

SUMMARY

TITLE OF THE THESIS

“PERFORMANCE APPRAISAL PRACTICES IN UNIVERSITY LIBRARIES OF GUJARAT STATE: A STUDY”

INTRODUCTION

The assessment of the Performance of Staff is a key piece of the capacity of staffing, as the assessment fills in as a reason for judging the commitments and shortcomings of workers with the goal that proceeding with endeavours can be made to manufacture a more grounded and more viable association. Performance appraisal is a systematic way of evaluating a staff performance and his potential for development. This continuing monitoring of the performance and periodic evaluation helps in retaining, promotional and retraining policies.

OBJECTIVES OF THE STUDY

- To study the overall Performance Appraisal practice in University Libraries
- To learn policies & strategies of performance appraisal in University Libraries.
- To study the attitude of the employees about their jobs and supervisors.
- To study opinion of employees about performance appraisal practice in the University Libraries.
- To know the effect of performance appraisal system on the job satisfaction of employees.

HYPOTHESIS OF RESEARCH.

- H1: There is no significant difference towards perception on loopholes under performance appraisal system between male and female employees
- H2: There is no significant difference towards perception on suggestions that can improve performance appraisal system between male and female employees
- H3: There is no significant difference between views on varied techniques used in appraisal system and work experience of employees
- H4: There is no significant difference towards perception on API used as performance appraisal tool between male and female employees
- H5: There is no association between work experience of employees and hesitation or nervousness during the appraisal
- H6: There is no association between Designation of employees and attitude of interviewer in performance appraisal
- H7: There is no association between Designation of employees and Views on considering API score card an important aspect for performance appraisal.
- H8: There is no significant difference between views on Loopholes under performance appraisal and work experience of employees

THE IMPORTANCE OF THE STUDY

- The attitude of the personnel can changed time to time so that research is necessary.
- It is required to collect the information of the matters like quality, remuneration, complaints, absence, accidents just to know the attitudes of personnel.
- According to above information, personnel management can change them and can also give suggestions that how to lead their work performance.

THE SCOPE OF THE STUDY.

The Study covers 21 University of the Gujarat State.

LIMITATION OF THE STUDY:

Though this study has been carried out systematically and scientifically, it has some limitations due to reasons beyond control.

1. The Study is limited to Gujarat state only.
2. It is limited to university libraries Performance appraisal practice.
3. The present study is limited to Grant-in -Aid universities of Gujarat state.
4. I have excluded the private university and Open University.
5. I have excluded three private university because they have not answered the questionnaire

(1)Shree Somnath University

(2)Gujarat Technical University

(3)Junagadh Agriculture University

SELECTION OF SAMPLES:

Total 100respondents were selected from Twenty one selected Universities.

DATA COLLECTION

Data was collected through the Questionnaires. Questionnaire tagged General Information; Performance Appraisal and API was used for the collection of data on the study. One set of questionnaire was prepared, for Librarian to Technical staff. Questionnaire contains open-end as well close-ended questions. The questionnaire was specifically designed to accomplish the objectives of the study.

FINDINGS

1. Out of total 100 responses from 54 were received via offline mode i.e. via physical questionnaire, while 46 were received via online mode i.e. via google forms. The highest sample was from – M S University i.e. 23, followed by Gujarat university i.e. 11.
2. **Under Demographic Profile analysis**, it was identified out of total 100 samples, 73 were Males & 27 Females, 50 were below 40 years of age, 16 between 50-60 years. Considering Marital status, 88 were married. Total 63 were having experience between 5 -19 years, followed by 20 respondents with less than 5 years of work experience. Considering the designation, 39 respondents were holding Technical Assistant's position, followed by 34 Assistant Librarian, 14 & 13 Library Assistant and Chief Librarian respectively. Total 66 Librarians were having B. Lib degree, followed by 50 M.Lib holders, 13 M.Phil. and 15 marked the Qualification of Ph.D. under their profile.
3. **From the Likert Scale Statement Analysis for Performance Appraisal Dimensions**, it was found that Respondents were having the means more than 1.5 showing agreement, while views variates based on standard deviation values except some loopholes under performance appraisal the variation in views does not exist for personal prejudice, The regency effect [similarity error], The leniency and strictness, Influence evidence, Social differentiation, Miscellaneous biases, Influence of man's job, Most part of the appraisal is based on subjectivity, less relativity and validity.
4. **Garett Ranking Technique** was applied on identifying the most important loophole of performance appraisal, It was found "Personal Prejudice" to be most important loophole and Least important is "Performance after promotions was

not sufficient” for respondents, which is assigned fifth rank as per Garrett ranking. They were neutral for “Judgmental Bias”.

5. For **other parameters under Performance Appraisal**, it was found majority 77 respondents were of the opinion that appraisal is done “once”, 64 respondents marked “stronger aspects only” is evaluated by Interviewer, 66 respondents believed they do not feel any hesitation or nervousness during appraisals, 41 respondents were of the view that Interviewer is “Strict”, 66 respondents believed they are” strongly in favour of appraisal practice” in university, 53 respondents found their Job “interesting”, followed by 37 who feels “monotonous” and 10 as “burdensome”, 65 respondents feels “certainly yes” for getting promotions on Performance appraisal basis, 69 respondents found “general increase in satisfaction” after performance appraisal and 87 employees get opportunity to shift their career line.
6. Considering **API**, it was found out of 100, total 92 respondents feels API score card is important aspect for performance appraisal, 73 respondents believes “Procurement, Organization, and Delivery of Knowledge and Information through Library Services” to most important API criteria, Considering statements about accepting API as aspect of performance appraisal tool, it was found that respondents gave their agreement in all the statements with the means more than 1.5, while the views of each statement variants based on standard deviation.

HYPOTHESIS TESTING

7. Hypothesis Testing was done with the help of performing Independent t Test, ANOVA Test and Correlation for seven assumptions, following are the findings for the same:

- a) There is no significant difference towards perception on loopholes under performance appraisal system between male and female employees except “The regency effect [similarity error]- Derived from Independent t Test.
- b) There is no significant difference towards perception on suggestions that can improve performance appraisal system between male and female employees- Derived from Independent Test.
- c) There is no significant difference between varied techniques used in appraisal system and work experience of employees. - Derived from ANOVA Test
- d) There is no significant difference towards perception on API used as performance Appraisal tool between male and female employees.- Derived from Independent t Test.
- e) There is no correlation between work experience of employees and hesitation or nervousness during the appraisal The Pearson Correlation value is -0.34, which shows negative association between the two variables. - Derived from Correlation Analysis.
- f) There is no correlation between Designation of employees and attitude of interviewer in performance appraisal .The Pearson Correlation value is 0.126. Which shows weak association between the two variables. - Derived from Correlation Analysis.
- g) There is no correlation between Designation of employees and Views on considering API score card an important aspect for performance appraisal. The Pearson Correlation value is -0.35, which shows negative association between the two variables. - Derived from Correlation Analysis.
- h) There is no significant difference between views on Loopholes under performance appraisal and work experience of employees- Derived from ANOVA Test.

SUGGESTIONS

Following are few suggestions received from the respondents of various universities in subjective manner:

1. Systematic Performance Appraisal Management System (PAMS) should exist for effective outcome.
2. Specific criteria for soft skills evaluation should be included in the system.
3. Evaluation of every criteria or task mentioned in PAMS should be done.
4. Interpersonal Professional skills can be developed from the system, which is lagging.
5. Working hours and Job Satisfaction should be focused under the appraisal system.
6. Performance Appraisal should be continued as it is very effective for Job.
7. To provide grades to employees based on performance serves as the base for job satisfaction.
8. Training needs should be identified for employees to fulfil the gaps derived from expected performance.
9. It is necessary to focus on individual goals besides the goals of organization on a whole under appraisal system.
10. One to one interaction opportunity should be given to employees with supervisors or interviewers so that, more effective outcome and gap filling can take place under performance appraisal.

Following are few other suggestions derived from primary data analysis:

1. It was found from the Garret Rating Technique on “Loopholes of performance appraisal system”, that Personal Prejudice was most prime which was assigned 1st rank by majority of respondents. University supervisors under appraisal system must consider this and try to reduce this loophole as much as possible,

2. It has been noted by majority respondents that the frequency of performance appraisal is done once in year, only six marked twice. It is suggested to at least increase the frequency of appraisal for getting efficiency in task or job.
3. It was found the about 37 employees believe their job is monotonous, followed by 10 who said burdensome. It is responsibility of university to convert these employees into positive participation in the tasks undertaken, as unsatisfied person will lead to crash of the system.

RECOMMENDATIONS

To foster an effective staff appraisal system, a few measures should be considered.

- **Training of Appraiser**
- **The Appraisal Form**
- **setting objectives**
- **staff development**

CONCLUSION

The main aim of Performance Appraisal is personal development of employees and to foster a positive personality and makes progress of each employee a success.

There are many reasons like Judgmental Bias, personal prejudice, criteria problem, Social differentiation, and miscellaneous biases, central tendency problem which create stress amongst employees and impact their skills. During this phase, it is responsibility of the library management to discover the potential in each library staff member, and to apply the appropriate motivational strategy, motivation is an individual matter and one needs to know and understand the individuals that are to be motivated individuals have their own goals and aspirations, individual employees are being asked to make the library succeed. One cannot hire only the hand and the brain; the owner of that hand and brain must always come along.

It is duty of a human resource manager to encourage and guide employees to enable them to develop a positive personality.

DIRECTION FOR FUTURE RESEARCH

1. Present study is focused on (100) librarians and assistants to technical staff from Gujarat University. To make the research work more reliable, bigger and larger volumes of sample can also be considered.
2. Private university and Government University can be compared for the said research work.
3. Present study on human resource development is based on 1 aspects namely. Performance appraisal, whereas human resource development can based on multi dimensions like motivation, psychological aspect.
- 4 Present study is only focused on Gujarat state, suggestions and recommendations are preferred so as to enable to imply the same on national level.

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