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The Impact of EPMS (Employee Performance Management System) on Knowledge Management in Academicians of Saudi Arabian Education Sector

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Abstract: The current study is aim to explore the relationship between the Employee performance management system and knowledge management practices in academicians of Saudi Arabian Education sector. Using of EPMS is become cotemporary tool in Saudi education system however use of EPMS effects on employees' Knowledge management practices is still sparse yet. In the light, this current study entails to highlights issues related knowledge management and employees performance. The data were collected from the academician of Saudi Arabian education sector by applying cross sectional data sampling technique. The results were drawn by utilization of PLS-SEM technique. The findings of study concluded that there is consistent and significant relationship between dimension of knowledge management and EPMS. In the last limitations and future recommendations is drawn.

Keywords: EPMS, Knowledge management, Kingdom of Saudi Arabia, Academicians

INTRODUCTION

Employee Performance Management (EPMS) is strategically a continuous procedure of recognizing, measuring and building up the performance of employees, teams and in addition adjusting individual's performance to the key objectives of the organization [1]. This definition proposes a connection between Employee Performance Management and therefore, Human Resources Management (HRM).

The utilization Employee Performance Management recommends the arrangement of human resource management apparatuses and strategies to augment current, and additionally future, employee performance. However, it is supposed to influence organization's worker performance over the long period [47]. Customary, performance in the universities incorporates graduation rates and degree types, and the faculty-to-student proportion and publications [2].

Pursuits of development in research and teaching can be highlighted critically by performance components at higher organization level. This is well recognized that academic personnel-based criteria considered being the fundamental criteria to measure the academic performance [3]. Studies in higher education [4, 5] from the management point of view [6] contended that the procedures and objectives of management in higher education would not be the same as in the private-institute. It appears that mainly the research on Employee Performance Management is carried out on the premise of a resource-based approach [7], and it is suggested that to probe the adoption of Employee Performance Management, practices, strategies; thusly; the resource-based view (RBV) can be used, it will be helpful in positing the basis of the present research. Based on the research background examined so for, the subsequent areas exhibit the problem statement, the study questions and the objectives and the hypotheses that would be tested.

In government's drive to enhance the higher education in the Saudi Arabia, the Ministry of Higher Education plans to design initiative that require the incorporation of ICT to accomplish effectiveness and efficiency crosswise over Saudi Universities. One such proposal is in sharing information across the faculty individuals of Saudi Universities' [8] In perspective of the government's attempts to extend the higher education; the researchers feel that it is essential to recognize the means and ways to deal with their employees' performance to encourage the initiatives of government. Consequently, it is contended that the acknowledgment of this effort depends on the academic staff performance management [9].

Accordingly, there are numerous scholarly reviews that express the significance of academic faculty performance management [10-13]. Although that was the case, the practices; in Saudi Arabia's background there are no clear publications' in that area. Furthermore, Asif and Searcy [14] pointed out that the

universities in Saudi Arabia showed low performance as far as the efforts to enhance their academic work force performance. In addition, these universities don't have the systems to manage the performance of staff. Consequently, this research is indented to concentrate on academic faculty performance.

LITERATURE REVIEW

In brief, Employee Performance Management is concerning with the development of a common vision to accomplish the objectives of organization, likewise to efficiently address the problem of staff knowledge towards commitments to the organization and in this manner to improve and manage the individual's performance of both at the personal and the organization levels' [15].The dimensions' and extension of worker's performance system has changed from the single mode of human resource practice to multiple functional human resources that are being helpful for organizations to review workers and improve their competency, enhancing individual's performance and disperse ruminations' accordingly [1, 15]. These systems had changed over into a more planned and incorporated procedures, over the past two decades [1].

Supporters of Employee Performance Management recommend that this vital and incorporated approach is essential to attain a sustained organizational achievement and to develop the capacities of individual further [1, 16, 17]. Extensive and broaden pattern has been seen in present day Human Resources exercises as clarified by Bach [16]. Vertical fit also known as strategic fit, is wanted among the human resource management exercises, particularly performance assessment practice is required in the organization to accomplish its objectives timely.

Corporate aims ought to be connected to the performance of every individual of the organization to guarantee their contribution and every employee's role to increase vital objectives for all main stakeholders, for example, organizational prerequisites and staff [18]. Institutional employees and leaders for the most part have certain vulnerabilities towards Employee Performance Management in higher education [20]. Even though numerous researchers perceived the different advantages in performance relevance field, for example, benefits related with it, correspondence among partners, documentation and objective settings. There are different questions in real advantages of Employee Performance Management in higher educational institutions and related organizational setup. In higher educational organizations, it is observed that the advantages and rewards of Employee Performance Management are gaudy as expressed by researchers Longenecker and Nykodym, [21].

Moreover, researchers', for example, Nickols [19] suggested that "the characteristic Employee Performance Management in higher education framework expended a ton of energy and time, demotivates individuals, damage the trust and teamwork, depression and affront to damage, it conveys minimal self-evident at great value" (p. 13).

Oberg [22], specified a few deficiencies that are frequent in the use of Employee Performance Management in higher education, for example, the staff expect excessively from bosses, the evaluation is not fair enough, absence of communication, higher negative rating contrasted with positive because of superior biasness, staff's feelings are demoralized, organizational standards surpassed by individual issues, assistance and training lacking Bretz, Milkovich, and Read [23] expressed that the evaluation procedure of organization are debilitate by the practices of the organization.As matter of fact, timeless appraisal preparing, involvement of untrained supervisor's in appraisal process, employee's role in performance appraisal process may be overlooked and vital data for appraisal is absent by individuals, associates, seniors and youngsters, and the absence of responsibility. The idea of these experimental researches demonstrates the reflection of worldwide performance management framework. Researches related to the system of performance management of western nations which can be summed up to alternate locales are lacking. The researchers had faced complex circumstances, while considering the specimen taking from international sample and international context.

Knowledge Management

This is contended to be imperative for knowledge employees or potentially experts, for example, the ones in the consultancy area, where a specific group of knowledge is required to achieve work errands [24, 25]. Moreover, it is claimed that the knowledge/abilities required consistent replacement, because of the changing conditions of workplace and market needs [26, 27]. Besides, new groups and skills of knowledge may be included based on the developments of work.

Moreover, knowledge acquired from different employees is contended to be fundamental to improve individual's knowledge and to reinforce employees and organizational performance [28, 29]. The nature of knowledge work requires social structures and networking to encourage finding and securing knowledge with a specific end goal to tackle issues [30] and to improve the knowledge body required for achieving the required tasks [26]. Besides, utilizing individual employee knowledge for business profitability is considered by scholars as crucial, because it isn't sufficient to enhance employee's

knowledge, yet operationalizing (applying) this knowledge energetically is considerably more imperative [31].

Then again, encouraging individuals to secure organizational knowledge through codifying their own knowledge or to impart it to others, so their own knowledge will be maintained inside the organization in the case that if they leave, must think about the power associations inside the organization [32]. Furthermore, building core competencies/skills is considered as an objective for knowledge management particularly when knowledge is perceived as a capacity for impacting employee performance [31]. For Blackler [34], in expert-dependent organizations', core competencies are particularly essential. Building a typical, EPMS (Employee performance management system) which could esteem different knowledge management practices, for example, knowledge sharing, are helpful [33].

Hislop [33] pointed out that HR practices, for example, performance evaluation can be supported by the knowledge management exercises, for example, the usage of knowledge. For the increasing returns as opposed to traditional resources that are characterized with the diminished return applicable knowledge is claimed to be a resource [35]. Moreover, protecting knowledge is viewed by a few scholars as critical, for knowledge is being valued by a few authors as a resource and as any resource it needs safety [35]. In fact, knowledge protection is characterized by a few scholars as one of the objectives of knowledge management frameworks to effect by EPMS (Employee performance management system) [36]. On the other hand, a few scholars contend that the speed at which the knowledge is generated, and the dynamic work showcase make safety unpredictable and the continuous knowledge generation is the only solution [37] which can be achieved by the effectiveness of EPMS (Employee performance management system).

To add to the criteria specified before, information technology such as EPMS (Employee performance management system) assumes a part in protecting and scattering knowledge inside an organization [38-40]. EPMS (Employee performance management system), for example, databases to recover information and the commitment to the information technology inside organizations.

In the literature, there is a basic debate concerning group and EPMS (Employee performance management system) and the part of different knowledge management exercises in fortifying each. Furthermore, depending on the type of performance being stressed, a few knowledge management practices can be thrived and sponsored as opposed to others.

H1; There is relationship between knowledge management (Content, ease of use, personalization and community) and EPMS (Employee performance management system)

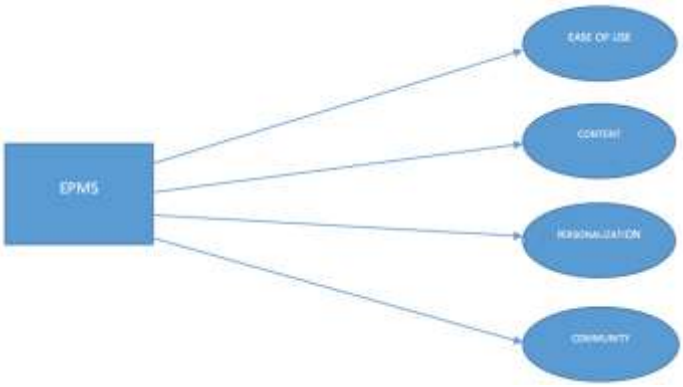

Fig-1: Theoretical framework (EPMS and knowledge management dimensions)

METHODOLOGY

In relation to this, the population of this study is from the higher educational institutes among the four Saudi Arabia's states. Therefore, keeping in mind the end goal to encourage the ease of information accumulation, the stratified purposive sampling technique was used upon in four states in the central of Saudi Arabia. Whereby, these states were chosen for the reason to study population.The chosen states were Majmaah, Shaqra and Qassim, Riyadh were the location for four universities'. Coherently, the faculty members from these states were chosen as the targeted population of that study as delineated in An aggregated 496 academic staff from the universities in the 4 states took part this research.

The focus of that research was on different aspects of individual performance management. The aspects of Employee Performance Management that were the fundamental asset of attention are how much workers see the internal consistency of the framework; the degree to which workers can perceive how worker's objectives fit in with organizational aims and

arrangements; the reported academic unit control rigidity and the effectiveness of communication.

The present efforts adopted Decramer, Smolders and Vanderstraeten's [13] scaling system of measure to tap Employee Performance Management by using twelve item scale. These items incorporate 5-point semantic differential scale and a nonpartisan reaction for the central point, showing the level of understanding i.e., strongly disagree, disagree, neutral, agree and strongly agree (See Appendix Aon page 194). The knowledge management measurement id developed by [41] with 16 items with four dimensions (Content, ease of use, personalization and community), Likert five scale, which is utilized in the current research.
Results

RESULTS

Demographic Profile

In a research survey, personal characteristics of respondents have a very significant role to play in expressing and giving feedback or perception of a study. A total of 451 respondents participated in this study and their demographic distribution is shown in from the total respondents, overwhelming majority who participated in this study were males (82.7%) compared to females (17.3%). Those aged 40-50 years old obtained the highest incidences (49.2%) followed by those aged younger than 40 years (26.8%) and older than 50 years (23.9%). Master holders were the highest followed by PhD (42.1%) and degree (11.5%). In terms of experience, those with experience between 20-25 years were the highest (27.7%), followed by those with 15-20 years (26.4%), 10-15 years (17.3%) and others. For the field of study, the highest participants' education by 46.8%, followed by science (29.7%) and others. For the departments, the highest participants were mathematic (9.8%), followed by physics (9.1%), psychology and biology (6%) and others, as shown in Table 4.5.

Measurement Model

To put the hypothesis to the empirical tests, first the validity of model was ensured by applying two – step Structure Equational Modeling (SEM), confirming to the recommendation by Anderson and Gerbing (1988). Pursuing the recommendations, the author first assessed the internal reliability through the means of convergent validity and discriminant validity of the constructs used in the study. The results of the convergent validity and discriminant validity are shown in table 1 and table 2 in the respective order. These findings of measurement models permit to proceed for further examination.

Table-1: Table of Factor loadings, validity and reliability

Latent Variable	Items	loadings	Average	Composite Reliability
EPMS	EP1	0.5680	0.5657	0.9056
	EP10	0.7652		
	EP11	0.7178		
	EP12	0.6075		
	EP2	0.5507		
	EP3	0.5814		
	EP4	0.8880		
	EP5	0.7827		
	EP6	0.7516		
	EP7	0.4987		
	EP8	0.5503		
	EP9	0.7720		
Knowledge Management Dimensions				
Content	CI1	0.8587	0.7354	0.9174
	CI2	0.8720		
	CI3	0.8742		
	CI4	0.8243		
Ease of use	EU1	0.5983	0.5669	0.8315
	EU2	0.5084		
	EU3	0.9214		
	EU4	0.8956		
Personalization	PI1	0.8402	0.6299	0.8712
	PI2	0.8657		
	PI3	0.7076		
	PI4	0.7506		
Community	CM1	0.8526	0.7650	0.9287
	CM2	0.8866		

* CI: Content, EU: Ease of Use, PI: Personalization and CM: Community, EPMS: Employee Performance Management System

Measurement Model

The prescribed cross loading and composite reliability value is 0.70 = 70 percent or above. While the average variance extracted (AVE) is recommended to be above 0.50 = 50 percent (Bagozzi et al., 1991). Further, to determine discriminant validity of the constructs, it is recommended that the shared AVE between each construct and its items must be higher than the AVE between the constructs and other constructs included in an instrument (Fornell & Larcker, 1981). The Table 1 presents the AVE values derived are above the recommended threshold, 0.50 = 50 percent (Bagozzi et al., 1991; Chi, 1998**).**

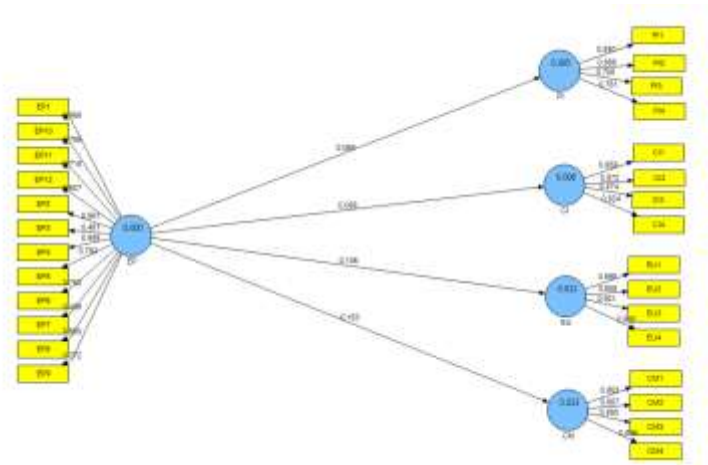

Fig-2: Measurement Model

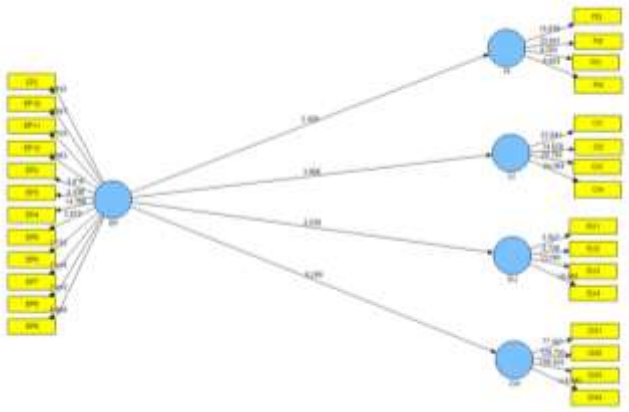

Fig-3: Structural Model

Table-2: Table of Results

	Beta Coefficient	**Sample Mean (M)**	**(STDEV)**	**(STERR)**	**T Statistics**	**Decision**
EP -> CI	0.0880	0.0953	0.0222	0.0222	3.9562	Supported
EP -> CM	0.1529	0.1491	0.0185	0.0185	8.2890	Supported
EP -> EU	0.1054	0.1279	0.0415	0.0415	2.5394	Supported
EP -> PI	0.0692	0.0848	0.0285	0.0285	2.4261	Supported

* CI: Content, EU: Ease of Use, PI: Personalization and CM: Community, EPMS: Employee Performance Management System

Structural Model

Structural Equational Model (Ringle et al., 2005) results followed the validity tests, as shown in Table 3 and Figure 2. Table 3 explains the relationship between Content of knowledge management and EPMS (b=0.0880; 0.00). The above mentioned table explain that, the relationship between the community and organization performance were significant (b=0.1529; 0.00). The values in the table show that there is significant relationship between ease of use of knowledge management and EPMS (b=0.1054; 0.0623). In the last personalization of knowledge management is

proven significant relationship with EPMS (b=0.0692; 0.00).

DISCUSSIONS AND FINDINGS

Researchers are keen about performance management of staff have attested that creating vital and incorporated methodologies are basic in that manner. In that, they can assist and encourage individuals to concentrate on an extensive variety of practices and employees' prospects to enable them to amplify their performance abilities both independently and in addition in groups [16, 17]. This refinement has given more extensive prospects to Human Resource Management and related practices [16]. In addition, the vital connection between EPMS and Knowledge management exercises along with the organizational procedure, that has resulted into a vertical or as it were, strategic fit. In that, organizations these days require adjusting every individual worker's performance and appraisal prospects with more extensive corporate objectives to determine that they are in consonance with organizational objectives [18]. Moreover, scholars have likewise noticed the importance of interlacing practices of HRM [42, 43]. Similarly, Story and Sisson [44] have recommended incorporated goal setting and assessment in the system to improve the performance and organizational objectives [1, 45] which convincingly points out the consistency and presence of Employee Performance Management. While the level of fulfillment, it is discovered that all the staff that were interviewed has high respects in connection to fulfillment in all the chosen higher educational institutes for this research, and there were no complaints from the members regarding benefits and other services got from the higher institutions.

CONCLUSIONS

Specifically, a great deal of accentuation has been made towards EPMS (Employee performance management system) yet still; in greater part of occupational settings, it is only one single activity of Human Resource as performance Management. On the other hand, EPMS (Employee performance management system) isn't a solitary common action or substance, however it is an all-encompassing procedure that joins periodical appraisal and assessment of a worker`s performance.

Requirement for creating and setting up a robust performance management framework is critical and essential for organizational and individual achievement In that, workers are provided with criticism on their performance, acknowledgment for their work and rewards for their struggle and diligent work through the appraisal of their performance. Significantly, personality opinions and beliefs ought to be thought about by the raters while assessing any individual [46]. The purpose of this research was to determine the Employee Performance Management effects of knowledge management on Lecturers' of Saudi Arabian universities.

Based on the findings of the data, it gives the idea that Employee Performance Management is adversely connected with lecturer's fulfillment to the establishments; Employee Performance Management is contrarily connected with lectures' organizational duty; Lecturers' fulfillment is adversely connected with their organizational responsibility; and Lecturers' fulfillment directs the connection amongst Employee Performance Management and instructors' organizational duty. While the qualitative results imitate that Employee Performance Management is a decent framework in the higher educational institutions as it makes it simple, streamlined and a computerized method for surveying the staff performance and distinguishing their zones of requirements and improvement.

This research used a blended strategy, thus, a completely quantitative technique and additionally completely qualitative strategy to be directed independently in the future. While results are analyzed, it is seen that individual performance is bolstered by the accompanying knowledge management practices: building center competencies and innovation and creativity, utilizing individual's knowledge for business efficiency, improving the profundity of business knowledge (the employees' specific knowledge in an aspect or activity).Concerning group performance, the knowledge management exercises that help it are: individual to-individual knowledge sharing (inside groups or systems), ensuring knowledge protection, getting knowledge from different individuals and advancing the expansiveness of business knowledge (the employee knowledge in different practices or aspects).

These two previous sets of exercises are extremely associated to each other. Concerning the performance evaluation criteria that deal with the information technology, they are not linked with individual or group performances'; rather they are considered as separate component. The component of information technology was presented in three knowledge management exercises: information technology utilization, contribution towards the information technology (database), and information technology knowledge.

Lastly, the arrangement of the four elements regarding significance is as per the following: Content, ease of use, personalization and community. Different components were summed in the descending arrangement in findings depending on their significance. The research is investigated by nature and endeavored to take an empirical support to theoretical

suggestions persuade from the literature about possible relationships between performance exercises and knowledge management.

Though, the study is confined to the consultancy sector in the KSA. More areas and circumstances must be considered for the generalization of such results. Additionally, given the inadequate numbers of "genuine and operational" organizations enrolled in the KSA under the management consultancy sector, the size of sample is comparatively small. Moreover, this research had been wide by nature, so a more intensive study to extend our sense of understanding is of a great importance.

LIMITATIONS AND FUTURE

From the research findings, a few suggestions were offered to the authorities and other stakeholders by the researchers that included and not restricted to the following aspect: An obvious policy definition elaborate that knowledge management is turned out to be important because many academic employees did not recognize the role of knowledge management in their workplace frameworks. Besides, the academic individuals should be encouraged to take themselves as a knowledge partner; that proposal had been suggested taking in account the fact that most of the individuals involved in academics claimed that it is university management's responsibility to increase knowledge management behavior rather than the academic employees.

Furthermore, it had been suggested that the authorities, along with the Ministry of Higher Education, the universities specialists within their authority; to enhance the Employee Performance Management utilization nationwide. From this research that was directed to the subsequent proposals for future study is introduced to see some different aspects that may have been forgotten in this specific research: This research was led in the central Saudi Arabia, it is hence; recommended that another research should be conducted in country's different parts; This research just focused on the academic teachers, another research is subsequently; suggested to be done that involved the academic institutes' mangers or leaders', if possible the policymakers will be involved at the relevant ministries.

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