

A STUDY ON THE SATISFACTION LEVEL AND THE FACTORS AFFECTING PERFORMANCE OF PRIVATE SCHOOL TEACHERS WITH SPECIAL REFERENCE TO ANJUGRAMAM TOWN

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ABSTARCT

Performance appraisal is considered to be the vital tool for measuring the performance of an employee and the information so collected will be used to optimize the resource of individuals in an organisation. In many organisations, appraisal results are used either directly or indirectly to identify the better performing employees who should get the majority of available merits, pay increase, bonus and promotion. On the other hand, it is also used to identify the poorer performer who requires some sort of counseling or in extreme cases demotions, dismissal or decrease in pay. This paper aims to study the satisfaction level and the factors affecting the performance of private school teachers in Anjugramam town. The results of this research exhibit that recognition and professional development are the most satisfied factors and management rules and competition are the major affecting factors which plays a vital role in the performance of private school teachers in Anjugramam town.

KEY WORDS: *performance appraisal, private, school teachers, performance appraisal process,*

INTRODUCTION

Performance appraisal dates back to Second World War period with the advent of professionalisation in management. Performance appraisal was done on the basis of the degree of certain traits which are considered as essentials for effective performance of employees. Performance appraisal of individual groups and organisations is a common practice in societies. The human inclination can create serious motivational, ethical and legal problems in the workplace. If an employee's performance was found to be less than ideal, a cut in pay would follow and in case, if an employee's performance was better than the expectation, an increment was in order. Performance appraisal is generally done in a systematic and formal way. The appraiser measures the work of the employees and compares it with targets and plans. The appraiser also analyses the factors behind work performance of employees. The

organisation will be in the position to guide the employees for a better performance. It is also conducted to identify the abilities and competencies of an employee for future growth and development.

DEFINITION OF PERFORMANCE APPRAISAL

Performance appraisal is defined as, “a systematic process, in which the personality and performance of an employee is assessed by the supervisor or manager against predefined standards such as knowledge of the job, quality and quantity of output, leadership abilities, attitudes toward work, attendance, cooperation, judgment, versatility, health, imitative and so on”. It is also known as performance rating, performance evaluation, employee assessment, performance review or merit rating.

SIGNIFICANCE OF PERFORMANCE APPRAISAL

- Performance appraisal evaluates whether human resource program being implemented in the organisation have been effective from time to time.
- Performance appraisal helps to prepare pay structure for each employee working in the organisation.
- Performance appraisal helps to review the potentiality of employees so that their future capability is anticipated.
- Performance appraisal can determine promotions, demotions, pay increases, terminations, job suitability, etc.,
- Performance appraisal provides the basis for sound evaluation of training and recruitment needs.

PERFORMANCE APPRAISAL IN EDUCATION INSTITUTIONS

In the context of an educational institution, performance appraisal is a systematic evaluation of personnel by the management or those familiar with their performance. In other words, performance appraisal is a systematic and objective way of judging the relative worth or ability of teaching fraternity in performing his/her task. In order to find out whether the teaching fraternity is worthy of continued employment or not or whether he should receive a pay rise or promotion, the performance needs to be evaluated from time to time. It is also used to make an awareness of once strengths and weaknesses so that employees can able to understand in which area they are supposed to improve their performance.

Moreover performance appraisal should focus on work plan, work load and continuous review of the teaching fraternity. Every educational institution has to decide upon the content to be appraised before the appraisal is approved on the basis of job analysis. Contents to be appraised in the form of contribution to institutions objectives like professional development, teaching ability so on. The process should be designed in such a way it should foster the teachers' development and identify opportunities for additional support wherever required. Other measures are based on behavior which means observable physical actions which measure job related results which measures in terms of personal characteristics observable

in teaching activities.

STATEMENT OF THE PROBLEM

There are many commentators including psychometricians who have expressed doubts about the validity and reliability of the performance appraisal conducted in educational institutions. Some have even suggested that the process is so flawed and it may be impossible to rectify. Some others view it as the mask of crucial aspect of educational institutions. Many teachers would gladly admit their work issues if they knew that their next pay rise or a much wanted promotion was riding on an appraisal result. Teachers know their appraisers well and are typically in a direct employer-employee relationship. It has also been claimed that, teachers may suspect that they are not being told the whole truth or that appraisal process is a sham and waste of time. At this juncture, the researcher has focused the study on “The Satisfaction Level and the Factors Affecting Performance Appraisal among the Private School Teachers”.

SCOPE OF THE STUDY

This paper has been made to find out the satisfaction level and the factors affecting the performance of private school teachers in Anjugramam town. This paper covers the demographic profile of the teachers, factors affecting the performance of the respondents and the level of satisfaction of the respondents.

OBJECTIVES OF THE STUDY

The objectives of the study are as follows:

1. To know the demographic profile of the sample respondents.
2. To analyse the level of satisfaction of private school teachers after the process of performance appraisal system.
3. To study the various factors that affects the performance of private school teachers in Anjugramam town.

RESEARCH METHODOLOGY

Methodology is a system of methods used in a particular area of study and describes the research procedure. The present study is an empirical one based on the survey method through questionnaire. It is based on both primary and secondary data.

➤ PRIMARY DATA

Primary data was collected from the sample respondents by conducting field investigation with the help of questionnaire. It is mainly prepared to know about the satisfaction level and factors affecting performance of private school teachers in Anjugramam town. The questionnaire was distributed to 100 respondents. Among these,

only 94 questionnaires were complete and are usable for analysis, others being rejected.

After the collection of data it was processed, analyzed, tabulated and interpreted.

➤ **SECONDARY DATA**

Secondary data are the data collected from books, magazines, journals, e-sources and projects related to this topic.

LIMITATION OF THE STUDY

1. This study covers a sample size of only 94 respondents.
2. The data were collected from the private school teachers of Anjugramam town only.
3. Some of the respondents were reluctant while giving information.

REVIEW OF LITERATURE

- **Sharon Narcissea & Mark Harcourt (2008)**, the research bearings out the most important factors that influence employees fairness perceptions of their performance appraisals and determines the applicability of these factors to the experience of employees in organisation. There are three types of fairness perception such as distributive justice, procedural justice international justice. The results have also brought out another four import justice factors such as procedural-appraisal frequency, job relevant criteria, and rater and rate training.
- **Prasad, P (2015)**, this study investigated the relationship between job satisfaction and motivation of personnel through the system of Performance Appraisal (PA). A study of 115 personnel from various industries found a positive correlation between job satisfaction and motivation with the performance appraisal system of the organization. The results of the study indicate positive constructs related to PA as objectivity and transparency, PA culture and system, feedback, performance impact, attrition and compensation. Furthermore, it strengthens the argument that organisations must design and administer their performance appraisals with care, frequency and use it more as a development tool to enhance its effectiveness for generating productivity.
- **Arberry Courtney (2015)**, in his article, “Performance appraisal and the effect on employee motivation” studied the perceived effectiveness within organizations and their influence and employee behaviour. Using a thematic analysis, secondary data was used and analyzed to identify common themes within the literature. 62 themes were identified in the thematic overviews which were then further condensed into three overall themes. These themes were discussed further and conclusions were drawn into what insight they have in the effect of conducting performance appraisals on employees’ motivation. Suggestions were made concerning the appraisal process on improvement to have a positive impact on employee motivation.

ANALYSIS AND INTERPRETATION

TABLE 1 - DEMOGRAPHIC PROFILE OF THE SAMPLE RESPONDENTS

| S. No. | CLASSIFICATION | RESPONSE | FREQUENCY | PERCENTAGE |
|--------|---------------------------|-------------------------|-----------|------------|
| 1. | Age | Less than 25 | 14 | 15 |
| | | 26 – 35 | 29 | 31 |
| | | 36 – 45 | 34 | 36 |
| | | Above 45 | 17 | 18 |
| 2. | Gender | Male | 24 | 26 |
| | | Female | 70 | 74 |
| 3. | Marital Status | Single | 42 | 45 |
| | | Married | 52 | 55 |
| 4. | Educational Qualification | UG with B. ed | 46 | 49 |
| | | PG with B. ed | 28 | 29 |
| | | UG/PG with TET | 9 | 10 |
| | | Others | 11 | 12 |
| 5. | Level of Income | Below Rs. 7,000 | 24 | 25 |
| | | Rs. 7,001 – Rs. 10,000 | 26 | 28 |
| | | Rs. 10,001 – Rs. 12,000 | 15 | 16 |
| | | Rs. 12,000 – Rs. 15,000 | 19 | 20 |
| | | Above Rs. 15,000 | 10 | 11 |

Source: Primary Data

From the above table, it is clear that

- 36 per cent of the respondents belong to the age group of 36 to 45 and 15 per cent of the respondents are less than 25 years old.
- With regard to gender 74 per cent of the sample respondents are female and 26 per cent of them are male.
- On the basis of marital status 55 per cent of the sample respondents were married and 45 per cent of them are unmarried.
- On the basis of education 46 per cent of the sample respondents' have completed UG with B.ed and 9 percent of them have completed UG/PG and they have cleared TET exam.
- With regard to level of income 28 per cent of the sample respondents have the monthly income of Rs. 7,001 to Rs.10,000 and 11 per cent of them earn Rs. 15,000 and more.

TABLE 2 - LEVEL OF SATISFACTION OF THE SAMPLE RESPONDENTS

| S. NO | VARIABLES | H S (5) | S (4) | N (3) | D S (2) | H D S (1) | TOTAL SCORE | MEAN SCORE | RANK |
|-------|--------------------------|-------------|-------------|------------|------------|--------------|----------------|---------------|------------|
| 1. | Professional Development | 120 (24) | 168 (42) | 48 (16) | 20 (10) | 2 (2) | 358 | 3.81 | II |
| 2. | Work Load | 95 (19) | 136 (34) | 63 (21) | 24 (12) | 8 (8) | 326 | 3.47 | IV |
| 3 | Freedom in School | 65 (13) | 208 (52) | 72 (24) | 8 (4) | 1 (1) | 354 | 3.77 | III |
| 4 | Recognition | 110 (22) | 260 (65) | 21 (7) | 0 (0) | 0 (0) | 391 | 4.16 | I |
| 5. | Rewards & Promotion | 0 (0) | 52 (13) | 75 (25) | 96 (48) | 8 (8) | 231 | 2.46 | V |

Source: Primary Data

H S= Highly Satisfied, S= Satisfied, N= Neutral, D S= Dissatisfied & H D S= Highly Dissatisfied.

The above table shows that, the private school teachers gave “Recognition” as the first rank with the mean score of 4.16, followed by “Professional Development” with the mean score of 3.81, followed by “Freedom in School” with the mean score of 3.77, followed by “Work Load” with the mean score of 3.47, which is followed by “Rewards and Promotions” with the mean score of 2.46.

TABLE 3 - FACTORS AFFECTING THE PERFORMANCE OF PRIVATE SCHOOL TEACHERS

| S. NO. | FACTORS | S A (5) | A (4) | N (3) | D A (2) | S D A (1) | TOTAL SCORE | MEAN SCORE | RANK |
|--------|-------------|-------------|-------------|------------|------------|--------------|----------------|---------------|------------|
| 1. | Technology | 40 (8) | 152 (38) | 87 (29) | 24 (12) | 7 (7) | 310 | 3.30 | IV |
| 2. | Competition | 170 (34) | 84 (21) | 51 (17) | 24 (12) | 10 (10) | 339 | 3.61 | II |
| 3. | Salary | 165 (33) | 80 (20) | 42 (14) | 28 (14) | 13 (13) | 328 | 3.49 | III |

| | | | | | | | | | |
|----|------------------|-------------|-------------|------------|------------|------------|-----|------|----------|
| 4. | Personal Life | 35 (7) | 108 (27) | 60 (20) | 22 (11) | 29 (29) | 254 | 2.70 | V |
| 5. | Management Rules | 115 (23) | 164 (41) | 54 (18) | 16 (8) | 4 (4) | 353 | 3.76 | I |

Source: Primary Data

S A= Strongly Agree, A= Agree, N= Neutral, D A= Disagree, S D A= Strongly Disagree

From the above table, it is inferred that the private school teachers have given the high score to “Rules of Management” with the mean score of 3.76, followed by “Competition” followed with the mean score of 3.61, followed by “Salary” with the mean score of 3.49, followed by “Technology” with the mean score of 3.30 which is followed “Personal Life” with the mean score of 2.70.

CONCLUSION

The present study has been undertaken to analysis the satisfaction level and the factors that affect the performance of private school teachers. This study is primarily based on primary data and the methodology was formulated according to the objectives of the study with the help of comprehensive reviews of previous studies. The private school teachers have high level of satisfaction in recognition for what they are working for and have the lowest level of satisfaction in rewards and promotions. The main factors which affect the performance of the private school teachers are management rules, competition, salary, technology and personal life. It is suggested that performance appraisal must give constructive criticism in a friendly & positive manner. The performance appraisal system must also be improved to promote social relationship among the teachers to share the burden with their co-teachers. By this way, the private school teachers’ knowledge and skills will be enhanced and developed which is geared towards the teachers’ efficiency and excellent performance.

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