each related to one aspect of PA. Four questions under each statement are combined. Designation wise twelve (12) and gender wise four (4) opinions is formed. To form opinions, top two box scores methods as well as mean values method were used. Top two box scores method in 5 point likert scale includes strongly agree and agree opinions. If the major percentage of opinions comes under this, then the questions can be taken as positive answer and can be taken as opinions. In a study by Markillie (2012), top two box scores method is used to measure the attitudes of maker of hardware innovations using multiple questions. Again, Employers Survey (2012) of Workplace Health, Safety and Compensation Commission of Newfoundland & Labrador in its final report also used Top-2 box scores to find the proportion of employers, completely or mostly satisfied analysing data collected on 5 point satisfaction scale.

Later, there was need to know whether professor, associate professor and assistant professor groups are having similar opinion or differ. Also male and female teacher's groups' opinion difference was required to find out. Thus, designation wise twelve (12) and gender wise four (4) hypotheses were formed to be tested. These hypotheses are as follows:

Statement 1: Performance Appraisal results in various benefits (As per general perception)

H1_1: Professor and associate professor do not differ in their opinion regarding the statement: Performance Appraisal results in various benefits.

H1_2: Professor and assistant professor do not differ in their opinion regarding the statement: Performance Appraisal results in various benefits.

H1_3: Associate professor and assistant professor do not differ in their opinion regarding the statement: Performance Appraisal results in various benefits.

H1_4: Male teacher and female teacher do not differ in their opinion regarding the statement: Performance Appraisal results in various benefits. Statement 2: Performance Appraisal is conducted in well manner

H2_1: Professor and associate professor do not differ in their opinion regarding the statement: Performance Appraisal is conducted in well manner.

H2_2: Professor and assistant professor do not differ in their opinion regarding the statement: Performance Appraisal is conducted in well manner.

H2_3: Associate professor and assistant professor do not differ in their opinion regarding the statement: Performance Appraisal is conducted in well manner.

H2_4: Male teacher and female teacher do not differ in their opinion regarding the statement: Performance Appraisal is conducted in well manner.

Statement 3: Performance appraisal has elements of good performance appraisal

H3_1: Professor and associate professor do not differ in their opinion regarding the statement: Performance appraisal has elements of good performance appraisal. H3_2: Professor and assistant professor do not differ in their opinion regarding the statement: Performance appraisal has elements of good performance appraisal. H3_3: Associate professor and assistant professor do not differ in their opinion regarding the statement: Performance appraisal has elements of good performance appraisal.

H3_4: Male teacher and female teacher do not differ in their opinion regarding the statement: Performance appraisal has elements of good performance appraisal. Statement 4: Performance appraisal result is properly utilized

H4_1: Professor and associate professor do not differ in their opinion regarding the statement: Performance appraisal result is properly utilized.

H4_2: Professor and assistant professor do not differ in their opinion regarding the statement: Performance appraisal result is properly utilized.

H4_3: Associate professor and assistant professor do not differ in their opinion regarding the statement: Performance appraisal result is properly utilized.

H4_4: Male teacher and female teacher do not differ in their opinion regarding the statement: Performance appraisal result is properly utilized.

The standard deviation of each question, designation and gender wise is calculated using SPSS 24 version. Later variance for two independent samples is calculated and at the last t-test is conducted through SPSS. All the hypotheses were tested at significance level of 5% i.e. 0.05.

5. FINDINGS AND DISCUSSION

First of all, the reliability of the data set is verified by calculating Cronbach's Alpha using SPSS 24 version and found to be reliable.

Below, in tables, the observed data is given in percentage separately statement wise, under this then category wise (designation and gender) and under this question wise.

Later using top two box scores method for each question and calculating mean value of all four questions, the statement are converted into either agreeing or disagreeing opinions, designation wise – professor group, associate professor group, and assistant professor and also gender wise – male teacher group and female teacher group.

The mean value of each question calculated separately by SPSS also further helps in confirming the status of opinions category wise.

Statement wise analysis is presented below one by one.

Statement 1: Performance Appraisal results in various benefits (As per general perception)

		TABLE 3			
PA1	Reliability Statistics	Cronbach's Alpha	.994	N of Items	4

The value of Cronbach's Alpha shows the reliability of the data collected. Majority of authors opined that 0.70 and greater value of reliability coefficient is considered to be reliable although there is no as such predetermined standard. The value here is 0.994 which shows that data stands good on reliability. The mean values of responses of all 263 respondents calculated by SPSS for each question of first statement are given below:

	TABLE 4									
	Reliability Statistics									
	Mean Std. Deviation									
PA1_1	4.1901	.39314	263							
PA1_2	4.1749	.38061	263							
PA1_3	4.1901	.39314	263							
PA1_4	4.1901	.39314	263							
Overall	4.1863	.39001	263							

Zaidatol & Bagheri (2009) suggested that the mean value of responses given in five point likert scale with strongly agree=5, agree=4, neutral=3, disagree=2 and strongly agree=1 if comes under 3.39 then it is taken as low, from 3.40 to 3.79 as moderate and more than 3.8 as high¹⁶. This criteria is used by Zaidatol and Hisyamuddin (2009), Zaidatol and Bagheri (2011), Wogari (2016) in their study^{17, 18, 19}. Here the overall mean value i.e. 4.19 being more than 3.8 is high suggesting overall response agreeing to the statement: Performance appraisal results in various benefits. The overall standard deviation value i.e. 0.39 suggests very less variance among the opinions of the entire sample.

Top two box scores and its mean values:

OVERALL

TA	BL	F	5

TABLE 3							
Category	SA	A	Ν	DA	SDA	Total	Top 2 box Scores
PA1_1	19.01	80.99	0.00	0.00	0.00	263	100
PA1_2	17.49	82.51	0.00	0.00	0.00	263	100
PA1_3	19.01	80.99	0.00	0.00	0.00	263	100
PA1_4	19.01	80.99	0.00	0.00	0.00	263	100
Mean Valu	100						

The mean value of top two box scores suggests that the overall respondents as a group agree on statement: Performance appraisal results in various benefits. PROFESSOR GROUP

TABLE 6								
Category	SA	А	Ν	DA	SDA	Total	Top 2 box Scores	
PA1_1	36.36	63.64	0.00	0.00	0.00	11	100	
PA1_2	0.00	100.00	0.00	0.00	0.00	11	100	
PA1_3	36.36	63.64	0.00	0.00	0.00	11	100	
PA1_4	36.36	63.64	0.00	0.00	0.00	11	100	
Mean Valu	100							

The mean value of top two box scores suggests that the professor group agrees on statement: Performance appraisal results in various benefits. ASSOCIATE PROFESSOR GROUP

TABLE 7									
Category	SA	А	Ν	DA	SDA	Total	Top 2 box Scores		
PA1_1	30.00	70.00	0.00	0.00	0.00	30	100		
PA1_2	30.00	70.00	0.00	0.00	0.00	30	100		
PA1_3	30.00	70.00	0.00	0.00	0.00	30	100		
Pa1_4	30.00	70.00	0.00	0.00	0.00	30	100		
Mean Valu	100								

The mean value of top two box scores suggests that the associate professor group agrees on statement: Performance appraisal results in various benefits. ASSISTANT PROFESSOR GROUP

TABLE 8								
Category	SA	А	Ν	DA	SDA	Total	Top 2 box Scores	
PA1_1	16.67	83.33	0.00	0.00	0.00	222	100	
PA1_2	16.67	83.33	0.00	0.00	0.00	222	100	
PA1_3	16.67	83.33	0.00	0.00	0.00	222	100	
Pa1_4	16.67	83.33	0.00	0.00	0.00	222	100	
Mean Valu	100							

The mean value of top two box scores suggests that the assistant professor group agrees on statement: Performance appraisal results in various benefits. MALE TEACHERS GROUP ----

TABLE 9								
Category	SA	А	Ν	DA	SDA	Total	Top 2 box Scores	
PA1_1	17.96	82.04	0.00	0.00	0.00	167	100	
PA1_2	16.77	83.23	0.00	0.00	0.00	167	100	
PA1_3	17.96	82.04	0.00	0.00	0.00	167	100	
Pa1_4	17.96	82.04	0.00	0.00	0.00	167	100	
Mean Valu	100							

The mean value of top two box scores suggests that the male teacher group agrees on statement: Performance appraisal results in various benefits. FEMALE TEACHERS GROUP

	TABLE 10											
Category	SA	А	Ν	DA	SDA	Total	Top 2 box Scores					
PA1_1	20.83	79.17	0.00	0.00	0.00	96	100					
PA1_2	18.75	81.25	0.00	0.00	0.00	96	100					
PA1_3	20.83	79.17	0.00	0.00	0.00	96	100					
Pa1_4	Pa1_4 20.83 79.17 0.00 0.00 0.00 96											
Mean Valu	100											

The mean value of top two box scores suggests that the female teacher group agrees on statement: Performance appraisal results in various benefits. The data given below is of professors and associate professors.

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		Grou	ip Stat	tistics								
		Designa-	Ν	Mean	Std. Devia-	Independ	lent Sam	ples Test				
		tion			tion					Levene's Test for	Equality of Var-	t-test for Equality of
P	A1AVG	Professor	11	4.2727	.37839					ianc	es	Means
	11/110									F	Sig.	Sig. (2-tailed)
		Asso.	30	4.3000	.46609	PA1AVG	Equal	variances	as-	1.497	.229	.863
		Professor					sumed					
							Equal v	variances no	t as-			.850
							sumed					

TABLE 11

As shown above, for all four statements the mean values against professor and associate professor can be considered to be high and at the same time as the mean value of professor group (4.27) is less than associate group (4.30), it can be said that professor group has little weak opinion than associate professor. The standard deviation value shows that the two groups are not very far from each other on variance.

T-test is used here to find the difference between the mean values of two independent data values with significance value.05 (5% significance level). There are two values of sig. (2-tailed) and to decide which one is applicable, the sig. value (.229) in Levene's Test for Equality Variances is compared with value.05. if the sig. value is greater than .05 then the value of upper row is taken, here it is .863 otherwise if is lower than.05 then lower row value is taken which is .850 here.

Now to accept or reject the hypothesis, the p-value i.e. sig. (2-tailed) is compared with significance level value i.e. .05. If the p-value is greater than.05 then the hypothesis is accepted else rejected. Here p-value.863 is greater than.05 so the hypothesis, Professor and associate professor do not differ in their opinion regarding the statement: Performance Appraisal results in various benefits, is accepted which means there is no significant difference between opinion of professor group and associate professor group.

The data given below is of professors and assistant professors.

	-				T	ABLE 12			
	Group	Statis	tics		_				
	Designation	Ν	Mean	Std. Devia-	Independ	lent Samples Test			
	_			tion			Levene's Test	for Equality of	t-test for Equality of
PA1AVG	Professor	11	4.2727	.37839			Varia	ances	Means
1 4140		222	4.1667	.37352			F	Sig.	Sig. (2-tailed)
	Asstt. Pro- fessor	222	4.1007	.37352	PA1AVG	Equal variances as- sumed	.843	.360	.359
					PAIAVG	Equal variances not as- sumed			.383

As shown above, for all four statements the mean values against professor and assistant professor can be considered to be high and at the same time as the mean value of professor (4.27) is more than assistant professor (4.17). It can be said that professor has strong opinion than assistant professor. The standard deviation value shows that the two groups are almost near to each other on variance.

Either of the p-value.359 and.383 is greater than.05 and thus hypothesis, Professor and assistant professor do not differ in their opinion regarding the statement: Performance Appraisal results in various benefits, is accepted which means there is no significant difference between opinion of professor and assistant professor. The data given below is of <u>associate professors and assistant professors</u>. TABLE 13

	Grou	p Statis	tics								
	Designation	Ν	Mean	Std. Devia-	Independent Samples Test						
				tion				or Equality of	t-test for Equality of		
PA1	Asso, Profes-	30	4.3000	.46609			Variances		Means		
							F	Sig.	Sig. (2-tailed)		
AVG	sor					Equal variances as-		-			
	Asstt. Pro-	222	4.1667	.37352	PA1AVG	sumed	9.084	.003	.077		
	fessor				_	Equal variances not as-			.142		

As shown above, for all four statements the mean values against associate professor and assistant professor can be considered to be high and at the same time as the mean value of associate professor (4.30) is more than assistant professor (4.17). It can be said that associate professor has strong opinion than assistant professor. The standard deviation value shows that the two groups are not far from each other on variance.

Either of the p-value.077 and.142 is greater than.05 and thus hypothesis, Associate professor and assistant professor do not differ in their opinion regarding the statement: Performance Appraisal results in various benefits, is accepted which means there is no significant difference between opinion of associate professor and assistant professor.

The data given below is of male and female teachers.

ТΔ	RI	F	14

	G	roup St	atistics								
	Gen-	Ν	Mean	Std. Devia-	Independ	ent Sam	oles Test				-
	der			tion						. ,	t-test for Equality of
PA1	Male	167	4.1766	.37955					ianc	es	Means
AVG	5-	96	4 2021	20052					F	Sig.	Sig. (2-tailed)
AVG	Fe- male	96	4.2031	.39953	PA1AVG	Equal sumed	variances	as-	1.063	.303	.594
							ariances no	t as-			.599

As shown above, for all four statements the mean values against male teachers group and female teachers group can be considered to be high and at the same time as the mean value of male teachers group (4.17) is less than female teachers group group (4.20), it can be said that male teachers group has little weak opinion than female teachers group. The standard deviation value shows that the two groups are near to each other on variance.

Either of the p-value.594 and.599 is greater than.05 and thus hypothesis, Associate professor and assistant professor do not differ in their opinion regarding the statement: Performance Appraisal results in various benefits, is accepted which means there is no significant difference between opinion of male teachers group and female teachers group.

Statement 2: Performance Appraisal is conducted in well manner

TABLE 15

 PA2
 Reliability Statistics
 Cronbach's Alpha
 .712
 N of Items
 4

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The value here is 0.712 which shows that data stands good on reliability as it is greater than 0.70.

The mean values of responses of all 263 respondents calculated by SPSS for each question of second statement are given below:

TABLE 16: RELIABILITY STATISTICS										
	Mean	Mean Std. Deviation								
PA2_1	1.9049	.29385	263							
PA2_2	2.2966	.62660	263							
PA2_3	2.1673	.55478	263							
PA2_4	2.1673	.55478	263							
Overall	2.1340	0.50750	263							

The overall mean value i.e. 2.13 which is less than 3.39 and thus is low suggesting overall response disagreeing to the statement: Performance Appraisal is conducted in well manner. The standard deviation values suggest very less variance for each statement among the overall sample. **OVERALL**

_	TABLE 17											
Category	SA	А	N	DA	SDA	Total	Top 2 box Scores					
PA2_1	0.00	0.00	0.00	90.49	9.51	263	0.00					
PA2_2	0.00	9.13	11.41	79.47	0.00	263	9.13					
PA2_3	0.00	8.37	0.00	91.63	0.00	263	8.37					
PA2_4	0.00	8.37	0.00	91.63	0.00	263	8.37					
Mean Valu	Mean Value											

The mean value of top two box scores suggests that the overall respondents as a group agree on statement: Performance Appraisal is conducted in well manner. PROFESSOR GROUP

	TABLE 18										
Category	SA	А	Ν	DA	SDA	Total	Top 2 box Scores				
PA2_1	0.00	0.00	0.00	100.00	0.00	11	0.00				
PA2_2	0.00	0.00	0.00	100.00	0.00	11	0.00				
PA2_3	0.00	0.00	0.00	100.00	0.00	11	0.00				
PA2_4	0.00	0.00	0.00	100.00	0.00	11	0.00				
Mean Value							0.00				

The mean value of top two box scores suggests that the professor group disagrees on statement: Performance Appraisal is conducted in well manner.

ASSO	CIATE	PROFESSO	DR GROUP

TABLE 19											
Category	SA	А	N	DA	SDA	Total	Top 2 box Scores				
PA2_1	0.00	0.00	0.00	100.00	0.00	30	0.00				
PA2_2	0.00	16.67	10.00	73.33	0.00	30	16.67				
PA2_3	0.00	10.00	0.00	90.00	0.00	30	10.00				
PA2_4	0.00	10.00	0.00	90.00	0.00	30	10.00				
Mean Value	9.17										

The mean value of top two box scores suggests that the associate professor group disagrees on statement: Performance Appraisal is conducted in well manner. ASSISTANT PROFESSOR GROUP

TABLE 20										
Category	SA	А	Ν	DA	SDA	Total	Top 2 box Scores			
PA2_1	0.00	0.00	0.00	88.74	11.26	222	0.00			
PA2_2	0.00	8.56	12.16	79.28	0.00	222	8.56			
PA2_3	0.00	8.56	0.00	91.44	0.00	222	8.56			
PA2_4	0.00	8.56	0.00	91.44	0.00	222	8.56			
Mean Value							6.42			

The mean value of top two box scores suggests that the assistant professor group disagrees on statement: Performance Appraisal is conducted in well manner. MALE TEACHERS GROUP

TABLE 21											
Category	SA	А	Ν	DA	SDA	Total	Top 2 box Scores				
PA2_1	0.00	0.00	0.00	89.82	10.18	167	0.00				
PA2_2	0.00	9.58	11.38	79.04	0.00	167	9.58				
PA2_3	0.00	7.19	0.00	92.81	0.00	167	7.19				
PA2_4	0.00	7.19	0.00	92.81	0.00	167	7.19				
Mean Value							5.99				

The mean value of top two box scores suggests that the male teacher group disagrees on statement: Performance Appraisal is conducted in well manner. FEMALE TEACHERS GROUP

	TABLE 22											
Category	SA	А	N	DA	SDA	Total	Top 2 box Scores					
PA2_1	0.00	0.00	0.00	91.67	8.33	96	0.00					
PA2_2	0.00	8.33	11.46	80.21	0.00	96	8.33					
PA2_3	0.00	10.42	0.00	89.58	0.00	96	10.42					
PA2_4	0.00	10.42	0.00	89.58	0.00	96	10.42					
Mean Value							7.29					

The mean value of top two box scores suggests that the female teacher group disagrees on statement: Performance Appraisal is conducted in well manner.

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The data given below is of professors and associate professors.

-					r 1		TABLE 23			
Group Sta	atistics									
				Std. Devia-		Independ	lent Samples Test			
	Designation	N	Mean	tion				Levene's Test fo		t-test for Equality of
	Professor	11	2.0000	.00000				Variar	ices	Means
			2.0000					F	Sig.	Sig. (2-tailed)
PA2 AVG	Asso. Pro-	30	2.2083	.45996		PA2AVG	Equal variances as- sumed	8.789	.005	.144
	fessor					FAZAVG	Equal variances not as- sumed			.019

TADIE 33

As shown above, for all four statements the mean values against professor and associate professor can be considered to be low and at the same time as the overall mean value of professor group (2.00) is less than associate group (2.20), it can be said that professor group has little weak opinion than associate professor. The standard deviation values show that the two groups are quite far from each other on variance. The professor group has no standard deviation.

Under T-test, the sig. value (.005) in Levene's Test for Equality Variances is compared with significance level value.05. The value is less than.05 and so lower row sig. (2-tailed).019 is taken. Now as the value.019 is lower than value.05 so the hypothesis, Professor and associate professor do not differ in their opinion regarding the statement: Performance Appraisal is conducted in well manner, is rejected which means there is significant difference between opinion of professor group and associate group.

TABLE 24

The data given below is of professors and assistant professors.

Group Statistics Independent Samples Test Std. Devia-Designation Ν Mean Levene's Test for Equality of t-test for Equality of tion Variances Means 2.0000 Professor 11 .00000 Sig. Sig. (2-tailed) PA2 Equal variances as 6.322 013 257 Asstt. Professumed .38029 AVG 222 2.1306 PA2AVG sor Equal variances not as-000 sumed

As shown above, for all four statements the mean values against professor and assistant professor is low and at the same time as the overall mean value of professor (2.00) is less than assistant professor (2.13). It can be said that professor has little weak opinion than assistant professor. The standard deviation values for professor in 0.00 showing that there is no deviation. There is huge variance between the opinion of professor and assistant professor.

Under T-test, the sig. value (.013) in Levene's Test for Equality Variances is compared with significance level value.05. The value is less than.05 and so lower row sig. (2-tailed).000 is taken. Now as the value.000 is lower than value.05 so the hypothesis, Professor and assistant professor do not differ in their opinion regarding the statement: Performance Appraisal is conducted in well manner, is rejected which means there is significant difference between opinion of professor and assistant professor.

TABLE 25

The data given below is of associate professors and assistant professors.

Group	Statistics									
	Designation	Ν	Mean	Std. Devia-	In	ndepend	ent Samples Test			
				tion					or Equality of	t-test for Equality of
PA2	Asso Profes-	30	2.2083	.45996				Variances	1	Means
AVG	sor							F	Sig.	Sig. (2-tailed)
AVG	Asstt. Pro-	222	2.1306	.38029			Equal variances as- sumed	1.607	.206	.307
	fessor				P/	-	Equal variances not as- sumed			.382

As shown above, for all four statements the mean values against professor and assistant professor is low and at the same time as the overall mean value of associate professor (2.21) is more than assistant professor (2.13). It can be said that associate professor has little strong opinion than assistant professor. The standard deviation values.46 for associate professor and.38 for assistant professor can be said to be near thus very less variance.

Under T-test, both sig. (2-tailed) values.307 and .382 are greater than .05 thus the hypothesis, Associate professor and assistant professor do not differ in their opinion regarding the statement: Performance Appraisal is conducted in well manner, is accepted which means there is no significant difference between opinion of associate professor and assistant professor.

The data given below is of male and female teachers.

TABLE 26

						TABLE EU			
Group St	atistics								
	Gen-	Ν	Mean	Std. Devia-	Independ	ent Samples Test			
	der			tion			Levene's Test for	Equality of Vari-	t-test for Equality of
PA2	Male	167	2.1228	.33817			ances	-	Means
		-	-				F	Sig.	Sig. (2-tailed)
AVG	Fe- male	96	2.1536	.45214	PA2AVG	Equal variances as- sumed	5.210	.023	.530
					FAZAVG	Equal variances not as- sumed			.561

As shown above, for all four statements the mean values against male and female teachers can be considered to be low and at the same time as the mean value of male group and female group are very near suggesting that their opinion is almost similar. The standard deviation value shows that the two groups are having very less variance.

0.530 and 0.561, either of the p-value i.e. sig. (2-tailed) is greater than.05 and thus hypothesis, Male teacher and female teacher do not differ in their opinion regarding the statement: Performance Appraisal is conducted in well manner, is accepted which means there is no significant difference between opinion of male group and female group.

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Statement 3: Performance appraisal has elements of good performance appraisal

TABLE 27

PA3 Reliability Statistics Cronbach's Alpha .734 N of Items 4

The value here is 0.734 which shows that data stands good on reliability as it is greater than 0.70. The mean values of responses of all 263 respondents calculated by SPSS for each question of third statement are given below:

TABL	TABLE 28: RELIABILITY STATISTICS										
	Mean Std. Deviation N										
PA3_1	2.9430	.52475	263								
PA3_2	2.9430	.52475	263								
PA3_3	3.3004	.75985	263								
PA3_4	2.5323	.69753	263								
Overall	2.9297	0.62672	263								

The overall mean value i.e. 2.93 which is less than 3.39 and thus is low suggesting overall response disagreeing to the statement: Performance appraisal has elements of good performance appraisal. The standard deviation values suggest very less variance for each statement among the overall sample. **OVERALL**

	TABLE 29												
Category	SA	А	Ν	DA	SDA	Total	Top 2 box Scores						
PA3_1	0.00	11.03	72.24	16.73	0.00	263	11.03						
PA3_2	0.00	11.03	72.24	16.73	0.00	263	11.03						
PA3_3	0.00	48.29	33.46	18.25	0.00	263	48.29						
PA3_4	0.00	11.79	29.66	58.56	0.00	263	11.79						
Mean Valu	Mean Value												

The mean value of top two box scores suggests that the overall respondents as a group agree on statement: Performance appraisal has elements of good performance appraisal.

PROFESSOR GROUP

TABLE 30											
Category	SA	А	N	DA	SDA	Total	Top 2 box Scores				
PA3_1	0.00	0.00	100.00	0.00	0.00	11	0.00				
PA3_2	0.00	0.00	100.00	0.00	0.00	11	0.00				
PA3_3	0.00	0.00	100.00	0.00	0.00	11	0.00				
PA3_4	0.00	0.00	100.00	0.00	0.00	11	0.00				
Mean Value	0.00										

The mean value of top two box scores suggests that the professor group disagrees on statement: Performance appraisal has elements of good performance appraisal.

ASSOCIATE PROFESSOR GROUP

TABLE 31											
Category	SA	А	N	DA	SDA	Total	Top 2 box Scores				
PA3_1	0.00	16.67	66.67	16.67	0.00	30	16.67				
PA3_2	0.00	16.67	66.67	16.67	0.00	30	16.67				
PA3_3	0.00	56.67	26.67	16.67	0.00	30	56.67				
PA3_4	0.00	20.00	26.67	53.33	0.00	30	20.00				
Mean Value							27.50				

The mean value of top two box scores suggests that the associate professor group disagrees on statement: Performance appraisal has elements of good performance appraisal.

ASSISTANT PROFESSOR GROUP

TABLE 32											
Category	SA	А	Ν	DA	SDA	Total	Top 2 box Scores				
PA3_1	0.00	10.81	71.62	17.57	0.00	222	10.81				
PA3_2	0.00	10.81	71.62	17.57	0.00	222	10.81				
PA3_3	0.00	49.55	31.08	19.37	0.00	222	49.55				
PA3_4	0.00	11.26	26.58	62.16	0.00	222	11.26				
Mean Value							20.61				

The mean value of top two box scores suggests that the assistant professor group disagrees on statement: Performance appraisal has elements of good performance appraisal.

MALE TEACHERS GROUP

TABLE 33											
Category	SA	А	N	DA	SDA	Total	Top 2 box Scores				
PA3_1	0.00	10.18	73.05	16.77	0.00	167	10.18				
PA3_2	0.00	10.18	73.05	16.77	0.00	167	10.18				
PA3_3	0.00	48.50	32.93	18.56	0.00	167	48.50				
PA3_4	0.00	12.57	29.34	58.08	0.00	167	12.57				
Mean Value 20.36											

The mean value of top two box scores suggests that the male teacher group disagrees on statement: Performance appraisal has elements of good performance appraisal.

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FEMALE TEACHERS GROUP

TABLE 34										
Category	SA	А	Ν	DA	SDA	Total	Top 2 box Scores			
PA3_1	0.00	12.50	70.83	16.67	0.00	96	12.50			
PA3_2	0.00	12.50	70.83	16.67	0.00	96	12.50			
PA3_3	0.00	47.92	34.38	17.71	0.00	96	47.92			
PA3_4	0.00	10.42	30.21	59.38	0.00	96	10.42			
Mean Value 20.84										

The mean value of top two box scores suggests that the female teacher group disagrees on statement: Performance appraisal has elements of good performance appraisal.

The data given below is of professors and associate professors.

TΑ	BL	E	35	

Group Sta	atistics								
	Designation N Maan Std. Devia		Std. Devia-	Independ	lent Samples Test				
	Designation	N	Mean	tion			Levene's Test for Equality of		t-test for Equality of
	Professor	11	3.0000	.00000			Variand	es	Means
	110103501		5.0000				F	Sig.	Sig. (2-tailed)
PA3 AVG	Asso. Pro-	30	3.0167	.49101	PA3AVG	Equal variances as- sumed	19.659	.000	.912
	fessor				PASAVG	Equal variances not as- sumed			.854

The mean value can be said to be low. The mean value of professor group (3.00) is almost equal to that of associate professor group (3.02) meaning by there is almost equal opinion of both. There is no deviation in professor opinion and there is large variance between the opinion of professor and associate professor. 0.912 and 0.854, both the p-value i.e. sig. (2-tailed) is greater than significance level value i.e. .05 so the hypothesis, Professor and associate professor do not differ in their opinion regarding the statement: Performance appraisal has elements of good performance appraisal, is accepted which means there is no significant difference between opinion of professor group and associate group.

The data given below is of professors and assistant professors.

TABLE 36

Group Sta	atistics								
	Designation N Mean Std. Devia-		Indepen	dent Samples Test	-				
	Designation	IN	wear	tion				Equality of	t-test for Equality of
	Professor	11	3.0000	.00000			Variances	1	Means
							F	Sig.	Sig. (2-tailed)
PA3 AVG	Asstt. Profes-	222	2.9144	.48273	PA3	Equal variances as- sumed	12.678	.000	.558
	sor				AVG	Equal variances not as- sumed			.009

As shown above, for all four statements the mean values against professor and assistant professor are low. The mean value of professor (3.00) and assistant professor (2.91) is almost equal which means both have almost equal opinion. There is no deviation against professor group. The variance of opinion between professor and assistant professor is large.

The sig. value i.e. .000 is less than significance level value i.e. .05 and thus the lower sig. (2-tailed) value i.e. .009 is to taken to test the hypothesis. As this value i.e. 0.009 is less than.05 so the hypothesis, Professor and assistant professor do not differ in their opinion regarding the statement: Performance appraisal has elements of good performance appraisal, is rejected which means there is significant difference between opinion of professor and assistant professor.

The data given below is of associate professors and assistant professors.

TABLE 37

Group St	atistics										
	Designation	Ν	Mean	Std. Devia-	Indepen	dent San	nples Test				
				tion						for Equality of	t-test for Equality of
PA3	Asso Profes-	30	3.0167	.49101					Varia	nces	Means
-			5.0107	145101					F	Sig.	Sig. (2-tailed)
AVG	sor				PA3	Egual	variances	as-	.342	.559	.278
	Asstt. Profes-	222	2.9144	.48273	AVG	sumed					
	sor					Equal v	ariances no	t as-			.290
						sumed					

As shown above, for all four statements the mean values against associate professor and assistant professor can be considered to be low and at the same time as the mean value of associate professor (3.02) is slightly more than assistant professor (2.91). It can be said that associate professor has slightly strong opinion than assistant professor. The overall standard deviation value shows that the two groups are near to each other on variance.

Either of the p-value.278 and.290 is greater than.05 and thus hypothesis, Associate professor and assistant professor do not differ in their opinion regarding the statement: Performance appraisal has elements of good performance appraisal, is accepted which means there is no significant difference between opinion of associate professor and assistant professor.

The data given below is of male and female teachers.

TABLE 38

Group Sta	Group Statistics Ind					Independ	Independent Samples Test					
	Gen-	N	Mean	Std. Devia-				Levene's Test for E	quality of Vari-	t-test for Equality	of	
	der	IN	wear	tion				ance	S	Means		
	Fe-							F	Sig.	Sig. (2-tailed)		
PA3	male	96	2.5104	.68048			Equal variances assumed		.005	.946		
AVG	Male	167	2.9281	.42785		AVG	Equal variances not as- sumed			.949		

As shown above, for all four statements the mean values against male and female teachers can be considered to be low and at the same time as the mean value of male group and female group is 2.93 meaning by their opinion is similar. The standard deviation value shows that the two groups are near to each other on variance.

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Either of the p-value 0.946 and 0.949 is greater than.05 and thus hypothesis, Male teacher and female teacher do not differ in their opinion regarding the statement: Performance appraisal has elements of good performance appraisal, is accepted which means there is no significant difference between opinion of male group and female group.

Statement 4: Performance appraisal result is properly utilized

 TABLE 39

 PA4
 Reliability Statistics
 Cronbach's Alpha
 .862
 N of Items
 4

 The value here is 0.862 which shows that data stands good on reliability as it is greater than 0.70.

The mean values of responses of all 263 respondents calculated by SPSS for each question of fourth statement are given below:

	TABLE 40											
Reliabilit	Reliability Statistics											
	Mean Std. Deviation N											
PA4_1	2.1065	.44985	263									
PA4_2	2.1369	.50597	263									
PA4_3	2.1369	.50597	263									
PA4_4	2.0000	.00000	263									
Overall	2.0951	0.36545	263									

The overall mean value i.e. 2.10 which is less than 3.39 and thus is low suggesting overall response disagreeing to the statement: Performance appraisal result is properly utilized. The standard deviation values suggest very less variance for each statement among the overall sample. **OVERALL**

	TABLE 41												
Category	SA	А	Ν	DA	SDA	Total	Top 2 box Scores						
PA1_1	0.00	5.32	0.00	94.68	0.00	263	5.32						
PA1_2	0.00	6.84	0.00	93.16	0.00	263	6.84						
PA1_3	0.00	6.84	0.00	93.16	0.00	263	6.84						
PA1_4	0.00	0.00	0.00	100.00	0.00	263	0.00						
Mean Valu	4.75												

The mean value of top two box scores suggests that the overall respondents as a group disagree on statement: Performance appraisal result is properly utilized. **PROFESSOR GROUP**

TABLE 42											
Category	SA	А	Ν	DA	SDA	Total	Top 2 box Scores				
PA4_1	0.00	0.00	0.00	100.00	0.00	11	0.00				
PA4_2	0.00	0.00	0.00	100.00	0.00	11	0.00				
PA4_3	0.00	0.00	0.00	100.00	0.00	11	0.00				
PA4_4	PA4_4 0.00 0.00 0.00 100.00 11										
Mean Valu	0.00										

The mean value of top two box scores suggests that the professor group disagrees on statement: Performance appraisal result is properly utilized. **ASSOCIATE PROFESSOR GROUP**

TABLE 43											
Category	SA	А	Ν	DA	SDA	Total	Top 2 box Scores				
PA4_1	0.00	10.00	0.00	90.00	0.00	30	10.00				
PA4_2	0.00	10.00	0.00	90.00	0.00	30	10.00				
PA4_3	0.00	10.00	0.00	90.00	0.00	30	10.00				
PA4_4	0.00										
Mean Valu	7.5										

The mean value of top two box scores suggests that the associate professor group disagrees on statement: Performance appraisal result is properly utilized. ASSISTANT PROFESSOR GROUP

TABLE 44											
Category	SA	А	N	DA	SDA	Total	Top 2 box Scores				
PA4_1	0.00	4.95	0.00	95.05	0.00	222	4.95				
PA4_2	0.00	6.76	0.00	93.24	0.00	222	6.76				
PA4_3	0.00	6.76	0.00	93.24	0.00	222	6.76				
PA4_4	0.00	0.00	0.00	100.00	0.00	222	0.00				
Mean Valu	4.61										

The mean value of top two box scores suggests that the assistant professor group disagrees on statement: Performance appraisal result is properly utilized. **MALE TEACHERS GROUP**

TABLE 45												
Category	SA	А	Ν	DA	SDA	Total	Top 2 box Scores					
PA4_1	0.00	5.99	0.00	94.01	0.00	167	5.99					
PA4_2	0.00	7.19	0.00	92.81	0.00	167	7.19					
PA4_3	0.00	7.19	0.00	92.81	0.00	167	7.19					
PA4_4	0.00	0.00	0.00	100.00	0.00	167	0.00					
Mean Valu	5.09											

The mean value of top two box scores suggests that the male teacher group disagrees on statement: Performance appraisal result is properly utilized.

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FEMALE TEACHERS GROUP

TABLE 46

TABLE 40										
Category	SA	А	Ν	DA	SDA	Total	Top 2 box Scores			
PA4_1	0.00	4.17	0.00	95.83	0.00	96	4.17			
PA4_2	0.00	6.25	0.00	93.75	0.00	96	6.25			
PA4_3	0.00	6.25	0.00	93.75	0.00	96	6.25			
PA4_4	0.00	0.00	0.00	100.00	0.00	96	0.00			
Mean Valu	Mean Value									

The mean value of top two box scores suggests that the female teacher group disagrees on statement: Performance appraisal result is properly utilized. The data given below is of <u>professors and associate professors</u>.

Group Statistics										
	Designation	Ν	Mean	Std. Devia	-	Independ	lent Samples Test			
	_			tion				Levene's Test for E	Equality of Vari-	t-test for Equality of
PA4	Professor	11	2.0000	00000		11		ances		Means
								F	Sig.	Sig. (2-tailed)
AVG	Asso. Profes-	30	2.2000	.61026		PA4	Equal variances assumed	5.886	.020	.288
	sor					AVG	Equal variances not as-			.083
							sumed			

TABLE 47

As shown above, for all four statements the mean values against professor and associate professor can be considered to be low and at the same time as the mean value of professor group (2.00) is slightly less than associate group (2.20), it can be said that professor group has little weak opinion than associate professor. There is no deviation against professors' opinion. The standard deviation values show great variance between the two group opinions.

The sig. value (.020) in Levene's Test for Equality Variances is less than the value 0.05 so the lower row significance value i.e.0.083 taken which is still greater than 0.05 so the hypothesis, Professor and associate professor do not differ in their opinion regarding the statement: Performance appraisal result is properly utilized, is accepted which means there is no significant difference between opinion of professor group and associate group.

The data given below is of professors and assistant professors.

TABLE 48

Group Sta	tistics											
	Designation	Ν	Mean	Std. Devia-		Independent Samples Test						
				tion						t-test for Equality of		
PA4	Professor	11	2.0000	.00000				ances	-	Means		
								F	Sig.	Sig. (2-tailed)		
AVG	Asstt. Profes-	222	2.1171	0.46907	0.46907 F		PA4		Equal variances assumed	3.541	.061	.382
	sor						Equal variances not as- sumed			.000		

As shown above, for all four statements the mean values against professor and assistant professor can be considered to be low and at the same time as the mean value of professor (2.00) is less than assistant professor (2.12). It can be said that professor has little less opinion than assistant professor. The standard deviation values show that the two groups are far away on variance.

As the sig. value.061 is greater than.05 so the upper row p-value is to be taken. The upper row p-value.382 is greater than.05 and thus hypothesis, Professor and assistant professor do not differ in their opinion regarding the statement: Performance appraisal result is properly utilized, is accepted which means there is no significant difference between opinion of professor and assistant professor.

The data given below is of associate professors and assistant professors.

TABLE 49

Group Statistics													
	Designation	Ν	Mean	Std. Devia-		Independ	ndependent Samples Test						
	-			tion				Levene's Test for I	Equality of Vari-	t-test for Equality of			
PA4	Asso Profes-	30	2.1500	.45769				ances		Means			
		30	2.1300	.45705				F	Sig.	Sig. (2-tailed)			
AVG	sor					PA4AVG	Equal variances assumed	2.615	.107	.415			
	Asstt. Profes-	222	2.1261	.48611			Equal variances not as-			.511			
	sor						sumed						

As shown above, for all four statements the mean values against associate professor and assistant professor can be considered to be low and at the same time as the mean value of associate professor (2.15) is little more than assistant professor (2.12). It can be said that associate professor has little strong opinion than assistant professor. The standard deviation value shows that the two groups are near to each other on variance.

Either of the p-value.415 and.511 is greater than.05 and thus hypothesis, Associate professor and assistant professor do not differ in their opinion regarding the statement: Performance appraisal result is properly utilized, is accepted which means there is no significant difference between opinion of associate professor and assistant professor.

The data given below is of male and female teachers.

TABLE 50

Group St	atistics											
	Gen-	Ν	Mean	Std.	Devia-	Independ	ent Samples Test					
	der			tion					r Equality of Vari-		Equality	of
PA4	Male	167	2.1317	.49701				an	ces	Means		
AVG	mare	107	2.1017	.45701				F	Sig.	Sig. (2-tailed)		
AVG	Female	96	2.1041	.44421		PA4AVG	Equal variances assumed	.687	.408	.686		
							Equal variances not as-			.677		
							sumed					

As shown above, for all four statements the mean values against male and female teachers can be considered to be low and at the same time as the mean value of male group (2.13) is little more than female group (2.10). It can be said that male group has little strong opinion than female group. The standard deviation value shows that the two groups are almost near to each other on variance.

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Either of the p-value i.e. .686 and .677 is greater than .05 and thus hypothesis, Male teacher and female teacher do not differ in their opinion regarding the statement: Performance appraisal result is properly utilized, is accepted which means there is no significant difference between opinion of male group and female group.

6. DISCUSSION

This study was made to known the variance of opinion between the different groups of teachers in engineering colleges. These groups were divided into two categories namely, designation wise (professor, associate professor and assistant professor) and gender wise (male teachers and female teachers). The opinion was asked for various aspects of performance appraisal practices in their colleges. First of all, the reliability of data was checked by taking Cronbach's Alpha value. Later, the mean value and standard deviation was calculated. Further, to test the hypotheses, t-test were conducted. All these calculations are made through SPSS 24 version. Following are the category wise conclusions:

Data of all the groups (16) were found to be reliable as their values are more than 7.0.

Between Professor Group and Associate Professor Group

For PA1: The mean values are high. The professor group has little weak opinion than associate professor. The standard deviation values show that the two groups are near to each other on variance. The hypothesis, Professor and associate professor do not differ in their opinion regarding the statement: Performance Appraisal results in various benefits, is accepted.

As shown above, for all four statements the mean values against male and female teachers can be considered to be low and at the same time as the mean value of male group (2.13) is little more than female group (2.10). It can be said that male group has little strong opinion than female group. The standard deviation value shows that the two groups are almost near to each other on variance.

Either of the p-values i.e. value.686 and.677 is greater than.05 and thus hypothesis, Male teacher and female teacher do not differ in their opinion regarding the statement: Performance appraisal result is properly utilized, is accepted which means there is no significant difference between opinion of male group and female group.

7. CONCLUSIONS

This study was made to known the variance of opinion between the different groups of teachers in engineering colleges. These groups were divided into two categories namely, designation wise (professor, associate professor and assistant professor) and gender wise (male teachers and female teachers). The opinion was asked for various aspects of performance appraisal practices in their colleges. First of all, the reliability of data was checked by taking Cronbach's Alpha value. Later, the mean value and standard deviation was calculated. Further, to test the hypotheses, t-test were conducted. All these calculations are made through SPSS 24 version. Following are the category wise conclusions:

Data of all the groups (16) were found to be reliable as their values are more than 7.0.

Between Professor Group and Associate Professor Group

For PA1: The mean values are high. The professor group has little weak opinion than associate professor. The standard deviation values show that the two groups are near to each other on variance. The hypothesis, Professor and associate professor do not differ in their opinion regarding the statement: Performance Appraisal results in various benefits, is accepted.

For PA2: The mean values re low. The professor group has little weak opinion than associate professor. The standard deviation value shows that the two groups are quite far to each other on variance. The hypothesis, Professor and associate professor do not differ in their opinion regarding the statement: Performance Appraisal is conducted in well manner, is rejected.

For PA3: The mean values are low. The professor and associate professor are almost equal in opinion. The standard deviation value shows that the two groups are quite far to each other on variance. The hypothesis, Professor and associate professor do not differ in their opinion regarding the statement: Performance appraisal has elements of good performance appraisal, is accepted which means there is no significant difference between opinion of professor group and associate group. For PA4: The mean values are low. The professors' opinion is little weak than associate professor. The standard deviation value shows that the two groups are quite far to each other on variance. The hypothesis, Professor and associate professor do not differ in their opinion regarding the statement: Performance appraisal result is properly utilized, is accepted which means there is no significant difference between opinion regarding the statement: Performance appraisal result is properly utilized, is accepted which means there is no significant difference between opinion regarding the statement: Performance appraisal result is properly utilized, is accepted which means there is no significant difference between opinion of professor group and associate professor group. Between Professor Group and Assistant Professor Group

For PA1: The mean values are high. The professor has little strong opinion than assistant professor. The standard deviation value shows that the two groups' opinions are near to each other on variance. The hypothesis, Professor and assistant professor do not differ in their opinion regarding the statement: Performance Appraisal results in various benefits, is accepted which means there is no significant difference between opinion of professor and assistant professor.

For PA2: The mean values are low. The professor has little weak opinion than assistant professor. The standard deviation value shows that the two groups' opinions are quite far to each other on variance. The hypothesis, Professor and assistant professor do not differ in their opinion regarding the statement: Performance Appraisal is conducted in well manner, is rejected which means there is significant difference between opinion of professor and assistant professor.

For PA3: The mean values are low. The professor and assistant professor opinions are almost same. The standard deviation value shows that the two groups' opinions are quite far to each other on variance. The hypothesis, Professor and assistant professor do not differ in their opinion regarding the statement: Performance appraisal has elements of good performance appraisal, is rejected which means there is significant difference between opinion of professor and assistant professor.

For PA4: The mean values are low. The professor has little weak opinion than assistant professor. The standard deviation value shows that the two groups' opinions are quite far away from each other on variance. The hypothesis, Professor and assistant professor do not differ in their opinion regarding the statement: Performance appraisal result is properly utilized, is accepted which means there is no significant difference between opinion of professor and assistant professor. Between Associate Professor Group and Assistant Professor Group

For PA1: The mean values are high. The associate professor has little strong opinion than assistant professor. The standard deviation value shows that the two groups' opinions are near to each other on variance. The hypothesis, Associate professor and assistant professor do not differ in their opinion regarding the statement: Performance Appraisal results in various benefits, is accepted which means there is no significant difference between opinion of associate professor and assistant professor.

For PA2: The mean values are low. The associate professor has little strong opinion than assistant professor. The standard deviation value shows that the two groups' opinions are near to each other on variance. The hypothesis, Associate professor and assistant professor do not differ in their opinion regarding the statement: Performance Appraisal is conducted in well manner, is accepted which means there is no significant difference between opinion of associate professor and assistant professor.

For PA3: The mean values are low. The associate professor has little strong opinion than assistant professor. The standard deviation value shows that the two groups' opinions are near to each other on variance. The hypothesis, Associate professor and assistant professor do not differ in their opinion regarding the statement: Performance appraisal has elements of good performance appraisal, is accepted which means there is no significant difference between opinion of associate professor and assistant professor.

For PA4: The mean values are low. The associate professor has little strong opinion than assistant professor. The standard deviation value shows that the two groups' opinions are near to each other on variance. The hypothesis, Associate professor and assistant professor do not differ in their opinion regarding the statement: Performance appraisal result is properly utilized, is accepted which means there is no significant difference between opinion of associate professor and assistant professor.

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Between Male Teachers Group and Female Teachers Group

For PA1: The mean values are high. The opinion of male and female teachers is almost equal. The standard deviation value shows that the two groups' opinions are near to each other on variance. The hypothesis, Male teacher and female teacher do not differ in their opinion regarding the statement: Performance Appraisal results in various benefits, is accepted which means there is no significant difference between opinion of male group and female group.

For PA2: The mean values are low. The male and female teacher's opinion are almost similar. The standard deviation value shows that the two groups' opinions are near to each other on variance. The hypothesis, Male teacher and female teacher do not differ in their opinion regarding the statement: Performance Appraisal is conducted in well manner, is accepted which means there is no significant difference between opinion of male group and female group.

For PA3: The mean values are low. The male group and female group opinions are similar. The standard deviation value shows that the two groups' opinions are near to each other on variance. The hypothesis, Male teacher and female teacher do not differ in their opinion regarding the statement: Performance appraisal has elements of good performance appraisal, is accepted which means there is no significant difference between opinion of male group and female group.

For PA4: The mean values are low. The male teachers' opinion is slightly strong than female teachers'. The standard deviation value shows that the two groups' opinions are near to each other on variance. The hypothesis, Male teacher and female teacher do not differ in their opinion regarding the statement: Performance appraisal result is properly utilized, is accepted which means there is no significant difference between opinion of male group and female group.

8. FUTURE

With reference to this paper there can be future study on training & development aspect of faculty members in same pattern and also study can be on knowledge management.

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