CHAPTER-1

INTRODUCTION

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

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 price 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. [1]

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 nice of revel in required;

5. Determine the requirement for balance. What are the motives for the Applicant's activity-hopping;

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[1] (http://ala.org/acrl/guides/facsta01.html).

6. Recall the position's interaction with different human beings, ranges, departments, and customers. What kind of communique 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 bridge 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 resources activities. And all the quality is finally depend on the endeavours 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 òFGujarat 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 behaviour 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 behaviour 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 varied techniques used in appraisal system and work experience of employees

H4: There is no significant difference between perception on API used as performance appraisal tool and designation of employees

H5: There is no significant difference towards perception on API used as performance appraisal tool between male and female employees

H6: There is no correlation between work experience of employees and hesitation or nervousness during the appraisal

H7: There is no correlation between Designation of employees and attitude of interviewer in performance appraisal

H8: There is no correlation between Designation of employees and Views on considering API score card an important aspect for performance appraisal.

1.5 The importance of the study

- The attitude of the personnel can change 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

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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 AGRICLUTURAL UNIVERSITY, NAVSARI	STATE
16 SARDAR KRUSHINAGAR DANTIWADA AGRICULTURAL UNI.	STATE
17 JUNAGADH AGRICULTURAL UNIVERSITY, JUNAGADH	STATE
18 GUJARAT TECHNOLOGY UNIVERSITY, AHMEDABADBAD	STATE
19 GUJRARAT AYURVED UNIVERSITY, JAMNAGAR.	STATE
20 GUJARAT NATIONAL LAW UNIVERSITY, AHMEDABAD (GNLU)	STATE

21.	SPORT UNIVERSITY GANDHINAGAR	STATE

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 University of Gujarat State

4. I have excluded the private University and Open University.

5. I have excluded three grated University because they have not answered the questionnaire (1) Shree Somnath University (2) Gujarat Technical University (3) Junagadh Agriculture 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:

- Chapter -1-Introduction
- Chapter -2-Review of Related Literature
- Chapter -3-3Research Methodology
- Chapter-4-Human Resource Management and Human Resource Development Practice
- Chapter-5-Performance Appraisal Practice
- Chapter-6-University Profile
- Chapter-7-Data analysis and Interpretation
- Chapter-8-Finding ,Suggestions
- Bibliography
- Appendix

1.10 Conclusion:

Staff appraisal can be used as reinforcement for staff learning and development .An effective appraisal encourages two way communication and improves mutual understanding .It is useful to organization to identify the individual, how he can be linked with the organization. The study will be useful to University libraries for future planning of training and development of personnel. It also alerts staff – members in their weak-points. It will be also useful to find out what can be done to improve related skills and knowledge. Staff appraisal is useful for promotion or transfer of the personnel. Thus, it is useful to the management as well as the personnel quality and effective appraisal system helps the University libraries to develop a more liberal culture.

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