

**The Impact of Teachers Appraisal on Teachers Morale Among
Private Secondary School Teachers of Lahore**



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ID# F2016262007

M. Phil. ELM

**Department of Education
School of Social Sciences and Humanities
University of Management and Technology
Lahore
2018**

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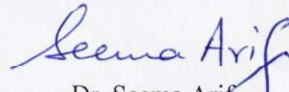
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Master of Philosophy in Educational Leadership and Management**

**Department of Education
School of Social Sciences and Humanities
University of Management and Technology, Lahore**

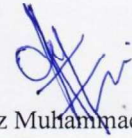
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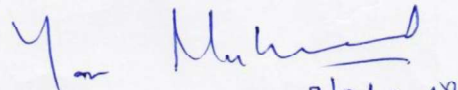

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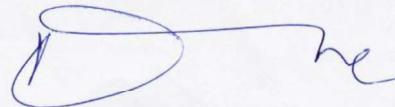
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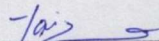
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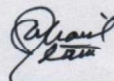
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It is further certified that help received in developing the thesis, and all resources used for the purpose, has duly been acknowledged at the appropriate places.

July, 2018

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DEDICATION

Dedicated to

Almighty Allah and His Prophet Muhammad (S.A.W.W) and

I wish to express my sincere gratitude to my **family** especially to my **parents**. The completion of this thesis could not have been possible without their endless love, support and encouragement. My family supported me in each step since the beginning of my studies till the end.

Shazia Bashir

ACKNOWLEDGEMENT

All praises and thanks to “Allah Almighty” the most Gracious, the most Merciful, the Creator, the master of the Day of Judgment. Who guides me in the darkness and enlightens my ways and enabled me to complete this study.

I would love to profoundly thank my research advisor “**Dr. Seema Arif**”. Her kind guidance and suggestions made it possible for me to complete this research work.

An exceptional note of thanks goes to “**Dr. Madiha Shah**” and all my Professors who taught me, guided me, and encouraged me academically, emotionally and spiritually.

Finally, I’d like to thank my parents, my husband, siblings and all my friends, thank you for your understanding and encouragement in many ways. Your relationships made my life a wonderful experience. I cannot enlist all the name of my friends here, but a big thanks to all of you for your sincere support during this journey.

I believe this thesis will help me to begin my academic journey.

Shazia Bashir

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LIST OF ABBREVIATIONS

<i>SR</i>	<i>ABBREVIATION</i>	<i>STANDS FOR</i>
1	FB	Financial Benefits
2	HOD	Head of Department
3	KPK	Khyber Pakhtunkhwa
4	LR	Leadership Role
5	OECD	Organization for Economic Cooperation and Development
6	PD	Professional Development
7	SET	School Environment
8	TALIS	Teaching and Learning International Survey
9	TL	Teaching and Learning
10	TLD	Teaching Load
11	TRP	Teacher's Rapport with Principal
12	TS	Teacher Salary
13	TTA	The Totteridge Academy
14	MFT	Motivation for Teaching
15	SOPs	Standard Operating Procedure (s)
16	SPSS	Statistical Package for Social Sciences
17	SWAP	Satisfaction with Appraisal Process

ABSTRACT

Education is directly linked with the development of a country in which teachers are an important facet for a number of reasons. They are the people who educate the youth of the society who in turn become the leaders of the next generation. The current study was designed to examine the relationship between teacher appraisal and teacher morale in secondary school teachers of Lahore, Pakistan. The study was quantitative in nature and survey research design was used. The sample of the study consisted of 288 private secondary school teachers selected through census sampling. Two questionnaires (one for each variable) were adapted for data collection from the participants. SPSS analysis indicated a positive and significant relationship between effect of teacher appraisal with teacher morale. Inferential statistics revealed that teacher appraisal was a strong predictor of teacher morale. It was further determined that financial benefits and teaching workload, were the major causes of low morale. It was recommended that school principals and administrators should conduct fair appraisal of teachers whose purpose should be the professional development of teachers rather than creating a threat to job security for teachers.

Keywords: *Appraisal, Morale, School Teachers, Professional Development, Workload*

CHAPTER 1

INTRODUCTION

1.1 Introduction

Teachers play an essential role in the development of students as well as in the progress of the country. Teacher appraisal refers to the formal reviews of performance which were usually conducted by school head. The purpose of appraisal is to evaluate teachers' performance aimed to identify their professional development or for administrative decisions (Looney, 2011). Brown and Heywood (2005) stated that performance appraisal was to evaluate subordinates' strengths and weaknesses according to the set criteria of organizational goals. Kyriacou (1997) conducted a research on teacher appraisal, the findings of the research were clear that generally all the appraisers had these feelings that the process of appraisal is valuable for both teachers as well as for the appraiser himself.

TTA/OFSTED joint review (1999) highlighted that the teachers' future professional development must be assisted through appraisal system. The good efforts by the teachers must be appreciated and their weak areas should be pointed out with appropriate follow up action plans. It is clear that teacher appraisal is an important part of teaching profession, so this process should be carried out properly.

The impact of appraisal on performance of teachers has been widely studied. The aim of this research was to investigate the relationship between performance appraisal and morale of teachers specifically in private schools of Lahore. Previous research found linkage of performance appraisal with efficiency and effectiveness (Valentine, 1992 ; Abagi and Odipo, 1997; Monyatsi, Steyn, & Kamper, 2006) job satisfaction and performance (Keeping & Levy, 2000; Aitsl, 2012; Elliott, 2015;), appraisal and goals recognition (Education Review Office, 2002; Gratton, 2004; Iqbal, 2012), appraisal and performance of teachers (Addison &