Performance appraisal systems in schools and their impact on performance of teachers. A case study of secondary schools in Teso district

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Abstract: Over the years, more organizations have introduced some form of appraisal system. Performance appraisal is the process of determining how workers have performed the work assigned to them after having been trained. Performance appraisal systems include forced distribution, self-appraisal, paired comparison, critical incident, group appraisal, management by objective to name but just a few. This growing use of appraisal suggests that many organizations find it worthwhile process. Operating on appraisal system requires quite an investment of resources by the organization and time and effort by the appraising manager. These investments need to be justified in terms of the benefits, which ensue. A few decades ago, the performance appraisal was a procedure of very limited utility largely confined to hourly wage earners and used to pinpoint coarse distinctions between good and bad performers. Today, many more job types and levels arc subject to performance appraisals and the performance appraisal is used for decisions about salaries, promotions and placement, to pinpoint performance problems, improve employee performance, for career counseling and to help implement the strategies and instill the values of the organizations. This research will apply expectancy theory on the performance appraisal of teachers in secondary schools. This research will investigate its utility in the study of developing performance appraisal for secondary schools. The objectives of the study are three - fold. First, it will identify the performance appraisal systems that are used in schools. Secondly, it will assess the impact of the appraisals on performance of teachers. Lastly, it will recommend measures that would assist policy makers and principals in addressing the efficiency of the appraisals used in teaching profession. While using both primary and secondary data, the study will rely on different methods and techniques of data collection. These are in - depth interviews and discussions, document collection and questionnaire. Together with these will be purposive, simple random and stratified as the sample techniques. Data will be presented inform of Bar graphs, pie charts and percentages. The appraisal systems used do not provide effective motivation of staff by recognizing and rewarding best performers. All these factors have contributed to the low state of performance in the teaching profession. The significance of this study lies in the fact that policy makers will find it useful for planning purposes. The findings shall also fill some literature gaps on appraisal. It will also contribute to the existing body of knowledge on performance appraisal.