

Analysis of Performance Appraisal System of Teachers at Secondary Level in Azad Jammu and Kashmir

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Abstract

The main purpose of this research work is to examine the teachers' assessments concerning the success of their present performance appraisal system of Teachers at Secondary Level in Azad Jammu and Kashmir. The main aims of study were; (i) to find out the performance appraisal system at secondary level in AJ&K. (ii) to compare the male and female problems in implementing of performance appraisal system at secondary level in AJ&K. The study was descriptive in nature and survey technique was used for the gathering of data. The population of the study were Head Teachers and teachers of three District of AJ&K i.e. (kotli, Sudhnuti and Poonch.) Stratified random sampling technique was used for the recent study. There were one hundred and thirty six (136) male Head teachers and one hundred and twenty one (121) female Head teachers. One hundred fifty one (151) male teachers and one hundred sixty six (166) female teachers as a sample by using proportionate Stratified random sampling technique. The validity of the questionnaire was tested by two professionals of the department of education Mohi-ud-din Islamic University Nerian Sharif. The reliability of the research tools was checked through Cronbach's alpha. The reliability of instrument was found .728 which was suitable for the research. Data were examined by using Statistical Package for Social Sciences (SPSS) software version 20.

Keywords: performance appraisal, performance appraisal system, analysis, secondary education.

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Introduction

Teacher performance administration is a constant process for recognizing, assessing and increasing the work presentation of teachers. So, the goals as well as the objectives of the school are proficiently gained whereas at the same time helping teachers in respect of acknowledgement of performance, expert development as well as the career enlightenment. Performance based knowledge is a method to teaching and learning that highlights students being capable to do, or perform, positive skills as a result of teaching (Mwangi, 2006).

Performance based learning naturally includes activities and jobs that are trustworthy and expressive to the students. The teacher plays his/her job so as to contribution the understudies (students) with applying ideas of compulsory subjects through speeches and introductions. Educators assume basic job in raising models of school teaching. On the off chance that instructors are remarkably gifted and propelled, they can enhance efficiency of school in a decent way. Raising instructing performance is perhaps the system behavior to prompt huge gains in understudy learning (OECD, 2005).

Teachers should assemble the performance appraisal procedure as pure as possible. Affinity with this process helps to improve keenness and to proliferate the competence of any utensil that is used. It is dangerous that performance principles be identical for all stages of teachers. Library administrators should be the first to found observance to library strategy as a sign of receiving of duty. Saving problems and matters up to the end of the year analysis wastes the chance to report and resolve these disputes at their origin in a much less stimulating way. The most observable motive for evaluating an individual's performance is to safe its development. In an experienced and healthy institute, the evaluator should inquire for teachers' response both on their personal performance and also that of the institute. Any activities approved upon throughout the appraisal process, either for extra preparation, increase or promotion, or helpful action, should be monitored on as soon as possible (Goulding, 2003).

This study is probable to contribute its share to the current works about teachers' performance assessment in the secondary schools for the first time, which in turn will have it influence to the Administration in AJ&K. The study will also help researchers in provision of information as secondary data for anybody concerned to study the problem in wider scope and depth. Consequently, the aim of this learning is to discover complications associated with the current teachers' performance evaluation scheme, and to set a way forward for a new appraisal system in secondary schools of AJK.

Statement of the Problem

Teachers' Performance appraisal organization tends to set criteria for the teachers to follow so as to improve worth of education by improving methodologies and through analysis and assessments of teachers. Teachers' Performance appraisal system is helpful but has not generally been practiced in AJ&K. The study continues to examine views of teachers about the performance appraisal system to improve teaching as well as learning in secondary schools of Azad Jammu and Kashmir. Therefore, the researcher decided to work on analysis of the performance appraisal scheme of the teachers at secondary level in Azad Jammu and Kashmir.

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Objectives of the Study

The main objectives of the study are as follows:

1. To find out performance appraisal system of the teachers at secondary level in AJ&K.
2. To assess the criteria that helps to conduct the performance appraisal scheme at secondary level in AJ&K.

Research Questions

The research queries of the study are as follows:

1. What is the performance appraisal system of teachers at secondary schools in AJ&K?
2. What is the criteria of performance appraisal system at secondary schools in AJ&K?
3. What are the mean differences of male as well as female principals in implementing performance appraisal scheme at secondary level in AJ&K?

Significance of the Study

This training will advantage every individual to improve their career decisions and decisions about where to focus one's time and struggle. For teachers, the consequences of the study helps to share their opinions and sentiments on the weakness that desires care as to make the teacher performance appraisal scheme more actual and, hence appreciated to their work. The study information will help principals on some of the best practice in teacher appraisal such as grade scales, summative appraisal, formative appraisal and comparative methods. The school supervisors were meant to acquire from this study on well ways of judging the teachers as to reach teachers' performance. A satisfactory teacher performance appraisal system may capably improve the performance of teachers, and lastly students' performance. The results of the study were to deliver the Teacher Service Commission with early material on how the newly applied system of teachers' appraisal was fairing. Furthermore, monitoring of new strategy is essential to categorize and also deal with every symbols of the weakness and therefore rise the chances of success.

Teacher's Performance

The teacher plays his/her job so as to assist the students with applying ideas of essential subjects through addresses and introductions. The teacher gets ready exercises and is likewise dependable to deal with the classroom. The teacher additionally needs to keep the guardians mindful of the students' learnings and additionally it's the teacher's obligation to co-work with school staff. Teacher's job in this day and age is a multifaceted calling which incorporate job as a surrogate parents, class stickler, tutor, advocate, assistant, good example, manager and some others (OECD, 2005).

Performance Appraisal

The expression "execution examination" refers to the process by which a person's work execution is assessed. Execution analysis is the proper procedure of observing and assessing the agent's execution. "Execution examination" is distinct, formal, authoritatively endorsed instance, more often than not happening further every now and again than a few times per year, which has obviously expressed execution extents or potentially criteria that is applied in the assessment procedure. Further, it is an assessment procedure in that quantitative

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marks are normally do led out dependent on passed judgment on aspect of the worker's activity performance on the measurements or principles utilized and the marks are reported to the descriptive being evaluated (Sulky, 2009).

Purpose of Performance Appraisal

PA fills certain needs. PA helps in profession improvement which gives a chance to discourses of vocation destinations and the production of a key plan to boost vocation potential. Additionally, PA gives an execution history which isn't reliant upon human remembrance and which might be helpful in the full scope of staff choices including pay basic leadership. It additionally surveys over a significant time span execution, recognize qualities and shortcomings. Most likely no other hierarchical capacity strikes as much fear in the hearts of expansion operators as the yearly execution evaluation. Additionally, according to him, PA reports criteria used to designate authoritative prizes, frame a reason for work force choices including pay increments and disciplinary activities and additionally give the chance to hierarchical analysis and improvement (Patterson, 2007).

The Performance Appraisal Process

Step one within the process of PA is the building of the needs in order to be used as the bottom to examine the exact efficiency of the trainer. This step entails environments the factors to estimate the performance of the instructors as fruitful or fruitless and the grades of their influence to the influential searches and desires. In case the efficiency of the instructors cannot be dignified, fine care will have to be occupied to designate the requisites. The performance appraisal method contains of six interrelated phases as follows: Inaugurating performance standard, collaborating standards as well as anticipations, measuring the definite performance, relating with standards, debating results (providing feedback) and decision making (Townie, 2007).

Methodology

The purposes of this research learning work is to discover out the performance evaluation system at secondary level in AJ&K. The current study was expressive in nature and, appraisal method was applied for the collection of data.

Population of the study

In this study all secondary school principal/head teachers and lecturers in three divisions of AJ&K were the population of the study. There were total 468 male and 565 female secondary school head teachers, and 1872 male and 2260 female teachers currently working in the three districts of AJ&K. Tabulation report of population is shown in table

Sample of the study

Stratified random sampling method was used for the current study. The researcher selected one hundred and thirty six (136) male Head teachers, one hundred and twenty one (121) female Head teachers, One hundred fifty one (151) male teachers, and one hundred sixty six (166) female teachers by using equivalent Stratified random sampling method. Sample of the study is given in table 3.3:

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ANALYSIS AND INTERPRETATION OF DATA

4.3 Analysis of Head Teachers/Principals

Principals opinions regarding performance appraisal system

S.No	Statements(PAS)	M	SD
1.	Performance appraisal system (PER) for teachers is suitable tool for assessing teacher performance.	3.09	1.22
2.	Confidentiality of PER encourages teachers to get better results.	3.09	1.02
3.	Planning of PER is an essential element to achieve the aims and objectives of education.	3.12	1.17
4.	Record of PER is kept in directorate for promotional needs.	3.12	1.15
5.	PER is a reality based tool used for the promotions.	3.37	1.13
6.	PER system supports teachers in exploring needs of training.	3.26	1.01
7.	The head teacher observes performance of teachers to make specific suggestions for the improvement of teachers.	3.28	1.16
8.	PER system creates alignment between teachers and head teacher.	3.06	1.04
9.	The appraisal system has choice for improving the biasness of Head teacher through a review process.	3.11	1.02
10.	The appraisal system has choice for communicating the policies and educational goals to staff.	2.64	1.14
11.	The goals of the appraisal system are clear to all teachers	2.58	0.90
12.	The principal helps their teachers to plan their performance in the beginning of the year.	2.91	1.03
13.	The appraisal data is used such as inputs for appreciation and encouragement of high performers.	2.66	1.05
14.	The appraisal system helps head teachers to train their subordinates to stuned their personal preferences and favoritisms.	3.00	1.01
15.	The performance appraisal discussions are shown with high quality and care.	2.95	1.41
16.	The appraisal system boosts open communication amongst teacher and head teacher.	3.38	1.13
17.	The appraisal system supports teachers to gain more insights into their Powers and weaknesses.	2.60	1.05
18.	The appraisal system facilitates teachers and head teachers in term of professional growth.	2.89	1.28

Table reveals that, defendants were settled with the statement, the appraisal system encourages open communication between Teacher and head teacher like, M=3.38 which is strongly accepted. While other statements also had highest and acceptable mean scores, performance appraisal system (PAS) for teachers is suitable tool for assessing teacher performance like, M=3.09. PAS is a reality based tool used for the promotions like, M=3.37. Some statements had lowest mean scores which are followings. The goals of appraisal system are clear to all teachers like, M=2.58. The appraisal system services teachers to gain more

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visions into their powers and weaknesses like, M=2.60.

Principals opinion regarding criteria

S.No	Statements(Criteria)	M	SD
19.	Part first of teacher performance appraisal system covers all necessary areas about basic information.	3.66	1.08
20.	Part two of teacher performance appraisal system covers all necessary areas about personal characteristics.	2.53	1.05
21.	Part three of teacher performance appraisal system covers all necessary areas about attitude.	3.71	1.08
22.	Part four of teacher performance appraisal system covers all necessary areas about skills.	2.94	1.11
23.	Part five of teacher performance appraisal system covers all necessary areas about pen picture.	3.06	1.33
24.	Part six of teacher performance appraisal system covers all necessary areas about overall classification and suitability for promotion.	2.54	1.18

Table shows that defendants were agreed with the report, part three of teacher performance appraisal system covers all necessary areas about attitude like, M=3.71 which is acceptable. While other statements also had highest mean scores part first of teacher performance appraisal system covers all necessary areas about basic information like, M=3.66. Part five of teacher performance appraisal system covers all necessary areas about pen picture like, M=3.06. While few statements had lowest mean values. Part six of teacher performance appraisal system covers all necessary areas about overall classification and suitability for promotion like, M= 2.54. Part four of teacher performance appraisal system covers all necessary areas about skills like, 2.94.

CONCLUSION

On the beginning of analysis and findings conclusions were drawn as following:

1. It is determined that, an enormous number of teachers and principals were decided that the performance appraisal system is a suitable tool for the appraisal of teachers. It provide a chance for teachers and principals to fill the gap through strong communication. However some challenges were made by teachers that they do not have the knowledge, awareness about the starting date of appraisal, its overall objectives and the way it should be done. Due to the lack of informative sessions teachers are unable to explore the strengths and weaknesses about the individuals and the system as well.
2. The results revealed that, majority of the teachers and principals were agreed, that the criteria of performance appraisal system is better. However, need to increase focus on the academic results. The results of the students should be added in the format. There is a need to include a gauge of performance in the format. Higher achiever should be awarded incentive.
3. There was found a major difference in the performance of male and female principals and teachers as well. Performance of male head teacher was better the female principal.

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Performance of female teachers was better as compare to male. Some of the most critical problems that contribute to low morale, stress and high transfers in government sector today stem from a deficiency of teachers participation in assessment making method.

RECOMMENDATION

From the study conclusions and succeeding conclusion, the subsequent recommendations were prepared:-

1. There is a need to ensure that teachers and principals should have complete awareness about the performance appraisal system. Aims of performance appraisal system enhanced awareness which can change the positive perceptions towards performance. Communications gap should be another problem in attaining objectives of the appraisal. Two way communication can be improved by providing true feedback after meaningful intervals. For this a training should be organized beginning of every session each year.
 2. There is a requirement to certify that performance appraisal criteria is up to date with job description. We should add the academic results in system. It also be taken after academic year. It is also suggested that performance appraisal would be conducted session to session.
 3. There is also a requirement to confirm fairness in the performance appraisal process. Reports should be confidential. Fairness should avoid biasness which maintained the trust and confidence of the teachers and principals mutually. For this performance indicators should be discussed before the starting of session.
 4. There is a need to ensure merit in transfers of teachers and principals. Which improve involvement and focus in decision making process. There is a great need of training for teachers and principals. It should enhance the performance, techniques and methodology of teachers. Through training all necessary stakeholders will come on same page. During the process monitoring and evaluation plays important role to take right decision at right time which control the finance and human resources.
- Generally, teachers brings changes in students' behavior. If the teacher is motivated he will perform well. So, after observing his work, if he performing outstanding work then some kind of reward system should be introduced to gain their motivation and commitment.

Further Research

1. It is recommended that more research work be showed on performance appraisal system being followed at the basic in addition to the tertiary levels of education in order to learn more facts about its conduct and further the course of providing scholarly resources for future references.
2. It is also suggested that more research be done to intensify education on performance appraisal as a tool to increase teachers' commitment in its conduct and to improve teachers' performance in institutions.
3. It is again recommended that further research be done in other government segments on the behavior of performance appraisals in order to ensure relative analysis on the system dominant in those regions.

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