

# **CHAPTER-8**

## **FINDINGS AND SUGGESTIONS**

## Findings

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

most important loophole and least important is “Performance after promotions was not sufficient” for respondents, which is assigned fifth rank as per Garrett ranking. They were neutral for “Judgmental Bias”.

5. For **other parameters under Performance Appraisal**, it was found majority 77 respondents were of the opinion that appraisal is done “once”, 64 respondents marked “stronger aspects only” is evaluated by Interviewer, 66 respondents believed they do not feel any hesitation or nervousness during appraisals, 41 respondents were of the view that Interviewer is “Strict”, 66 respondents believed they are “strongly in favour of appraisal practice” in University, 53 respondents found their Job “interesting”, followed by 37 who feels “monotonous” and 10 as “burdensome”, 65 respondents feels “certainly yes” for getting promotions on Performance appraisal basis, 69 respondents found “general increase in satisfaction” after performance appraisal and 87 employees get opportunity to shift their career line.
6. Considering **API**, it was found out of 100, total 92 respondents feels API score card is important aspect for performance appraisal, 73 respondents believes “Procurement, Organization, and Delivery of Knowledge and Information through Library Services” to most important API criteria, Considering statements about accepting API as aspect of performance appraisal tool, it was found that respondents gave their agreement in all the statements with the means more than 1.5, while the views of each statement 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 correlation between work experience of employees and hesitation or nervousness during the appraisal The Pearson Correlation value is -0.34, which shows negative association between the two variables. - Derived from Correlation Analysis.
- f) There is no correlation between Designation of employees and attitude of interviewer in performance appraisal .The Pearson Correlation value is 0.126. Which shows weak association between the two variables. - Derived from Correlation Analysis.
- g) There is no correlation between Designation of employees and Views on considering API score card an important aspect for performance appraisal. The Pearson Correlation value is -0.35, which shows negative association between the two variables. - Derived from Correlation Analysis.

- h) There is no significant difference between views on Loopholes under performance appraisal and work experience of employees- Derived from ANOVA Test.

## Suggestions

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 out come 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 1<sup>st</sup> rank by majority of respondents. University supervisors under appraisal system must consider this and try to reduce this loophole as much as possible,
2. It has been noted by majority respondents that the frequency of performance appraisal is done once in year, only six marked twice. It is suggested to at least increase the frequency of appraisal for getting efficiency in task or job.
3. It was found the about 37 employees believe their job is monotonous, followed by 10 who said burdensome. It is responsibility of University to convert these employees into positive participation in the tasks undertaken, as unsatisfied person will lead to crash of the system.

## **Recommendations**

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

### **Training of Appraiser**

The 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 skilful 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 appraise and make logical and fair recommendation as to how the appraise 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 behaviour 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, and miscellaneous biases, central tendency problem which create stress amongst employees and impact their skills. During this phase, it is responsibility of the library management to discover the potential in each library staff member, and to apply the appropriate motivational strategy, motivation is an individual matter and one needs to know and understand the individuals that are to be motivated individuals have their own goals and aspirations, individual employees are being asked to make the library succeed. One cannot hire only the hand and the brain; the owner of that hand and brain must always come along.

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

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, 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.