

A
SYNOPSIS OF THE Ph.D THESIS
ON
“PERFORMANCE APPRAISAL PRACTICES IN UNIVERSITY
LIBRARIES OF GUJARAT STATE: A STUDY”

SUBMITTED FOR THE DEGREE OF
DOCTOR OF PHILOSOPHY IN
(LIBRARY & INFORMATION SCIENCE)
IN UNDER THE GUIDANCE OF
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SUBMITTED TO
MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA,
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2016-18

DECLARATION

I hereby declare that the Thesis entitled **“Performance appraisal practices in university libraries of Gujarat State: A Study”** to be submitted for the Degree of Doctor of Philosophy is my original work and the Thesis has not formed the basis for the award of any degree, diploma, associate ship or fellowship of similar other titles. It has not been submitted to any other University or Institution for the award of any degree or diploma.

Place: Baroda

Signature of the Scholar

Date: 11/04/2018

Devika G. Gohil

Date: 11/04/2018

To,
The Registrar,
The Maharaja Sayajirao University of Baroda,
Fatehgunj, Baroda.

Through proper channel

Subject: Submission of Ph.D. Synopsis

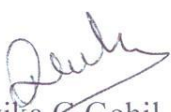
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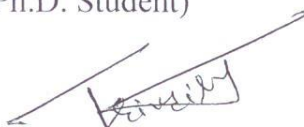
As a part of the Ph.D. work the synopsis under the guidance of Dr. Mayank Trivedi in Department of Library and Information Science in the faculty of Arts is attached herewith.


Kindly do the needful,


Thanking you.

Yours faithfully,


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CHAPTER -1

Introduction

1: INTRODUCTION.

At the initial stage of Management Science development, Human Resource Management was known as "Personal Management. But during 1980 – 1990, "Human Essence "was given special importance out of the scope of Personal Management and after that this act came to be in existence as "Human Resource Management".

A Management without personnel is just like a skeleton without a soul. Any Ideal formation without personnel will never survive. That is why, for the goal, getting of any Unit, Human Resource Management is needed.

All Individuals who are working in Library are included in Human Resource. In which all senior personnel junior personnel the outer master whose advice is taken for the management of library are included. In short, to achieve the height of success, what is required is Human values, skills, Interests, Prejudices, Attitudes are short listed for Human treasure.

Any libraries are staffed with proficient curators who hold authorize graduate degree in library and information Science. They are aided their day by day work by different experts with graduate and additionally undergraduate instruction in different fields, and paraprofessionals and administrative staff of different training and aptitudes performing other strong obligations. Furthermore, scholarly libraries are blessed to have a worked in workforce that is eager and ready to work in these libraries. They are the grounds undergrad and graduate understudies who give a savvy, excited and shabby work constrain.

In most of libraries, the top librarian or his Chief/assistant librarian is also chargeable for human resources problems. However in larger university libraries there can be a small human resources department with a full time individual in charge of personnel topics. In which a branch exists, it acts along with the workplace or branch of human assets on campus. The duty of the library's HR department is to recruit all kinds of library staff, examine library workforce, and manage personnel files and different topics together with vacation, sick leaves, retirement, and other human sources related troubles

The full time staff in an academic library has a many of titles and responsibilities. Among such titles are: librarians, bibliographers, curators and conservators, archivists and historians, fundraisers, systems and programming specialists, financial managers, architects and facilities planners, library assistants, clerical staff, maintenance and technicians, security officers, among others.

The ALA ACRL's Guidelines advise academic institutions to have a sufficient staff in size and quality to meet the pragmatic and service needs of its primary users. It requires academic librarians to have ALA accredited graduate degrees and perform professional activities. Special emphasis is placed on staff Training and development through continuing education. Personnel policies and procedures should be guided by the ACRL Standards for Faculty Status for College and University Librarians (<http://ala.org/acrl/guides/facsta01.html>).

There are steps that need to be taken in defining realistic task description and wishes. Your primary HR department can assist in each of these steps:

1. Write down the work title;
2. Listing the principal purposeful duties and the competencies required for the

Function;

3. Determine instructional requirements;
4. Become aware of the intensity and nature of level required;
5. Determine the requirement for balance. What are the motives for the Applicant's activity-hopping;
6. Recall the position's interaction with different human beings, ranges, departments, and customers. What kind of communication competencies and customer abilities are required inside the function; and
7. Future role for character and function. Training can cause promotion.

Performance Appraisal is essential to understand and improve the employee's performance through HRD. Performance Appraisal is useful to decide upon employee promotion / transfer, salary determination and the like. But the recent development in human resources management specifies that performance appraisal is the base for employee growth. "Performance appraisal suggests the extent of favoured performance level, degree of real overall performance and the space between these. This gap should be bridged through human resource development technique like training, development, etc.

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.

PERFORMANCES CAN BE APPRAISED AGAINST SOME SET STANDARDS.

According to McGregor, the formal performance appraisal plans are designed to meet three needs, one of the organization and the other two of the individual these are:

1. They provide systematic judgements to back up promotions, transfers, Salary increment etc.
2. They let the subordinate know where he stands and whether any changes are required in his behaviour, attitudes, skill or job knowledge.
3. They are used as a base for coaching and counselling of the subordinates.

A Sound performance appraisal system can be useful in:

- ✓ Improving employee job performance by pinpointing the areas or aspects that need improvement.
- ✓ Encouraging employees to express their views or to seek clarification on job duties.
- ✓ Serving as a predictor for future responsibilities.
- ✓ Serving as a key input for administering a formal organizational rewards and punishment system.
- ✓ Preventing grievances, since the employees will know where they stand relative to their achievements.
- ✓ Increasing the analytical ability of the supervisors, since they will be directly involved in making judgments about their workers performance level.

1.1 SELECTION OF RESEARCH TOPIC

Various Knowledge branches have gradually developed in Management Science. As finance Management, selling Management, Product Management have developed for Unit, Likewise Human Resources Management have developed with reference to special knowledge branch for the scope of problems of Personnel.

The concepts of Human Resource Management in Modern management have developed under this aim. Except the Professional goals, the other goals are achieved with the help of Human resource's activities. And all the quality is finally depend on the endeavors of the human and at last, the focus is being put to achieve, proper personnel, to develop them, to give them with the smart payment and also to solve the various types of the problems is very much needed.

Performance appraisal has been a management topic covered by mainly library educators, personnel staff and library administrators (Aluri&Reichel, 1994).its wide application in libraries and its influence on library employees, however, has made it a common concern of not only administrators but also librarians in general.

If the personnel are not satisfied by nature, then no one can achieve the determined goals. The scopes of all types of problems related to personnel are included in Human Resource Management. That is why this personnel Management is useful Knowledge branch. And after that , a strong urge has

aroused from within to know more and the outcome is the research title has been selected as ,“**PERFORMANCE APPRAISAL PRACTICES IN UNIVERSITY LIBRARIES OF GUJARAT STATE: A STUDY**”

1.2 THE EXPLANATION OF IMPORTANT TERMS IN RESEARCH.

1.2.1 Gujarat State.

Gujarat is located from 20.6° longitude to 24.42° longitude in north whereas from 68.10° latitude to 74.28° latitude in west direction. It is occupied by five crores of population.

1.2.2 University Library

A library attached or associated with a university and used by students, teachers, researchers, administrative staff etc. of the university as well as by the other research workers, alumni outside the university is known as university library. It is also known as the heart of university. It works like an axis of all educational and research activities in all disciplines.

According to Dr. Krishan Kumar (2009) “a university library is a part of a university set up. Therefore, it exists to serve the objectives of its parent organization. Every library programme must support university’s total programme. In other words, a university library should aim to advance the functions of its university. It should reflect character of the university”.

He also states that the major distinction between a college library and university library that a university library lays emphasis mainly upon research. Thus we find that research is a major objective of a

university library. In others words, it circulates knowledge to generate new knowledge.¹

1.2.3 Performance Appraisal.

Performance appraisal is a method of evaluating the behavior of employees in the work spot, normally including both and quantitative and qualitative aspects of job performance. it is a systematic and objective way of evaluating both work-related behavior and potential of employees.

1.3. OBJECTIVES OF THE STUDY

- To study the overall Performance Appraisal practice in University Libraries
- To learn polices & 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.

1.4 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

1.5 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.

1.6 THE SCOPE OF THE STUDY.

The Study covers the staff of the below mentioned university libraries		
SR. NO.	NAME OF THE UNIVERSITY	MANAGEMENT: STATE
1	GUJARAT UNIVERSITY, AHMEDABAD	STATE
2	VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT	STATE
3	HEMCHANDRACHARYA NORTH GUJARAT UNIVERSITY , PATAN	STATE
4	SARDAR PATEL UNIVERSITY, VALLABH VIDYANAGAR	STATE
5	SAURASHTRA UNIVERSITY, RAJKOT	STATE
6	BHAVNAGAR UNIVERSITY, BHAVNAGAR	STATE
7	KRANTIGURU SHYAMJI KRISHNA VERMA KACHCHH UNIVERSITY, BHUJ	STATE
8	SHREE SOMANATH SANSKRIT UNIVERSITY, VERAVAL	STATE
9	THE MAHARAJA SAYAJIRAO UNIVERSITY, VADODARA	STATE
10	CHILDREN'S UNIVERSITY, GANDHINAGAR.	STATE
11	GUJARAT FORENSIC SCIENCES UNIVERSITY, GANDHINAGAR.	STATE
12	RAKSHA SHAKTI UNIVERSITY, GANDHINAGAR.	STATE
13	KAMDHENU UNIVERSITY, GANDHINAGAR.	STATE
14	ANAND AGRICULTURAL UNIVERSITY, ANAND.	STATE
15	NAVSARI AGRICULTURAL UNIVERSITY, NAVSARI	STATE
16	SARDAR KRUSHINAGAR DANTIWADA AGRICULTURAL, UNI, SK	STATE
17	JUNAGADH AGRICULTURAL UNIVERSITY, JUNAGADH	STATE
18	GUJARAT TECHNOLOGY UNIVERSITY, AHMEDABAD	STATE
19	GUJARAT AYURVED UNIVERSITY, JAMNAGAR.	STATE
20	GUJARAT NATIONAL LAW UNIVERSITY, AHMEDABAD (GNLU)	STATE
21.	SPORT UNIVERSITY GANDHINAGAR	STATE
Source: Commissionerate of Higher Education ,Education Department - Government of Gujarat		

1.7 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.

1.8. METHODOLOGY

For the present study of Performance appraisal Practice of University libraries the researcher has decided to collect the information through the primary and secondary data.

The researcher has used structured questionnaire to collect primary data related to the study. The secondary data is collected from the published sources like annual report and websites of the selected sample University libraries.

1.9 SCHEME OF CHAPTERIZATION:

- Introduction
- Review of Related Literature
- Research Methodology
- Human Resource Management and Human Resource Development Practice
- Performance Appraisal Practice
- University Profile

- Data analysis and Interpretation
- Finding ,Suggestions
- Bibliography

CHAPTER – 2

Review of Literature

INTRODUCTION

Many types of researches had been done in the University and University Libraries .Many researchers & experts have tried to search efficient & effective Human Resource Management Practices. Researchers, Scholars, Teachers, Academicians, Students, Practitioners, Government & Non-government organizations etc. are making a conscious study of literature through discussing keeping themselves alert to need timely.

The purpose of referring the research paper, project reports, articles, websites it also provides supportive drive and evidence for the findings of the study. A number of studies have been conducted in the world, India and Gujarat which examined the subject.

Following is just an indicative list of such literature reviewed me for research work.

HUMAN RESOURCE DEVELOPMENT (HRD):

Organizations have set up their employee development programs in a various ways. Traditionally, Universities have offered reimbursement to allow people opportunities to expand their knowledge

According to the concise oxford dictionary, resource means supplying what is needed, the stock that can be drawn available assets which a person or country can use. A resource is an asset. It can be a material, finance, real state, forest wealth, water wealth, power or any other machinery.

LIBRARY HUMAN RESOURCES PERFORMANCE APPRAISAL:

Library human sources employees often need to respond to concerns expressed by workers approximately their character performance value determinations. For instance team of workers may additionally feel that they were now not evaluated objectively by means of their manager or now not evaluated inside the equal manner as different co-people. Requirements used for comparing group of workers should enable supervisors to evaluate performance more equitably. This is especially crucial whilst organizing requirements for jobs which might be the equal or similar in responsibilities. In instructional library, education and career planning is a joint attempt related to the figure corporation and the worker. The parent frame affords the shape, career course opportunities and the weather to inspire career making plans and private development. Individuals will search for proof of organizational path and career course opportunities whilst determine where their personal destiny lies.

In many Non-profit organization like library and information Centre appraisal result are used, both directly or indirectly, to help decide reward effects, this is, the appraisal outcomes are used to discover the better performing employees who have to get most people of to be had advantage or commendations, pay will increase, bonuses, and promotions. For educational libraries, performance appraisal structures often are decided at the college degree. Many instructional

libraries adapt university-prescribed performance appraisal techniques to fulfil the unique personnel management wishes that instructional library required. Relying on the extent of the library employee (as an example, clerical, paraprofessional, and expert librarian), college coverage additionally can also require that team of workers performance appraisals be used while making revenue selections **(OKEYPE 2012)**

PERFORMANCE INDICATOR (API):

UGC added out career development scheme for instructors and other instructional group of workers (along with library workforce of assistant librarian and above cadre in universities and librarians in college) from 1998 as a part of revision of pay scale in line with the fifth pay commission for important government employees. Inside the beyond, UGC linked the guides with the research and educational sports of teachers with the choice and promoting system.

LINKING GUIDES WITH API

The UGC Regulations 1998 linked 3 first-class publications for Promotion to the post of Associate Professor and excellent five Publication for professor. The regulation did not describe any greater element about the nature of Publication in the rules but those Publication were to be evaluated by 3 experts inside the issue and on positive report, similarly process used to take location. It turned into the prerogative of the University/experts to keep in mind the excellent of the Publications. in absence of clean cut policy/recommendations, numerous courses within the call of path material, conference papers, edited books, magazine articles, etc published in subject based totally or other journals or magazines were considered prior to 2009

The review of literature helped in clarifying the major concept and approaches in the human resource development of faculty of the organization as advocated by the authorities in the field. These concept and approaches; in there term helped the researcher in developing a modern forward looking library human resource development system of the university libraries of Gujarat.

Chapter - 3

Research Methodology

INTRODUCTION

Research is common parlance refers to a search for knowledge. It is also known as scientific and systematic search for pertinent information on a specific topic. In fact research is an art of scientific investigation. According to advance learner's dictionary of current English, research means "A careful investigation or inquiry especially through search for new facts in any form of knowledge." Thus the search for knowledge through objective and systematic method of finding solution to a problem is research.

RESEARCH DESIGN:

It is a descriptive study. The purpose of descriptive surveys, according to Ezeani (1998), is to collect detailed and factual information that describes an existing phenomenon. Survey through structured questionnaire has been made in selected University Libraries.

SELECTION OF SAMPLES:

Total 100 respondents were selected from Twenty one selected Universities. The distribution of selected respondents from various Universities is given below:

University wise break-out:

	Sr. No.	Name of University	Response Mode		Total
			Offline	Online	
Universities	1	Bhavnagar University	5	0	5
	2	Anand Agriculture University	4	0	4
	3	Agri Dantiwada	6	0	6
	4	Children University	3	0	3
	5	Veer Narmad University, Surat	2	0	2
	6	Kamdhenu University	3	0	3
	7	Forensic Science University	3	0	3
	8	Raksha Shakti University	3	0	3
	9	Swarnim Gujarat Sports University	4	0	4
	10	M S University	9	14	23
	11	Sardar Patel University	8	0	8
	12	Gujarat National Law University	4	0	4
	13	Navsari Agriculture University	0	4	4
	14	Saurashtra University	0	5	5
	15	Gujarat Ayurved University, Jamnagar	0	5	5
	16	Gujarat University, Ahmedabad	0	11	11
	17	Hemchandracharya North Gujarat University, Patan	0	6	6
	18	KSKV University	0	1	1
Total			54	46	100

TARGET POPULATION:

The target population of the study was employees in Grant in Aid University libraries in Gujarat. A number of 21 Grant in ad University Libraries of Gujarat was taken.

SAMPLING TECHNIQUE:

A simple random sampling technique was used to select 100 employees from selected Universities Libraries.

SOURCES OF DATA:

In order to achieve the objectives of present study, relevant primary and secondary data was used.

PRIMARY DATA:

Primary data was collected from the employees of selected University Libraries. Other primary data was also collected from employees with the help of structured questionnaire by personal visit and conversation.

SECONDARY DATA:

Secondary data was collected from Books, magazines, Journals, News Papers, Websites, University publications, etc. It was useful source to design scientific instrument (questionnaire) for primary data collection.

INSTRUMENT:

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.

The questions used in this study falls under the following categories:

- Open-ended questions
- Close ended questions
- Rating and ranking question
- multiple choice question

DATA ANALYSIS:

The collected data from different sources is analysed and tabulated with the help of statistical technique like percentage. The data is arranged, processed, classified and brought into the logical order. They are summarized and tabulated for the purpose of analysis, interpretation and producing meaningful findings and suggestions.

The data analysis was carried out with the help of statistical software “SPSS”.

CHAPTER-4

INTRODUCTION OF HUMANRESOURCE MANAGEMENT AND HUMANRESOURCE DEVELOPMENT

CONCEPT OF HRM

HRM is the qualitative improvement of human beings who are considered the most valuable assets of an organization – the bases, resources, and end users of all products and services. HRM is no doubt, an outgrowth of the older process and method. But it is much more than its parental discipline, viz. Personnel management and behavioral science. Human Recourse Management is also more all-inclusive and deep rooted than training and development. Its method is multi-disciplinary from the beginning to the end. It is a systematic process of continuously enabling the employees to increase their competency and capability to play their present as well as future expected roles.

All the criteria given under this chapter

- Meaning and Definition of HRM
- Objective of HRM
- Importance of HRM
- Scope of HRM
- Concept of HRD
- Definitions of HRD
- Significance of HRD
- Objectives of Human Resource Development in Academic Libraries:
- Need for Human Resource Development Programme in Libraries:

- HRM and Development for University Libraries and Information Centres
- Job Analysis and in the Field of HRD and HRM Role of Library Authority
- Constitution of Library Committee
- Summary
- Reference

CHAPTER 5

Performance Appraisal Practice

INTRODUCTION:

Performance appraisal of team of workers is a good systematic evaluation and assessment of personnel with the aid of supervisors. It is a complete guideline which facilitates in growing the task potential, proving technical understanding of an employee and making the evaluation of holistic overall performance of an employee, in the organization for a positive time frame. It initiates to pluck out all of the terrible factors inside him/her and curve out his own high-quality dimensions, fantastic strength and capability, to shine in his/her profession span. An awesome employee is one who now not best performs properly in his work domain however tries to outshine amongst all personnel as regards to his paintings parameters and dimensions.

Having trustworthy and dependable employees is the important thing to any a hit establishment or organisation. Overall performance management device (PMS) not most effective “paves” the path for more “self-improvement”, however additionally offers the worker the opportunity to make his own self-assessment, shape his technical expertise, deliver an effective qualitative assessment on himself annually.

CHAPTER -6

Profile of University libraries

The Study covers the staff of the below mentioned university libraries		
SR.	NO. NAME OF THE UNIVERSITY	MANAGEMENT: STATE
1	GUJARAT UNIVERSITY, AHMEDABAD	STATE
2	VEER NARMAD SOUTH GUJARAT UNIVERSITY, SURAT	STATE
3	HEMCHANDRACHARYA NORTH GUJARAT UNIVERSITY , PATAN	STATE
4	SARDAR PATEL UNIVERSITY, VALLABH VIDYANAGAR	STATE
5	SAURASHTRA UNIVERSITY, RAJKOT	STATE
6	BHAVNAGAR UNIVERSITY, BHAVNAGAR	STATE
7	KRANTIGURU SHYAMJI KRISHNA VERMA KACHCHH UNIVERSITY, BHUJ	STATE
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15	NAVSARI AGRICULTURAL UNIVERSITY, NAVSARI	STATE
16	SARDAR KRUSHINAGAR DANTIWADA AGRICULTURAL UNIVERSITY, SABARKANTHA	STATE
17	JUNAGADH AGRICULTURAL UNIVERSITY, JUNAGADH	STATE
18	GUJARAT TECHNOLOGY UNIVERSITY, AHMEDABAD	STATE
19	GUJARAT AYURVED UNIVERSITY, JAMNAGAR.	STATE
20	GUJARAT NATIONAL LAW UNIVERSITY, AHMEDABAD (GNLU)	STATE
21	SPORT UNIVERSITY GANDHINAGAR	STATE

CHAPTER -7

Data analysis and Interpretation

This chapter is based on primary data gathered by rigorous survey using questionnaires to obtain opinion from the librarians from 21 universities libraries of state of the Gujarat.

Data analysis is the most vital part of any research. The data collected is analyzed, processed and represented in a meaningful manner to draw the desired conclusion to make sense to a researcher or the reader. This makes the understanding of the subject clearer.

Analysis is conducted on the data collected from library staff working at various universities. It enables in drawing the desired final conclusion and brings about various changes in the existing systems. It helps in future decision making, strategy development and widens opportunity and direction for the future research.

Sr. No.	Analysis
	SECTION 1. Demographic Analysis
1.	Frequency Analysis of Universities Approached in Gujarat
2.	General Demographic Information
	SECTION 2. Dimensions of Performance Appraisal System
3.	Analysis of views on Dimensions of Performance Appraisal System
4.	Garrett Ranking Technique for analyzing the loopholes under performance Appraisal System
5.	Analysis of Frequency of Appraisal done and Aspects evaluated by Interviewer
6.	Analysis of Feel during Appraisal and Attitude of Interviewer
7.	Analysis of Opinion of Appraisal Practice and Feel regarding job in University
8.	Analysis of Views on getting promotion on performance appraisal basis and Opinion about satisfaction in Job after appraisal and Providing opportunity for employee to shift the career line, as per interest in the organization
	SECTION 3. API Score Card for Performance Appraisal System
9.	Analysis of API score card's importance in Performance Appraisal and Most Important API's Criteria that is preferred for much time devotion.
10.	Analysis of Views on API as a Performance Appraisal tool.
	Hypothesis Testing
11.	Analysis of perception on loopholes under performance appraisal system with Gender
12.	Analysis of perception on suggestions that can improve performance appraisal system with gender
13.	Analysis of Views on varied techniques used in appraisal system and its relation with work experience.
14.	Analysis of perception on API used as performance appraisal tool
15.	Analysis of presence of association between work experience of employees and hesitation or nervousness during the appraisal
16.	Analysis of presence of association between Designation of employees and attitude of interviewer in performance appraisal

17.	Analysis of presence of association between Designation of employees and Views on considering API score card an important aspect for performance appraisal.
18.	Analysis on views on Loopholes under performance appraisal and its relation with work experience.

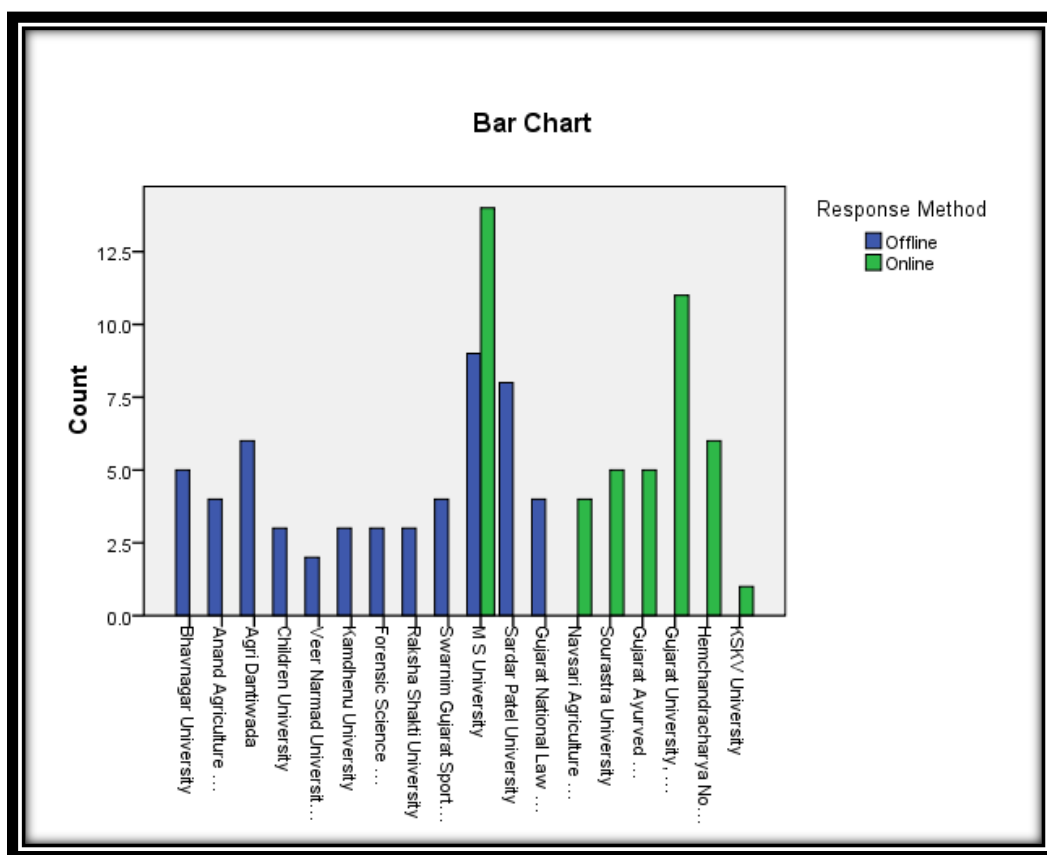
DATA ANALYSIS AND INTERPRETATION

Table of Contents

SECTION 1. Demographic Analysis

1. Analysis of Universities approached

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.



(Source: SPSS Output)

2. Frequencies Other Demographic Variables

Sr. No.	Variables	Sub Categories	Frequency	Percent
1.	Gender	Male	73	73.0
		Female	27	27.0
2.	Age Group	Below 40 Years	50	50.0
		40-49 Years	34	34.0
		50-60 Years	16	16.0
3.	Marital Status	Married	88	88.0
		Unmarried	12	12.0
4.	Work Experience	Less than 5 Years	20	20.0
		5-19 Years	63	63.0
		20 Years and above	17	17.0
5.	Designation	Chief Librarian	13	13.0
		Assistant Librarian	34	34.0
		Library Assistant	14	14.0
		Technical Assistant	39	39.0
6.	Qualification	B. Lib	66	66.0
		M. Lib	50	50.0
		M. Phil	13	13.0
		Ph.D.	15	15.0

SECTION 2.

Dimensions of Performance Appraisal System

3. Analysis of views on Dimensions of Performance Appraisal System

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. Garrett Ranking Technique for analysing the loopholes under performance Appraisal System.

Ranking of Loopholes under Performance Appraisals

Sr No.	Loopholes under performance appraisal	1	2	3	4	5	Total Garret Score	Avg.	Rank
1	Judgmental bias	3075	420	250	468	840	5053	50.53	3
2	The halo effect/error	750	1320	1350	1482	72	4974	49.74	4
3	Personal prejudice	1200	1080	2400	468	144	5292	52.92	1
4	The leniency and strictness	675	2160	700	1443	96	5074	50.74	2
5	Performance after promotions was not sufficient	2100	960	250	0	1224	4534	45.34	5

(Source: Calculated from Henry Garrett Table)

As per Henry Garrett Table, respondents finds "Personal Prejudice" to be most important loophole and Least important is "Performance after promotions was not sufficient" for them, which is assigned fifth rank

5. Highest **Appraisal frequency** i.e. 77 respondents described it is done once, followed by 13 who said 13 times and only 4 was of the opinion that, it is done more than four times.

Under **aspects evaluated by Interviewer**, 64 respondents marked “stronger aspects only” is evaluated by Interviewer, followed by 24 respondents who described- “Both stronger and weaker aspects” and only 12 said “weaker aspects only” evaluated by Interviewer.

6. Total 66 respondents believed they do not feel any **hesitation or nervousness during appraisals**, followed by 34 who felt the same “up to some extent.”

Considering the **attitude of Interviewer**, highest 41 respondents were of the view that Interviewer is “Strict”, followed by 35 as “Liberal” and 24 as “Positive” under appraisal.

7. Under the **views of Respondents favouring appraisal**, 66 respondents believed they are “strongly in favour of appraisal practice” in university, while 27 – “slightly favoured” the same and 7 were “neutral.”

Total 53 respondents found their **Job** “interesting”, followed by 37 who feels “monotonous” and 10 as “burdensome”.

Total 65 respondents feels “certainly yes”, followed by 23 respondents, feeling “certainly no” for the same and 12 were “not certain’ on **Views on getting promotion on performance appraisal basis**

8. Considering the **extent of satisfaction** Total 69 respondents found “general increase in satisfaction” followed by 25, with “slight increase in satisfaction”, 5 with “no effect on satisfaction”, while 1 with “having decrease in satisfaction” **after performance appraisal**.

87 employees get **opportunity to shift their career line**, considering their interest in the organization, while 13 does not get the same.

SECTION 3.

API Score Card for Performance Appraisal System

9. Total 92 respondents feels **API score card is important aspect for performance appraisal** against 8 who don’t believe it.

Considering **API criteria** total 73 respondents believes “Procurement, Organization, and Delivery of Knowledge and Information through Library Services” to most important criteria,

for which more time to be given, followed by followed by “Co-Curricular, Extension and Professional Development Related Activities” (19), and 8 respondents felt “Research and Academic Contributions” to be most important.

10. Analysis of Views on API as a Performance Appraisal tool

Likert Scale Analysis for API as Performance Appraisal tool

Views on API as a Performance Appraisal tool.	Mean	Std. Deviation
API is most preferred tool for performance appraisal	1.5000	.59459
API gives the glance of performance in every area of Library science	1.7000	.68902
Performance appraisal based on API score is fair	1.7000	.68902
Malpractices is possible for increasing API scores in order to soothe performance appraisal	1.7900	.75605
API parameters should be modified as per the changing trend for effective Performance Appraisal	1.5900	.65281

(Source: SPSS Output)

HYPOTHESIS TESTING

Hypothesis no.	Hypothesis	Result	Annexure (Table No.)
1	There is no significant difference towards perception on loopholes under performance appraisal system between male and female employees	Not Rejected except “The regency effect [similarity error]”	1
2	There is no significant difference towards perception on suggestions that can improve performance appraisal system between male and female employees	Not Rejected	2

3	There is no significant difference between views on varied techniques used in appraisal system and work experience of employees	Not Rejected	3
4	There is no significant difference towards perception on API used as performance appraisal tool between male and female employees	Not Rejected	4
5	There is no association between work experience of employees and hesitation or nervousness during the appraisal	Not Rejected	5
6	There is no association between Designation of employees and attitude of interviewer in performance appraisal	Not Rejected	6
7	There is no association between Designation of employees and Views on considering API score card an important aspect for performance appraisal.	Not Rejected	7
8	There is no significant difference between views on Loopholes under performance appraisal and work experience of employees	Not Rejected	8

Table 1. INDEPENDENT TEST

Sr. No.	Perception on loopholes under performance appraisal system	Levene's Test for Equality of Variances		t-test for Equality of Means		Hypothesis
		Equal Variance assumed	Sig.	Equal Variance not assumed	Sig. (2-tailed)	
1	Judgemental bias	Assumed	.535	****	****	Not Rejected
2	The halo effect/error	Assumed	.860	****	****	Not Rejected
3	Personal prejudice	Assumed	.263	****	****	Not Rejected

4	Faculty Managerial assumption	Assumed	.542	****	****	Not Rejected
5	Criteria problem	Assumed	.516	****	****	Not Rejected
6	The regency effect [similarity error]	Assumed	.027	Not Assumed	.041	Rejected
7	The leniency and strictness	Assumed	.198	****	****	Not Rejected
8	The central tendency problem average rating problem]	Assumed	.135	****	****	Not Rejected
9	Loss of confidence level at some time	Assumed	.182	****	****	Not Rejected
10	Influence evidence	Assumed	.263	****	****	Not Rejected
11	Social differentiation	Assumed	.257	****	****	Not Rejected
12	Miscellaneous biases	Assumed	.075	****	****	Not Rejected
13	Influence of man`s job	Assumed	.313	****	****	Not Rejected
14	Most pert of the appraisal is based on subjectivity, less relativity and validity	Assumed	.278	****	****	Not Rejected
15	Speedy report writing	Assumed	.590	****	****	Not Rejected
16	Many objectives of performance appraisal	Assumed	.292	****	****	Not Rejected

17	Performance after promotions was not sufficient	Assumed	.107	****	****	Not Rejected
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(SOURCE: SPSS OUTPUT)

Table 2. INDEPENDENT TEST				
Sr. No.	Perception on suggestions that can improve performance appraisal system	Levene's Test for Equality of Variances		Hypothesis
		Equal Variance assumed	Sig.	
1	The faculty should be involved in planning and implementing the faculty appraisal system.	Assumed	0.964	Not Rejected
2	Appraiser should be trained.	Assumed	0.207	Not Rejected
3	Frequency of appraisal in a year should be increased.	Assumed	0.262	Not Rejected
4	Faculty development should be equally or more emphasized than personnel decision in faculty performance appraisal.	Assumed	0.381	Not Rejected
5	The result of appraisal should immediately be communicated to the faculty concerned.	Assumed	0.672	Not Rejected

(SOURCE: SPSS OUTPUT)

Table 3. ANOVA TEST

Sr. No.	Varied techniques used in appraisal system		Sum of Squares	df	Mean Square	F	Sig.	Hypothesis
1	Confidential Report	Between Groups	1.533	2	.767	1.998	.141	Not Rejected
		Within Groups	37.217	97	.384	***	***	
		Total	38.750	99	***	***	***	
2	Grading (ABC)	Between Groups	.229	2	.114	.288	.750	Not Rejected
		Within Groups	38.521	97	.397	***	***	
		Total	38.750	99	***	***	***	
3	Graphic Rating	Between Groups	.812	2	.406	1.068	.348	Not Rejected
		Within Groups	36.898	97	.380	***	***	
		Total	37.710	99	***	***	***	
4	Free from easy Method	Between Groups	.551	2	.276	.650	.525	Not Rejected
		Within Groups	41.159	97	.424	***	***	
		Total	41.710	99	***	***	***	
5	Critical Incidents Method	Between Groups	2.103	2	1.051	2.160	.121	Not Rejected
		Within Groups	47.207	97	.487	***	***	

		Total	49.310	99	***	***	***	
6	Group Appraisals (Paired Comparisons)	Between Groups	1.565	2	.783	2.157	.121	Not Rejected
		Within Groups	35.185	97	.363	***	***	
		Total	36.750	99	***	***	***	
7	Check List (Simple Weighted)	Between Groups	.740	2	.370	.931	.398	Not Rejected
		Within Groups	38.570	97	.398	***	***	
		Total	39.310	99	***	***	***	
8	Cost Accounting Approach	Between Groups	.647	2	.323	.818	.444	Not Rejected
		Within Groups	38.353	97	.395	***	***	
		Total	39.000	99	***	***	***	
9	Management By Objectives	Between Groups	2.043	2	1.022	2.571	.082	Not Rejected
		Within Groups	38.547	97	.397	***	***	
		Total	40.590	99	***	***	***	
10	Assessment Centres	Between Groups	.112	2	.056	.071	.932	Not Rejected
		Within Groups	76.878	97	.793	***	***	
		Total	76.990	99	***	***	***	

11	Psychological Appraisals	Between Groups	1.523	2	.761	1.112	.333	Not Rejected
		Within Groups	66.437	97	.685	***	***	
		Total	67.960	99	***	***	***	
12	Human Resource Accounting	Between Groups	.185	2	.092	.190	.827	Not Rejected
		Within Groups	47.125	97	.486	***	***	
		Total	47.310	99	***	***	***	
13	.Behaviourally anchored rating scales[BARS]	Between Groups	1.362	2	.681	1.073	.346	Not Rejected
		Within Groups	61.548	97	.635	***	***	
		Total	62.910	99	***	***	***	
14	360 degree Appraisal	Between Groups	.137	2	.068	.098	.907	Not Rejected
		Within Groups	67.973	97	.701	***	***	
		Total	68.110	99	***	***	***	

(SOURCE: SPSS OUTPUT)

Table 4. INDEPENDENT TEST			
Sr. No.	Perception on API used as performance appraisal tool	Levene's Test for Equality of Variances	Hypothesis

		Equal Variance assumed	Sig.	
1	API is most preferred tool for performance appraisal	Assumed	0.063	Not Rejected
2	API gives the glance of performance in every area of Library science	Assumed	0.147	Not Rejected
3	Performance appraisal based on API score is fair	Assumed	0.318	Not Rejected
4	Malpractices is possible for increasing API scores in order to soothe performance appraisal	Assumed	0.486	Not Rejected
5	API parameters should be modified as per the changing trend for effective Performance Appraisal	Assumed	0.669	Not Rejected

(SOURCE: SPSS OUTPUT)

Table 5. Chi-Square Test			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.444 ^a	2	.486
Likelihood Ratio	1.492	2	.474
Linear-by-Linear Association	.115	1	.735
N of Valid Cases	100		
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 5.78.			

(SOURCE: SPSS OUTPUT)

Table 6. Chi-Square Test			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.111 ^a	6	.311
Likelihood Ratio	7.717	6	.260
Linear-by-Linear Association	1.561	1	.211
N of Valid Cases	100		
a. 4 cells (33.3%) have expected count less than 5. The minimum expected count is 3.12.			

(SOURCE: SPSS OUTPUT)

Table 7. Chi-Square Test			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.084 ^a	3	.069
Likelihood Ratio	8.289	3	.040
Linear-by-Linear Association	.124	1	.725
N of Valid Cases	100		
a. 4 cells (50.0%) have expected count less than 5. The minimum expected count is 1.04.			

(SOURCE: SPSS OUTPUT)

Table 8. ANOVA TEST								
Sr. No.	Loopholes		Sum of Squares	df	Mean Square	F	Sig.	Hypothesis
1	Judgmental bias	Between Groups	.126	2	.063	.086	.917	Not Rejected
		Within Groups	70.784	97	.730	***	***	
		Total	70.910	99	***	***	***	
2	The halo effect/error	Between Groups	.040	2	.020	.041	.960	Not Rejected

		Within Groups	46.950	97	.484	***	***	
		Total	46.990	99		***	***	
3	Personal prejudice	Between Groups	2.374	2	1.187	1.373	.258	Not Rejected
		Within Groups	83.866	97	.865	***	***	
		Total	86.240	99		***	***	
4	Faculty Managerial assumption	Between Groups	2.394	2	1.197	1.449	.240	Not Rejected
		Within Groups	80.116	97	.826	***	***	
		Total	82.510	99		***	***	
5	Criteria problem	Between Groups	2.720	2	1.360	2.020	.138	Not Rejected
		Within Groups	65.320	97	.673	***	***	
		Total	68.040	99		***	***	
6	The regency effect [similarity error]	Between Groups	3.600	2	1.800	2.152	.122	Not Rejected
		Within Groups	81.150	97	.837	***	***	
		Total	84.750	99		***	***	
7	The leniency and strictness	Between Groups	.593	2	.297	.356	.701	Not Rejected
		Within Groups	80.797	97	.833	***	***	
		Total	81.390	99		***	***	
8	The central tendency problem average rating problem]	Between Groups	1.085	2	.543	.749	.476	Not Rejected
		Within Groups	70.305	97	.725	***	***	
		Total	71.390	99		***	***	
9	Loss of confidence level at some time	Between Groups	.674	2	.337	.413	.663	Not Rejected
		Within Groups	79.116	97	.816	***	***	

		Total	79.790	99		***	***	
10	Influence evidence	Between Groups	.725	2	.362	.424	.656	Not Rejected
		Within Groups	82.985	97	.856	***	***	
		Total	83.710	99		***	***	
11	Social differentiation	Between Groups	1.712	2	.856	1.007	.369	Not Rejected
		Within Groups	82.448	97	.850	***	***	
		Total	84.160	99		***	***	
12	Miscellaneous biases	Between Groups	2.470	2	1.235	1.298	.278	Not Rejected
		Within Groups	92.280	97	.951	***	***	
		Total	94.750	99		***	***	
13	Influence of man`s job	Between Groups	1.392	2	.696	.757	.472	Not Rejected
		Within Groups	89.198	97	.920	***	***	
		Total	90.590	99		***	***	
14	Most pert of the appraisal is based on subjectivity, less relativity and validity	Between Groups	.011	2	.006	.006	.994	Not Rejected
		Within Groups	88.549	97	.913	***	***	
		Total	88.560	99		***	***	
15	Speedy report writing	Between Groups	2.186	2	1.093	1.456	.238	Not Rejected
		Within Groups	72.814	97	.751	***	***	
		Total	75.000	99		***	***	
16	Many objectives of performance appraisal	Between Groups	1.646	2	.823	1.180	.312	Not Rejected
		Within Groups	67.664	97	.698	***	***	
		Total	69.310	99		***	***	

17	Performance after promotions was not sufficient	Between Groups	.345	2	.173	.214	.808	Not Rejected
		Within Groups	78.405	97	.808	***	***	
		Total	78.750	99		***	***	

(SOURCE: SPSS OUTPUT)

CHAPTER-8

Findings and Suggestions

In this chapter findings, suggestions and conclusion are presented. They are based on details of data analysis with respect to theoretical concept based on the primary data collected from selected University libraries.

Findings are nothing else but the summarized interpretation of the data that is collected and analyzed. If one wants to know what a particular research says, one should just go through the findings.

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 varies 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. **Garrett 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. **Forother 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 variates based on standard deviation.
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 t 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 association 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 association 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 association 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

Performance Appraisal has stayed an important thing since years. The study covered performance appraisal practices at various university libraries of Gujarat State.

The opinion of various respondents connected to library management were taken on the performance appraisal at their university. The opinions were received in to two ways- Closed Questions and Open Question. Considering the suggestions part, the person being associated with system can justify it in an effective manner.

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 that 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 first key to a successful appraisal system is the appraiser. The appraisers must be able to see the values of the appraisal exercise and good training for appraisers is,

therefore, Essential. Carrying out staff appraisal and evaluation each year should not be treated as just a regular routine, and it is certainly not a formality.

Appraisers should be trained to be open-minded, honest, positive and skillful in addressing staff members' capabilities and competences. Clear guidelines and effective training system should be developed for appraisers to reasonably report the strengths and weaknesses of the appraisee and make logical and fair recommendation as to how the appraisee can be assisted in an improvement plan. Most of all, the appraisers should be guided to appraise the work performed, not the person.

The Appraisal Form

Libraries would benefit more if the tool for the appraisal – the appraisal form – is tailor-made to suit its own situation and specific needs. In view of the specific job nature of library staff, libraries should design their own appraisal form or modify the central form to modify for each Group of staff to accurately and effectively reflect the important aspects of the performance evaluation. As mentioned earlier, the nature of work is quite different between reader services and technical services, so if libraries could customize the performance evaluation standards for different categories of staff, so much the better.

It is believed that open-ended questions probing for detailed accounts are more useful than a rating scale. A rating scale often gives appraisers the excuse to just check the boxes without giving their comments. Open-ended questions avoid the embarrassment caused by rating and invite staff to present their viewpoints in their own words. It is also important that negative words such as “barriers” and “obstacles” should not be used in the questions; especially barriers and obstacles, in many cases, are largely related to the limited resources or heavy workload instead of the appraiser's ability and motivation.

SETTING OBJECTIVES

Another key to a successful staff appraisal system is the communication of expectations.

The appraisal is a tool for the senior management to envision the staff to share the institutional mission of the university, as well as the specific goal and purpose of the library. Objectives should, therefore, be clearly identified and communicated. Appraisers should first explicitly let staff know what the expectations are and then provide a development plan for how to meet these expectations as well as necessary support.

STAFF DEVELOPMENT

As it has been emphasized, appraisal should be an assessment for learning. Focus should be put more on motivation, satisfaction, development and improvement than individual

Performance. Just evaluating individual strengths and weaknesses or the output of particular tasks does not help the library much. What the library needs is to aim at a cultural change through the staff development system and explore ways and give suggestions of follow-up actions to help staff improve their knowledge and working attitude and as a result, facilitate good performance. A strategic staff development plan should be the target of each appraisal. Yet any plan is bound to fail if it is not followed through. Therefore, the development plan should state specifically what actions will be taken if the proposed plan does not work out. Many academic libraries rely on the central training programmes organized by the Human Resources Department of their universities. These courses are usually catered for non-specific audiences. Of course, general topics such as customer services, supervisory skills and management are beneficial to all staff of any unit. Yet library staff members particularly need more specific training that is related to library services and development, collection and resources, user behavior and needs, knowledge management, management of change and

professionalism. Libraries are thus advised to carry out systematic staff needs assessment, directly response to the learning needs of staff members and organize specific tailor made development programmes.

Another way to reflect more accurately staff members' performance and potential would be to implement a job rotation scheme for staff. In some academic libraries, staff may have worked under the same supervisor for a long time. As their performances are always Assessed by the same appraiser, problems of inaccuracy and biased assessment such as rating errors, if any, are likely to retain. With an organized and systematic job rotation Arrangement, staff members will have the chance to work in different positions and apply Different knowledge and skills. There will be an accumulation of comments written by Different appraisers. To be appraised by more than one appraiser may achieve a more Truthful appraisal and biased judgment can then be avoided. For libraries where no scheduled job rotation is arranged, managers may make use of the Chances when staff members from various departments work together in projects and tasks beyond their everyday responsibilities. It is, indeed, an excellent opportunity for project leaders to appraise any staff member involved. One advantage is that the staff member will receive comments from an appraiser who is not his/her own line manager. Furthermore, many projects involved tasks such as project management, liaison and coordination, publicity, reception, editing, publishing and public speaking, are totally different from the daily routine tasks staff members are handling. Performance appraisal in this regard could reveal a staff's potential in areas other than their regular library duties. Thus, management may be able to explore potentials of staff members that are unaware of previously.

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, miscellaneous biases, central tendency problem which create stress amongst employees and impacts 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.

Hence, the main objective of human resource development is to influence the overall personality of employees. In University libraries, Human resource manager should be provided with all kinds of facilities and should written policies applicable for staff development.

As well as they should also try and resolve employees' queries and should put in extra efforts to reduce their problems and tensions.

An effective appraisal system is essential for human resources management in an organization. It encourages staff development and helps increase productivity. Quality Staff performance appraisal, if administered appropriately in a developmental sense, can

Become a channel to provide more learning opportunities to staff, which is a powerful Instrument in building a learning organization.

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, raining. 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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