CHAPTER -7

DATA ANALYSIS AND INTERPRETATION

Demographic Analysis

1. Frequency Analysis of Universities Approached in Gujarat

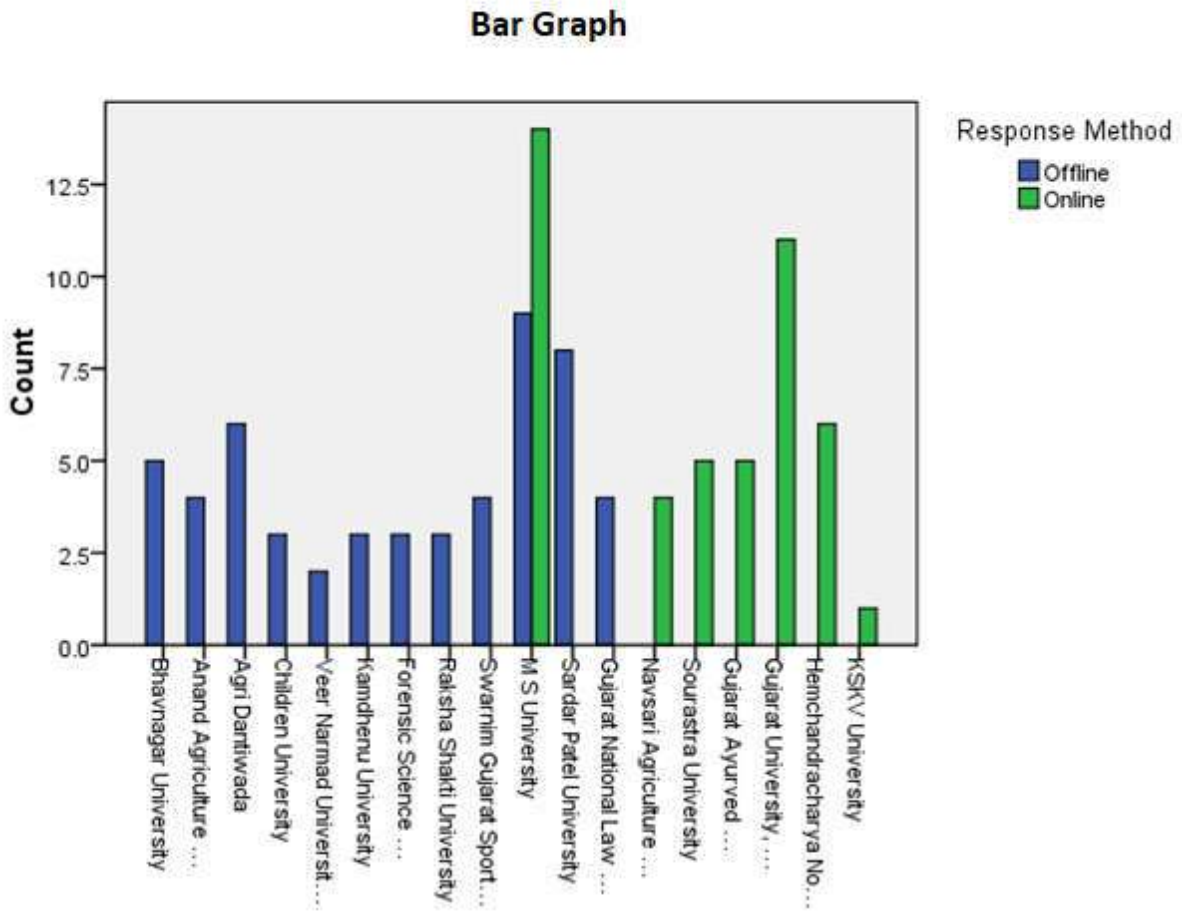
Frequency count is performed to identify the count of responses received for varied universities and type of mode undertaken.

Table 1. Universities and Response Mode Frequencies

	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**

(Source: SPSS output)

Graph 1. University and Response Mode



(Source: SPSS output)

It may be observed from the above table 1and chart 1, that 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, followed by Agri Dantiwada (6) and Hemchandracharya North Gujarat University, Patanv (6), one respondent was noted from KSKV University.

2. General Demographic Information

Demographic information is the basis of Descriptive Design and various underlying variables were analysed to identify the frequency and generalize conclusions.

Table 2. Demographic Frequency Analysis

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

(Source: SPSS Output and Research Scholar's Compilation)

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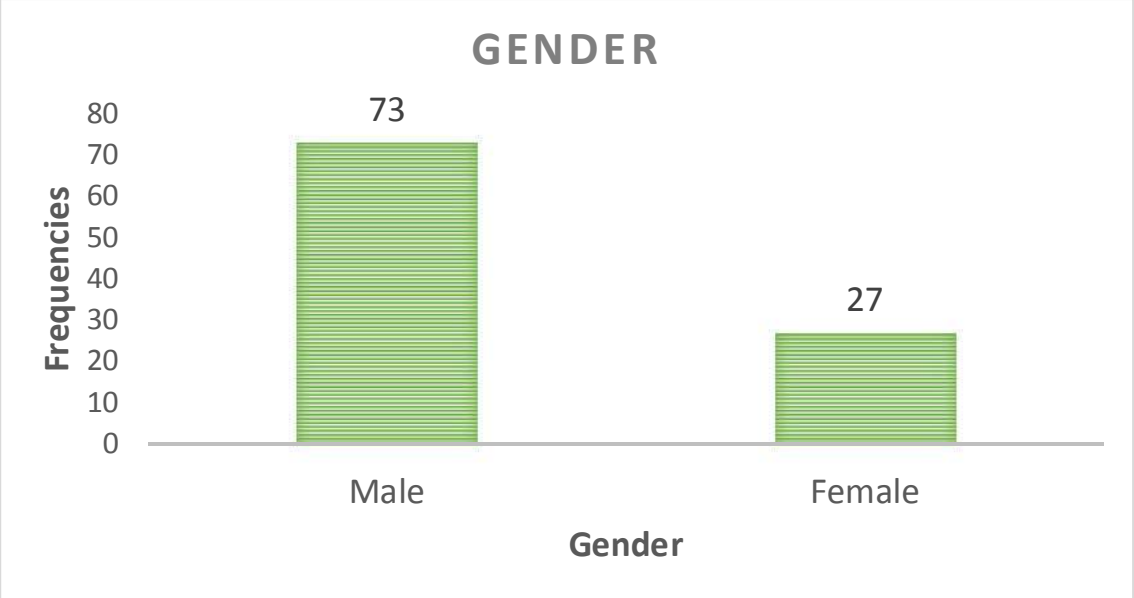
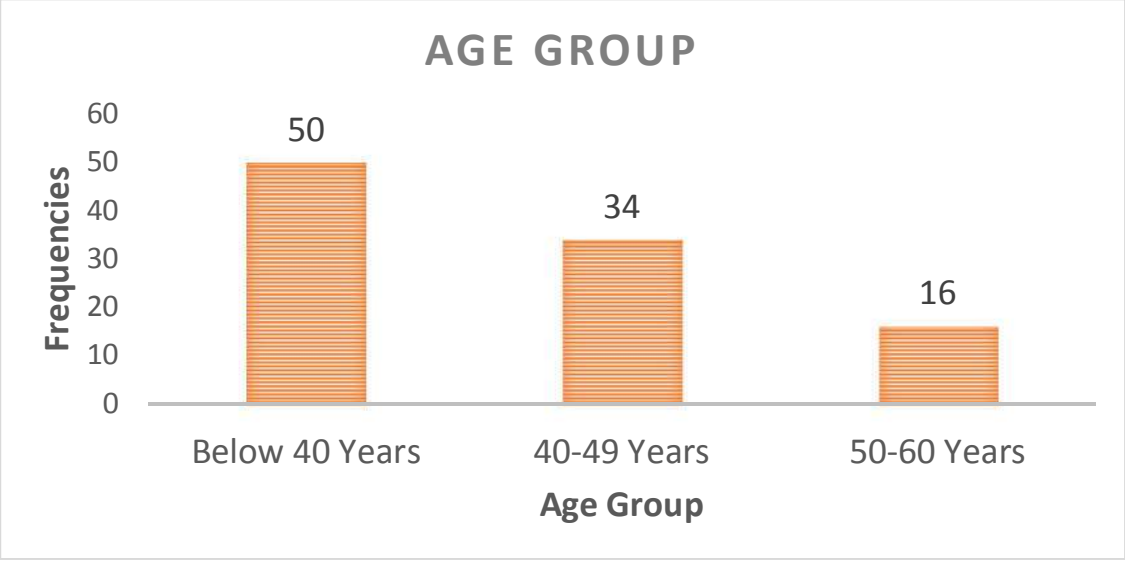
Following are the Graph of the Demographic Variables.

Graph 2.1 Gender Counts



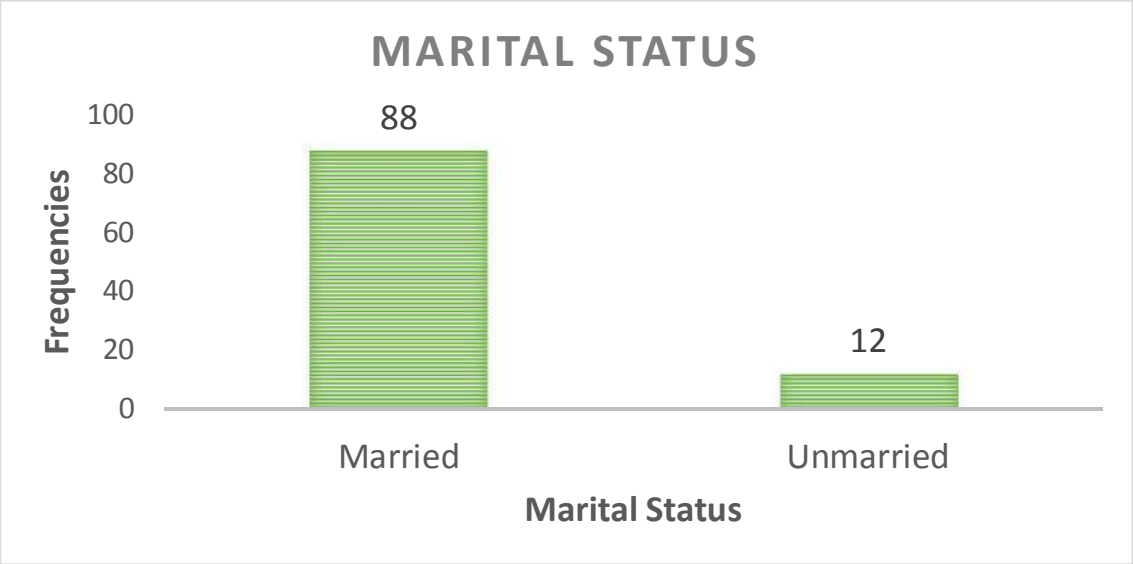
(Source: Excel Output)

Graph 2.2. Age Group Counts



(Source: Excel Output)

Graph 2.3. Marital Status Counts

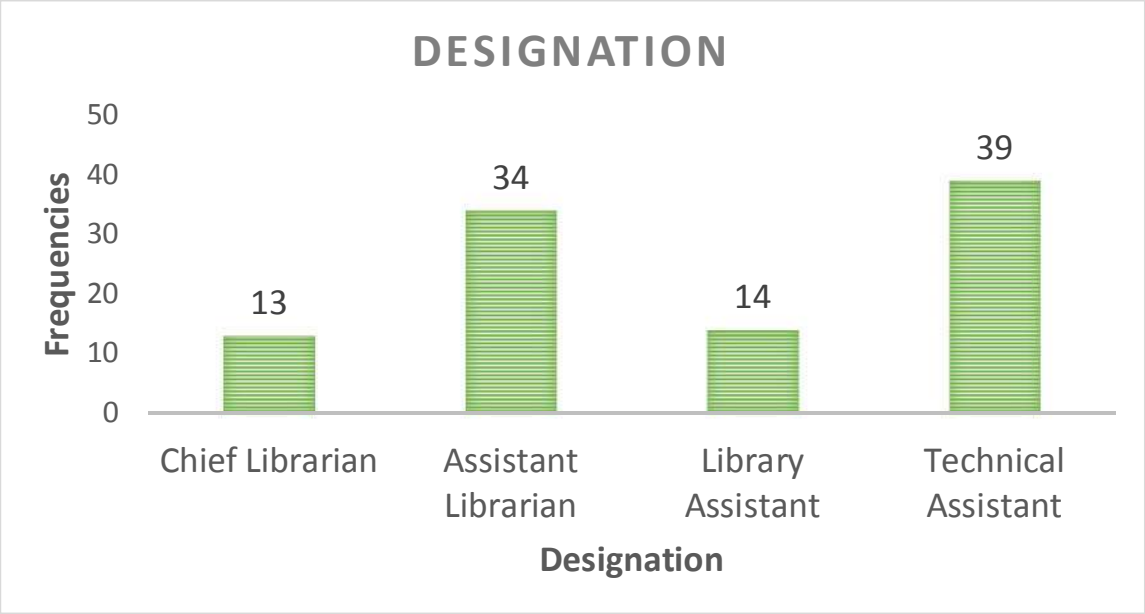


(Source: Excel Output)

Graph 2.4. Work Experience Counts

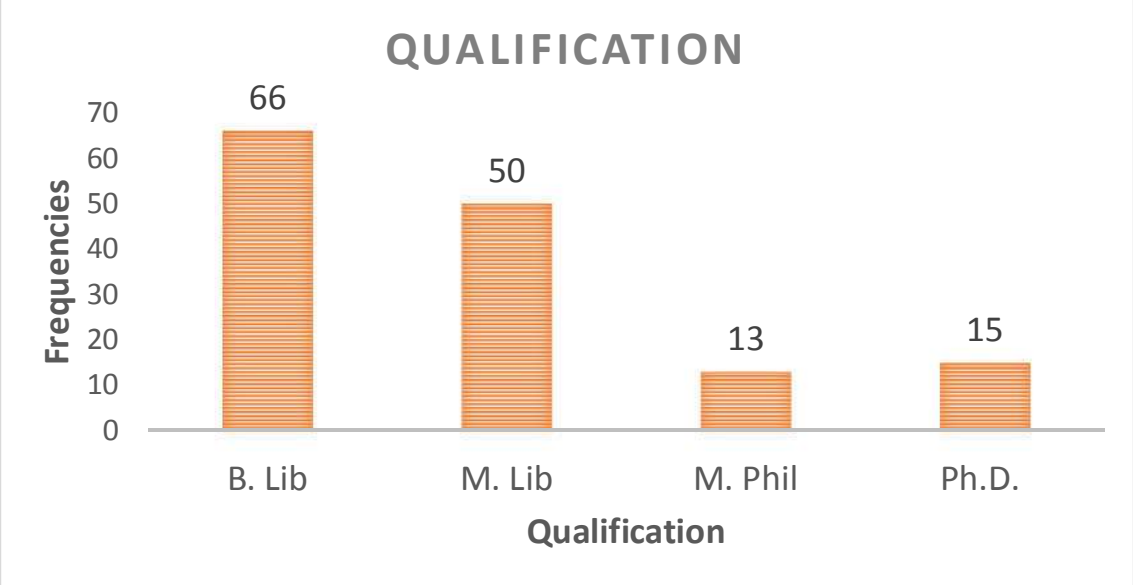
(Source: Excel Output)

Graph 2.5. Designation Counts



(Source: Excel Output)

Graph 7. Qualification Counts



(Source: Excel Output)

It may be observed from the above table 2 and concerned charts 2 -7, out of the total 100 samples, 73 were Males & 27 Females, 50 were below 40 years of age, followed by 34 between 40-49 years and 16 between 50-60 years. Considering Marital status, 88 were married out of 100 samples. It was observed, highest sample 63 were having experience between 5 -19 years, followed by 20 respondents with less than 5 years of work experience and 17 with more than & equal to 20 years of 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

Dimensions of Performance Appraisal System

3. Analysis of views on Dimensions of Performance Appraisal System

There were so many dimensions of Performance Appraisal System. The Parameters to evaluate the appraisal system were varied. Respondent's views were taken for each dimension in order to determine general view of them**.**

Table 3. Likert Statement Analysis on Performance Appraisal System

Sr. No.	Dimensions of Performance Appraisal system	Mean	Std. Deviation	Interpretation
Q1.	**Performance Appraisal serves as:**			
	1. Means of Faculty Development	1.4400	.59152	Here, the views on what Performance appraisal serves, was taken and sample showed the agreement in the statements, as the means are more than 1.4. While views variates as per the standard deviation.
	2. A basis for personnel decision (Like promotion, merit pay, stoppage of increment)	1.4200	.62247	
Q2.	**Performance Appraisal is used for:**			
	1. Faculty Training	1.5500	.70173	Respondents were showed agreement in every usage of performance appraisal, considering the means more than 1.5, while the views variates as per standard deviation.
	2. Compensation	1.7100	.78232	
	3. Feedback	1.7200	.79239	
	4. Promotion	1.5200	.65874	
	5. Demotion	1.7400	.78650	
	6. Research	1.5200	.59425	
	7. Legal Compliances	1.7100	.90224	
Q3.	**The Performance Appraisal of Faculty should be carried out by:**			
	1. Self	1.4500	.55732	The respondents agreed on both things for carrying out performance appraisal, while the views variates as per standard deviation.
	2. Outside Expert	1.6500	.68718	

Q4.	**Varied techniques should be used in performance appraisal of faculty:**			
	1. Confidential Report	1.4500	.62563	Considering the techniques, respondents agree on the all the methods for usage in performance appraisal. The means were more than 1.7 on a whole, while the views variates as per standard deviation. For three techniques i.e. Assessment Centres, Psychological Appraisals&360 degree Appraisal, the standard deviation shows less variation in the views.
	2. Grading (ABC)	1.7500	.62563	
	3. Graphic Rating	1.7300	.61718	
	4. Free from easy Method	1.7700	.64909	
	5. Critical Incidents Method	1.8700	.70575	
	6. Group Appraisals (Paired Comparisons)	1.7500	.60927	
	7. Check List (Simple Weighted)	1.8700	.63014	
	8. Cost Accounting Approach	1.9000	.62765	
	9. Management By Objectives	1.7100	.64031	
	10. Assessment Centres	1.9900	.88186	
	11. Psychological Appraisals	1.9800	.82853	
	12. Human Resource Accounting	1.8700	.69129	
	13. Behaviourally anchored rating scales (BARS)	1.9700	.79715	
	14. 360 degree Appraisal	1.8300	.82945	

Q5.	**Faculty should be informed about:**			
	1. The whole Evaluation Report	1.7200	.69747	The respondents agreed on both things to be informed about performance appraisal, while the views variates as per standard deviation, except the views possess less variation in the informing adverse remarks.
	2. Their adverse remark only(if any) as at present	1.8100	.82505	
Q6.	**Loopholes under performance appraisal**			
	1. Judgemental bias	2.0300	.84632	Respondents had more than agreement and less than neutral views taking the means more than 2 on various loopholes of 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 pert of the appraisal is based on subjectivity, less relativity and validity considering standard deviation value nearer to 0.9.
	2. The halo effect/error	1.9900	.68895	
	3. Personal prejudice	2.2400	.93333	
	4. Faculty Managerial assumption	2.0700	.91293	
	5. Criteria problem	2.1400	.82902	
	6. The regency effect [similarity error]	2.3500	.92524	
	7. The leniency and strictness	2.1900	.90671	
	8. The central tendency problem average rating problem]	2.1900	.84918	
	9. Loss of confidence level at some time	2.1100	.89775	
	10. Influence evidence	2.2300	.91954	
	11. Social differentiation	2.2800	.92201	
	12. Miscellaneous biases	2.2500	.97830	
	13. Influence of man`s job	2.2100	.95658	

	14. Most pert of the appraisal is based on subjectivity, less relativity and validity	2.1200	.94580	
	15. Speedy report writing	2.1000	.87039	
	16. Many objectives of performance appraisal	2.1300	.83672	
	17. Performance after promotions was not sufficient	2.0500	.89188	
Q7.	**Suggestions which can improve the faculty appraisal system**			
	1. The faculty should be involved in planning and implementing the faculty appraisal system.	1.6700	.71145	Respondents showed agreements on statements of suggestions to improve performance appraisal system, with the means more than 1.5. But views variates as per standard deviation.
	2. Appraiser should be trained.	1.7400	.78650	
	3. Frequency of appraisal in a year should be increased.	1.7800	.78599	

	4. Faculty development should be equally or more emphasized than personnel decision in faculty performance appraisal.	1.7400	.76038	
	5. The result of appraisal should immediately be communicated to the faculty concerned.	1.6200	.69311	

(Source: SPSS Output)

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

The Garrett Ranking Technique is used for analysing the ranking given by respondents for loopholes under the performance appraisal, considering 1st rank to most important loophole and 5 least important in the same.

The respondents have been asked to assign the rank then the frequencies of such ranking were converted into score value with the help of the following formula.

Percent Position = 100(Rij-0.5)/ NJ where;

Rij = Rank given for ith item by the jth respondents

NJ = Number of items ranked by jth respondents.

The Individual scores for each ranks is derived with help of Garrett table value and Product of such individual score and frequencies gave different value for Nj and at the end, the sum of all the score of Nj for a particular challenge was done to get the overall Garrett Score and as per the total Garrett score, the first rank is assigned to highest average value.

Table 4.1 (A) Views of respondents on Loopholes under Performance Appraisals

Sr .No.	Loopholes under performance appraisal	1	2	3	4	5	Total
1	Judgmental bias	41	7	5	12	35	100
2	The halo effect/error	10	22	27	38	3	100
3	Personal prejudice	16	18	48	12	6	100
4	The leniency and strictness	9	36	14	37	4	100
5	Performance after promotions was not sufficient	28	16	5	0	51	100
	Garret Table Value	75	60	50	39	24	

(Source: Primary Data and SPSS compilation)

Table 4.2 (B) Ranking of Loopholes under Performance Appraisals on the basis of Henry Garret table

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 Garett Table)

Table 4.1 (A) describes the frequency of ranks given by respondents to loopholes under Performance Appraisal system Table 4.2 (B) shows the application of Garrett Ranking Technique. It may be interpreted that, 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 as per Garrett ranking. They were neutral for "Judgmental Bias".

5. Analysis of Frequency of Appraisal done and Aspects evaluated by Interviewer

Table 5.1 Frequency of Appraisal done

Frequency of Appraisal done	Frequency
Once	77
Twice	6
Three times	13
More than four times	4
Total	100

(Source: SPSS Output)

Table 5.2 Aspects evaluated by Interviewer

Aspects evaluated by Interviewer	Frequency
Stronger aspects only	64
Weaker aspects only	12
Both Stronger and Weaker aspects	24
Total	100

(Source: SPSS Output)

From the above table 5.1, it may be observed that 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.

From the above table 5.2, it may be observed, 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. Analysis of Feel during Appraisal and Attitude of Interviewer

Table 6.1 Hesitation or Nervousness during appraisal

Hesitation or Nervousness	Frequency
Not at all	66
Upto some extent	34
Very Much	0
Total	100

(Source: SPSS Output)

Table 6.2 Attitude of Interviewer during appraisal

Attitude of Interviewer	Frequency
Strict	41
Liberal	35
Positive	24
Total	100

(Source: SPSS Output)

From the above table 6.1, it may be observed that 66 respondents believed they do not feel any hesitation or nervousness during appraisals, followed by 34 who felt the same "up to some extent."

From the above table 6.2, it may be observed, 41 respondents were of the view that Interviewer is "Strict" , followed by 35 as "Liberal" and 24 as "Positive" under appraisal.

7. Analysis of Opinion of Appraisal Practice and Feel regarding job in University

Table 7.1 Opinion of Appraisal Practice

Opinion of Appraisal Practice	Frequency
I am strongly in favour of it	66
I am slightly in favour of it	27
I am neither in favour nor against of it	7
I am strongly against it	0
Total	100

(Source: SPSS Output)

Table 7.2 Feel regarding job in University

Feel regarding job	Frequency
Monotonous	37
Burdensome	10
Interesting	53
Total	100

(Source: SPSS Output)

From the above table 7.1, it may be observed that 66 respondents believed they are" strongly in favour of appraisal practice" in University, while 27 – "slightly favoured" the same and 7 were "neutral."

From the above table 7.2, it may be observed, 53 respondents found their Job "interesting", followed by 37 who feels "monotonous" and 10 as "burdensome".

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

Table 8.1 Views on getting promotion on performance appraisal basis

Views on getting promotion	Frequency
Certainly Yes	65
Certainly No	23
Not Certain	12
Total	100

(Source: SPSS Output)

Table 8.2 Opinion about satisfaction in Job after appraisal

Opinion about satisfaction	Frequency
It has generally increase my satisfaction	69
It has slightly increase my satisfaction	25
It has not affected my satisfaction	5
.It has slightly decrease my satisfaction	1
Total	100

(Source: SPSS Output)

Table 8.3 Opportunity for employee to shift the career line

Shift the career line	Frequency
Yes	87
No	13
Total	100

(Source: SPSS Output)

From the above table 8.1, it may be observed that 65 respondents feels "certainly yes", followed by 23 respondents, feeling "certainly no" for the same and 12 were "not certain'

From the above table 8.2, it may be observed, 69respondents 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.

From the above table 8.3, it may be observed, 87 employees get opportunity to shift their career line, considering their interest in the organization, while 13 does not get the same.

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.

Table 9.1 API score card's importance in Performance Appraisal

Importance	Frequency
Yes	92
No	8
Total	100

(Source: SPSS Output)

Table 9.2 Most Important API's Criteria that is preferred for much time devotion.

Most Important API's Criteria	Frequency
Procurement, Organization, and Delivery of Knowledge and Information through Library Services	73
Co-Curricular, Extension and Professional Development Related Activities	19
Research and Academic Contributions	8
Total	100

(Source: SPSS Output)

From the above table 9.1, it may be observed that 92 respondent's feels API score card is important aspect for performance appraisal against 8 who don't believe it.

From the above table 9.2, it may be observed, 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.

API is assumed to be most important in the field of education. To analyse that, it related to performance appraisal tool. Respondents' views regarding API as Performance Appraisal tool were taken. Following table shows the Likert Scale Statement Analysis

Table 10 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)

From the above table 10, it may be observed 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.

Hypothesis Testing

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 correlation between work experience of employees and hesitation or nervousness during the appraisal

H6: There is no correlation between Designation of employees and attitude of interviewer in performance appraisal

H7: There is no correlation 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

11. Analysis of perception on loopholes under performance appraisal system with Gender

H1: There is no significant difference towards perception on loopholes under performance appraisal system between male and female employees

Table 11 Independent t 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

From the above table 11, i.e. application of Independent t Test, it is found that Sig. Value is greater than 0.05 for all the likert scale statements accept "The regency effect [similarity error] "so it may be proved there is no significant difference towards perception on loopholes under performance appraisal system between male and female employees for rest statements.

12. Analysis of perception on suggestions that can improve performance appraisal system with gender

H2: There is no significant difference towards perception on suggestions that can improve performance appraisal system between male and female employees

Table 12. Independent t 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)

From the Table 12, it may be observed that sign. Value for all the statements is greater than 0.05, so null hypothesis is not rejected and it may be concluded that no significant difference towards perception on suggestions that can improve performance appraisal system between male and female employees

13. Analysis of Views on varied techniques used in appraisal system and its relation with work experience.

H3: There is no significant difference between views on varied techniques used in appraisal system and work experience of employees

Table 13. 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)

From the Table 13, it may be observed that sign. Value for all the statements is greater than 0.05, so null hypothesis is not rejected and it may be concluded that no significant difference between views on varied techniques used in appraisal system and work experience of employees

14. Analysis of perception on API used as performance appraisal tool

H4: There is no significant difference towards perception on API used as performance appraisal tool between male and female employees.

Table 14. independent t 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)

From the Table 14, it may be observed that sign. Value for all the statements is greater than 0.05, so null hypothesis is not rejected and it may be concluded that no significant difference towards perception on API used as performance appraisal tool between male and female employees.

15. Analysis of relationship between work experience of employees and hesitation or nervousness during the appraisal

H5: There is no correlation between work experience of employees and hesitation or nervousness during the appraisal

Table 15 Correlation Analysis

Variables		Work Experience	Hesitation or nervousness during appraisal
Work Experience	Pearson Correlation	1	-.034
	Sig. (2-tailed)		.737
	N	100	100
Hesitation or nervousness during appraisal	Pearson Correlation	-.034	1
	Sig. (2-tailed)	.737	
	N	100	100

(Source: SPSS Output)

From the above table 15.-Correlation Analysis, it is found that sig. value (2- tailed) is 0.737, which is greater than 0.05, so Hypothesis is not rejected i.e. It may be proved 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.

16. Analysis of relationship between Designation of employees and attitude of interviewer in performance appraisal

H6: There is no correlation between Designation of employees and attitude of interviewer in performance appraisal

Table 16 Correlation Analysis			
Variables		**Designation**	**Attitude of interviewer in Performance appraisal**
Designation	Pearson Correlation	1	.126
	Sig. (2-tailed)		.213
	N	100	100
Attitude of interviewer in Performance appraisal	Pearson Correlation	.126	1
	Sig. (2-tailed)	.213	
	N	100	100

(Source: SPSS Output)

From the above table 16.-Correlation Analysis, it is found that sig. value (2-tailed) is 0.126, which is greater than 0.05, so Hypothesis is not rejected i.e. It may be proved 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.

17. Analysis of relationship between Designation of employees and Views on considering API score card an important aspect for performance appraisal.

H7: There is no correlation between Designation of employees and Views on considering API score card an important aspect for performance appraisal.

Table 17 Correlation Analysis

Variables		Designation	API score card is important aspect for Performance Appraisal
Designation	Pearson Correlation	1	-.035
	Sig. (2-tailed)		.727
	N	100	100
API score card is important aspect for Performance Appraisal	Pearson Correlation	-.035	1
	Sig. (2-tailed)	.727	
	N	100	100

(Source: SPSS Output)

From the above table 17.-Correlation Analysis, it is found that sig. value (2-tailed) is 0.727, which is greater than 0.05, so Hypothesis is not rejected i.e. It may be proved 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 variable.

18. Analysis on views on Loopholes under performance appraisal and its relation with work experience.

H8: There is no significant difference between views on Loopholes under performance appraisal and work experience of employees

Table 18. ANOVA Test.								
Sr. No.	**Loopholes**		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**	**Hypothesis**
1	Judgemental 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
7		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		***	***	

From the Table 18, it may be observed that sign. Value for all the statements is greater than 0.05, so null hypothesis is not rejected and it may be concluded that no significant Difference between views on Loopholes under performance appraisal and work Experience of employees.