CHAPTER-2

REVIEW OF LITERATURE

2.1 Introduction

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2.1 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.

2.2 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.[1]

Bronowski in (2011) his book 'The Ascent of Man' stated that man has achieved ascendancy over other mammals. Behaviour, discipline and character are all ingredients of a human being. Human beings are therefore, the primary and most important resource. They create other resources through their ability. The human sources, therefore, should be developed as a resource so that the other resources multiply.

An organizational can achieve its goal, if sufficient opportunity is provided to enrich the abilities of its employees by proper policies and programs in the area of their interest[2]

R. Jayagopal (1990) in his book '**Human Resource Development: Conceptual Analysis and Strategies**' defined as a process of measurement and reporting of the end value of people as organizational resources. It involves accounting for investment in people and their replacement cost, in addition to accounting for the economic value to an organisation.

"HRD is a set of structured and integrated social programmes whose scope and thrust are so defined as to put it into one of the following relations with other developmental strategies (a) as an adjustment (b) as a complementary or (c) as an alternative strategy".

Against the technological changes in every field, fast and vast changes in the field of library and information also being taking place and for the purpose development of human resources is an essential prerequisite.[3]

Jeanne Meister (1998) defines a corporate University as, "A centralized in – house training and education facility to address the shortened shelf life of knowledge and to align training and development with business strategies".[4]

K.Aswathappa (2008) training and development refers to the imparting of specific skills, abilities and knowledge to an employee. It may be understood as any attempt to improve current or future employee performance by increasing an employee's ability to perform through learning, usually by changing the employee's attitude or increasing his or her skills and knowledge.

The component of a training program is development which is less skill – oriented but stresses on knowledge. Knowledge about business environment, management principles and techniques, human relations, specific industry analysis and the like is useful for better management of a Library.[5]

Lila Carden and **Toby Egan (2012)** had written an article on "The Role of Reflective Practices in Building Social Capital in Organizations from an HRD Perspective". They found, social capital has been receiving increasing attention in the field of Human Resource Development (HRD). They studied how reflective practices play a role in the development of social capital as individuals reflect together in interactive social contexts such as networking activities. This article looks at how reflective practices could inform organizational social capital building.[6]

Chay Lee and Norman T. Bruvold (2003) The findings from this research have important implication for healthcare organizations. Perception of investment in development can improve nurses' morale and dedication to the level that emotionally binds them to the organization and encourages them to stay on. This implies that health care organizations need to pay greater attention, both in investing and planning development activities that promote and develop organizational commitment and job satisfaction among nurses.[7]

Abdul Hameed and **Amer Waheed (2003)** in their research paper attempt to examined **"**Employee Development and Its Effect on Employee Performance: A Conceptual Framework"The researcher examined the literature review on employee development and its effect on employee performance. The key variable identified related to employee development and employee performance. The paper presented the importance of the employee development activities, importance of investment in a human capital and challenges in employee development.[8]

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 organising 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 organisational 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)[9]**

Overall performance evaluations have several critical use in Academic libraries, they're manner of performance, letting them capitalise on their strengths and overcome their weaknesses and they may be used to expand stock of human sources that forms the idea for career planning and competencies stock from an enterprise point of view. Performance evaluate gives a technique of career counselling and encouragement for team of workers member to plot for his or her destiny. They permit the supervisor and individual to set mutual desires for the destiny and results to be carried out for the duration of the following yr. the human inclination to judge can create extreme motivational, ethical and prison issues in the workplace. Without

a established performance appraisal system, there may be little hazard of making sure that the judgements made can be lawful, fair, defensible and accurate. Overall performance appraisal in educational libraries is therefore a means of manipulate through which library directors display the job performance of subordinates by using staring at variances between set desires (Onuoha, 2014).[10]

Performance appraisal systems commenced as simple methods of profits justification. It became used to determine whether or not or now not the revenue or wage of an individual worker was justified. The method turned into firmly linked to cloth outcomes. If an employee's overall performance changed into determined to be less than best, a reduce in pay might observe. However, if their overall performance changed into better than the manager anticipated, a pay upward thrust is proposed **Evans, (2004) and Luecke, (2006)** observed that performance appraisal are expected to achieve eight objectives. Those eight objectives and his suggestions for achieving them without the benefit of performance evaluations are

1. Performance appraisal provides feedback to employees.

2. Performance appraisal serves as a basis for salary decisions

3. Performance appraisal identifies opportunities for promotion.

4. Performance appraisal provides direction to employee's work.

5. Performance appraisal provides opportunities for recognition for special projects.

6. Performance appraisal identifies employee training and educational needs.

7. Performance appraisal is necessary to meet legal requirements.

8. Performance appraisal serves as channels for communication.

The objectives of this performance appraisal system is to provide the employee with clear feedback about overall performance in the duties they are employed to which may be linked to the overall business objectives. Performance appraisal helps employees to set plan work and identify skills in order to achieve them. Employee is

motivated as there is clarity of what he is required to do in a given period. Increased clarity brings greater focus on job related activities, which in turns facilitates better performance, efficiency and commitment. This increases the productivity of the individual employees and the organization stands benefited out of improved performance of employees. Setting of performance targets /objectives, agreement on measurement criteria and organizations expectations of desired performance level brings to transparency to the appraisal process. It helps organization in taking people related decisions such as career planning, career development, promotions, training and development opportunities, and succession planning. Meritorious employees are rewarded better with increased compensation, promotions, leadership grooming opportunities, job rotations, etc. and help retain top talents in the organization by satisfying their growth and development needs. Employee's involvement in planning of work and identification of skills helps to bring greater self-awareness and increases his commitment to the objectives of performance appraisal activities. Performance appraisal provides an opportunity to communicate performance feedback, review the job description, plan upcoming goals and objectives and develop an individual development plan. Performance appraisal accord an opportunity to develop an employee through the identification of gaps in skills and competencies. Once deficiencies in skills and competencies has identified, suitable training and development programmes can be established for rectifying the gaps/deficiency. This results in personal and professional development of employees.[11]

Performance is the degree to which a project or institution meets predefined criteria or quality standards, such as, efficiency, effectiveness and relevance. Similarly, library performance metrics could indicate to management how well it is performing in meeting its objectives. When choosing performance measurement systems these should be linked to a performance strategy to be truly successful in helping librarians or human resources officer to make better decisions **(Mondy, 2008).**[12]

According to Parrington and Stainton (2003), the real purpose of performance appraisal is to justify organizational decisions. The need to justify organizational decisions is an important source of impetus behind performance appraisal. More recent personnel management literature suggests that performance appraisal systems can be greatly improved by moving toward a performance management system.[13]

Performance standards is designed to reflect accurately the tasks associated with successful performance of a job, and if developed in full consultation with workers involved can have great advantages as well. Therefore, one of the important benefits of defining measurable standards from the human resources perspective is that this will ensure that all performance evaluations will be done fairly, accurately, and in an unbiased fashion. It should serve to protect the employee by providing fair and unbiased evaluations and to protect the manager by supplying documentation when dealing with an employee who is performing poorly or complaining about unfair treatment **(Akinyele, 2010).**[14]

2.3 Performance appraisal:

The performance appraisal can be defined as a process, typically delivered annually by a supervisor to a subordinate designed to help employees understand their roles, objectives, expectations and performance success.

Performance appraisals are used widely as a basis for compensation decisions. The practice of "pay – for – performance" is found in all types of organizations. Performance appraisal is directly related to a major HR functions, such as promotion, transfer and lay – off decisions.

The appraisal process provides an opportunity to identify issues for discussion, eliminate and potential problems and set new goals for achieving high performance.

Meaning and Definition of PA

Before defining performance appraisal one has to know what Performance management is, therefore according to **Armstrong (2009),** Performance management is a systematic process for improving organizational performance by developing the performance of individuals and teams. It is a means of getting better results by understanding and managing performance within an agreed framework of planned goals, standards and competency requirements.

Performance management is concerned with: aligning individual objectives to organizational objectives and encouraging individuals to uphold corporate core values; enabling expectations to be defined and agreed in terms of role responsibilities and accountabilities (expected to do), skills (expected to have) and behaviours (expected to be); providing opportunities for individuals to identify their own goals and develop their skills and competencies.[15]

(Armstrong, 2009) Performance Appraisal is defined by different scholars of human resource management in different time. Therefore, some theories of those scholars have been discussed as follows.

According to Longenecker (1997) performance appraisal is two rather simple words that often arouse a raft of strong reactions, emotions, and opinions, when brought together in the organizational context of a formal appraisal procedure. Most organizations throughout the world regardless of whether they are large or small, public or private, service or manufacturing, use performance appraisal, with varying degrees of success, as a tool to achieve a variety of human resource management objectives.[16]

Organizations use different tools and have a number of goals for performance appraisals, often resulting in some confusion as to the true purpose of performance appraisal systems.

Yong (1996) defines performance appraisal as "an evaluation and grading exercise undertaken by an organization on all its employees either periodically or annually, on the outcomes of performance based on the job content, job requirement and personal behaviour in the position"[17]

Therefore, HR development, begins with the orientation of new employees, HR training and development, and also includes the necessary information to accommodate technological changes. Encouraging development of all employees including supervisors and managers is necessary to prepare organizations for future challenges. Career planning identifies paths and activities for individual employees as they develop within the organization. Assessing how well employees are doing their jobs is the focus of performance appraisal **(Mathis and Jackson 1997, p17-18).**[18]

Furthermore, (**Gomez-Mejia et.al. pp225),** stated that "performance appraisal as the process of identification, measurement, and management of human performance in organization."[19]

Therefore, to make these effective organizations should develop a system that serve as a tool to performance appraisal process.

Uses of Performance Appraisal:

The use of PA is elaborated **by Mullins (1996 pp. 367) as** a formalized and systematic appraisal scheme can also form the basis of a review of financial rewards and planned career progression. Performance appraisal is therefore, a crucial activity of the personnel function and the management of human resources.[20]

Also, the use of PA discussed by **Henenman (1996, pp. 423)** as PA is used to identify the dimension of performance, and also to set standards of contributions for each performance dimensions step.[21]

And also **Mondy, Noe and Premeaux (1999 pp. 361, 383)** stated as: "virtually every American business firm is affected by global competition. For survival and success, it is imperative that these organizations remain competitive. Continued competence can onlybe maintained ceaseless development of human resources"". A potential mechanism for this growth is employee "PA".[22]

Mathis and Jackson (1997, pp. 344) finally discussed about the role (use) of PA as follows. "PA has two roles in organizations. One role is to measure performance for rewarding or otherwise making administrative decisions about employees. Promotions or layoffs might hinge on these ratings making them difficult at times. Another role is development of individual potential.[23]

Performance Appraisal System:

According to Gomez-Mejia (2001), the first step in the performance appraisal process is identifying what is to be measured. This process seems fairly simple at first glance. In practice, however, it can be quite complicated. Identification of performance dimensions is the important first step in the appraisal process. If a significant dimension is missed, employee morale is likely to suffer because employee who do well on that dimension is missed, employee will not be recognized or rewarded. If an irrelevant or trivial dimension is included, employees may perceive he whole appraisal process as meaningless.

The Second step in performance appraisal process is measuring employees" performance. Measuring employee performance involves a number to reflect an employee's performance on the identified characteristics or dimensions. Technically

numbers are not mandatory. Label such as "Excellent", "Good", "average" and "Poor might be used instead.

The third step in performance appraisal is managing performance. The effective management of human performance in organizations requires more than formal reporting and annual rating. A complete appraisal process includes informal day to day interaction between managers and workers as well as formal face to face interviews. Although the ratings themselves are important, even more critical is what managers do with them.[24]

Approaches of Performance Appraisal:

Numerous techniques for measuring performance have been developed over the years. According to **Gomez-Mejia, (2001**), Techniques of measuring performance of employees 23 involve wide array of appraisal formats from which to choose. Here we discuss the formats that are most common legally defensible. These formats can be classified in two ways: (1) the type of judgment that is required (relative or absolute), and (2) the focus of the measure (trait, behaviour, or outcome).

- **The traditional trait rating scale approach**: involves rating an individual's personal traits or characteristics. Commonly assessed traits are: initiation, decisiveness and dependability. Although the trait approach is widely used by managers and it is generally considered by experts to be the weakest. It contains different method during application.

- **Behaviourally anchored rating scale approach: is done on job –by-job basis.** The steps in developing a behavioural anchored rating scale are both time consuming and rigorous. It contains different method, during application.

- **Management by objectives approach**: focuses on the product of one"s efforts. It is the most common format for the results approach. Also, it contains different methods during application. (Henenman et al. 1996, pp.335)[21]

Time to Conduct Performance Appraisal:

In any administration activity of an organization, PA also has its own time to be conducted. Everyone in the organization has his/her own time to conduct PA depending on their own philosophy of time period **(Mullins 1996 pp. 501):**[20]

First an informal appraisal is conducted whenever the supervisor feels it is necessary. The day-to-day working relationships between a manager and an employee performance have to be judged. This judgment is communicated through conversation on the job or over coffee or by on-the-sport examination of a particular piece of work. Informal appraisal is especially appropriate when time is an issue. The longer feedback is delayed the less likely it is motivating behaviour change. Frequent information feedback of employee can also avoid surprises (and therefore problems) later when the formal evaluation is communicated.

Second, a systematic appraisal is used when the contact between manager and employee is formalized and a system is established to report managerial impressions and observations on employee performance. Although informal appraisal is useful, it should not take the place of formal appraisal. When a formalized or systematic appraisal is used, the interface between the HR unit and the appraising manager becomes more important.

Therefore, systematic appraisals typically are conducted once or twice a year. Appraisals most often are conducted once a year, usually near the employee's anniversary date. For new employees, an appraisal for 90 days after employment, again at six months, and annually these after is common timing.

This regular time interval is a feature of formal appraisals and distinguishes them from informal appraisals. Both employees and managers are aware that performance will be reviewed on a regular basis, and they can plan for performance discussions. In addition, informal appraisals should be conducted whenever a manager feels they are desirable.

Responsible Body to Conduct PA:

PA is the most significant activity of an organization. If the right persons are not assigned to process PA activities, then the strategic objectives of organization is seriously affected. Tosi, Rossi and Carroll (1986) said (wrote) as follows:

"Performance evaluation by one's superior, groups of management at higher levels subordinated or peers. It has been department and for certain purposes, self-ratings are used." Additionally, **Mathis and Jackson, (1997 pp. 347)[23]**, also wrote as follows:

Again performance appraisal can be done by any one of familiar with the performance of individual employees. Possibilities are including the following.

- ➢ Supervisors who rate their employees

- ➢ Employee who rate their supervisors

- ➢ Team members who rate each other

- ➢ Outsider sources

- ➢ Employee self-appraisals

2.4 Performance Based Appraisal System (PBAS) Through Academic 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 Asso. Professor and excellent five Publications for professor. The regulation

did not describe any greater element about these nature of Publication in the rules but those Publications 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

To triumph over the pitfalls of the above rules, the UGC added academic overall performance indicator (API) within the "UGC guidelines on minimum qualifications for appointment of instructors and different educational team of workers in universities and faculties and measures for the protection of requirements in higher training 2010" which came into force from 1st January 2009. The regulation states that "Overall selection procedure shall incorporate transparent, objective and credible methodology of analysis of the merits and credentials of the applicants based on weightage given to the performance of the candidate in different relevant dimensions and his/her performance on a scoring system Performa, based on the Academic Performance Indicators (API) as provided in the table i to ix of appendix III". These tables include proposed score for Academic Performance Indicators (APIs) in recruitment and career advancement of University and college teachers, director of physical education and librarians. There are three categories of activities, namely:

1: Procurement, organization, and delivery of knowledge and information through Library services

2.Co-curricular, extension and professional development related   activities

3. Research and academic contribution

CATEGORY I: Procurement, organization, and delivery of knowledge and information through Library services

Nature of Activity	Univ. Assistant Librarian/College Librarian		Deputy Librarian		Librarian	
	Max. Score	Actual Score	Max. Score	Actual Score	Max. Score	Actual Score
a) Library resources organization and maintenance of books, journals, reports; Provision of library reader- services, literature retrieval services to researchers and analysis of reports; Provision of assistance to the departments of University /College with the required inputs for preparing reports, manuals and related documents; Assistance towards updating institutional website with activity related information and for bringing out institutional Newsletters, etc. (40 Points) Development, organization and management of e-resources including their accessibility over Intranet / Internet, digitization of library resources, e-delivery of information, etc (15 Points) User awareness and instruction programmes (Orientation lectures, users' training in the use of library services as e-resources, OPAC; knowledge resources user promotion programmes like organizing book exhibitions, other interactive latest learning resources, etc. (15 Points)	70	Actual hours spent per academic year ÷ **20**	60	Actual hours spent per academic year ÷ **20**	55	Actual hours spent per academic year ÷ **20**
b) ICT and other new technologies' application for up gradation of library services such as automation of catalogue, learning resources procurement functions, circulation operations including membership records, serial subscription system, reference and information services, library security (technology based methods such as RFID, CCTV), development of library management tools (software), Intranet management	15	Actual hours spent per academic year ÷ **10**	15	Actual hours spent per academic year ÷ **10**	15	Actual hours spent per academic year ÷ **10**
c).Additional services such as extending library facilities on holidays, shelf order maintenance, library user manual, building and extending institutional library facilities to outsiders through external membership norms	15	Actual hours spent per academic year ÷ **10**	15	Actual hours spent per academic year ÷ **10**	10	Actual hours spent per academic year ÷ **10**

CATEGORY II: PROFESSIONAL DEVELOPMENT, CO-CURRICULAR AND EXTENSION ACTIVITIES

Based on the Librarian Cadre's self-assessment, category II API scores are proposed for co-curricular and extension activities; and Professional development related contributions. A list of items and scores is given below. The self-assessment score should be based on objectively verifiable records and shall be finalized by the screening cum evaluation committee for the promotion of Assistant Librarian / College Librarian to higher grades and selection committee for the promotion of Assistant Librarian to Deputy Librarian and for direct recruitment of Deputy Librarian and Librarian The model table below gives groups of activities and API scores. Universities may detail the activities or, in case institutional specificities require, adjust the weightages without changing the minimum total API score required under this category

Nature of Activity	Maximum API Score	Actual score
a) Student related co-curricular, extension and field based activities (such Cultural exchange and Library service Programmes (various level of extramural and intramural programmes); extension, library-literary work through different channels.	15	Actual hours spent per academic year ÷ **10**
b) Contribution to Corporate life and management of the library units and institution through participation in library and administrative committees and responsibilities.	15	Actual hours spent per academic year ÷ **10**
c) Professional Development activities (such as participation in seminars, conferences, short term, e- library training courses, workshops and events, talks, lectures, membership of associations, dissemination and general articles, not covered in Category III below)	15	Actual hours spent per academic year ÷ **10**

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Category	Activity	University /College Librarians	Max. score *
III (A)	Research Publications in	Refereed Journals as notified by the UGC#	25 per Publication
		Other Reputed Journals as notified by the UGC#	10 per Publication
III (B)	Publications other than journal articles (books, chapters in books)	Text/Reference Books, published by International Publishers, with ISBN/ISSN number as approved by the University and posted on its website. The List will be intimated to UGC.	30 per Book for Single Author
		Subject Books, published by National level publishers, with ISBN/ISSN number or State / Central Govt. Publications as approved by the University and posted on its website. The List will be intimated to UGC.	20 per Book for Single Author
		Subject Books, published by Other local publishers, with ISBN/ISSN number as approved by the University and posted on its website. The List will be intimated to UGC.	15 per Book for Single Author
		Chapters in Books, published by National and International level publishers, with ISBN/ISSN number as approved by the University and posted on its website. The List will be intimated to UGC.	International –10 per Chapter National – 5 per Chapter
III (C)	RESEARCH PROJECTS		
III (C) (i)	Sponsored Projects	Major Projects with grants above Rs. 5 lakhs	20 per Project
		Major Projects with grants above Rs.3 lakhs up to Rs.5 lakhs	15 per Project
		Minor Projects with grants above Rs. 1 lakh up to Rs.3 lakhs	10 per Project
III (C)(ii)	Consultancy Projects	Amount mobilized with a minimum of Rs. 2 lakhs	10 for every Rs.2 lakhs
III (C)(iii)	Projects Outcome / Outputs	Major Policy document prepared for international bodies like WHO/UNO/UNESCO/UNICEF etc. Central / State Govt./Local Bodies prepared	Major policy document of International bodies - 30 Central Government – 20, State Govt.-10 Local bodies – 5
III (D)	RESEARCH GUIDANCE		
III(D)(i)	M.Phil.	Degree awarded	5 per candidate
III(D)(ii)	Ph.D.	Degree awarded / Thesis submitted	15 /10 per candidate
III E	Awards / Fellowships/Invited lectures delivered / papers presented in conferences / seminars		
III(E) (i)	Award / Fellowship	International Award/Fellowship from academic bodies/ associations	15 per Award / 15 per Fellowship
	Award / Fellowship	National Award/Fellowship academic bodies/ associations	10 per Award / 10 per Fellowship
	Award/Fellowship	State / University Award/Fellowship from academic bodies/associations	5 Per Award
III(E) (ii)	Invited lectures / papers presented	International	7 per lecture / 5 per paper presented
		National level	5 per lecture / 3 per paper presented
		State/University level	3 per lecture / 2 per paper presented
	The score under this sub-category shall be restricted to 20% of the minimum fixed for Category III for any assessment period		

CATEGORY-III: RESEARCH AND ACADEMIC CONTRIBUTIONS

Based on the self-assessment, API scores are proposed for research and library contributions. The minimum API scores required from this category are different for different levels of promotion in universities/colleges..

Category	Activity	University /College Librarians	Max. score *
III (A)	Research	Refereed Journals as notified by the UGC#	25 per Publication
	Publications in		
		Other Reputed Journals as notified by the UGC#	10 per Publication
III (B)		Text/Reference Books, published by International Publishers, with ISBN/ISSN number as approved by the University and posted on its website. The List will be intimated to UGC.	30 per Book for Single Author
		Subject Books, published by National level publishers, with ISBN/ISSN number or State / Central Govt.	20 per Book for Single Author
	Publications other than journal articles	Publications as approved by the University and posted on its website. The List will be intimated to UGC.	
	(books, chapters in books)	Subject Books, published by Other local publishers, with	15 per Book for Single Author
		ISBN/ISSN number as approved by the University and posted on its website. The List will be intimated to UGC.	
		Chapters in Books, published by National and International level publishers, with ISBN/ISSN number as approved by the University and posted on its website. The List will be intimated to UGC.	International –10 per Chapter National – 5 per Chapter
III (C)	RESEARCH PROJECTS		
III (C) (i)	Sponsored Projects	Major Projects with grants above Rs. 5 lakhs	20 per Project
		Major Projects with grants above Rs.3 lakhs up to Rs.5 lakhs	15 per Project
		Minor Projects with grants above Rs. 1 lakh up to Rs.3 lakhs	10 per Project
III	Consultancy	Amount mobilized with a minimum of Rs. 2 lakhs	10 for every Rs.2 lakhs

(C)(ii)	Projects		
III (C)(iii)	Projects Outcome / Outputs	Major Policy document prepared for international bodies like WHO/UNO/UNESCO/UNICEF etc. Central / State Govt./Local Bodies prepared	Major policy document of International bodies - 30, Central Government – 20, State Govt.-10, Local bodies – 5
III (D)	RESEARCH GUIDANCE		
III(D)(i)	M.Phil.	Degree awarded	5 per candidate
III(D)(ii)	Ph.D.	Degree awarded / Thesis submitted	
III E	Awards / Fellowships/Invited lectures delivered / papers presented in conferences / seminars		
III(E) (i)	Award / Fellowship	International Award/Fellowship from academic bodies/ associations	15 per Award / 15 per Fellowship
	Award / Fellowship	National Award/Fellowship academic bodies/ associations	10 per Award / 10 per Fellowship
	Award/Fellowship	State / University Award/Fellowship from academic bodies/associations	
III(E) (ii)	Invited lectures / papers presented	International	7 per lecture / 5 per paper presented
		National level	5 per lecture / 3 per paper presented
	I(IIE)	Development of e-delivery process/material	10 per module
	(iii)	State/University level	3 per lecture / 2 per paper presented

Research journals are important publication outlets for researchers. Newer researches are published in the subject specific journals. Quality of journals has always been an issue in the academic and professional circles. In UGC Regulations 2010, Academic Performance Indicator (API) was introduced. As an amendment to this Regulation, the UGC notified the list of 38,652 journals on 10th January 2017. Only research papers published in these identified journals are to be considered for the purpose of selection and promotion of University and college teachers and other academic staff in the country.

Research journals are most important publication for researchers. Newer researches are published within the issue specific journals. Quality of journals has usually been an issue inside the academic and professional circles. In UGC regulations 20102, Academic performance indicator (API) was introduced. As a modification to these regulations, the UGC notified the listing of 38,652 journals on 10th January 2017. Only research papers published in these identified journals are to be considered for the purpose of selection and promotion of University and college teachers and other academic staff in the country.[25]

Review of Related Literature:

API is based on self-appraisal format. Some beyond researches had been executed on self-appraisal format. The review of the researches is given on this part of the paper. Micelle Roccia become said that "the self-evaluation is an important a part of performance evaluation as it's a possibility that allows you to investigate your personal achievements.

Ramaswamy & Chaubey, D.S.

Performed studies on self-performance appraisal and its effectiveness in overall performance management in 2014 concluded that: self-performance appraisal makes employees respectfulness toward employer and society, enables to enhance your first-rate of labour, and enables to identify your terrible points

1. Self-performance appraisal
2. makes personnel respectfulness towards business enterprise and society,
3. Helps to enhance your satisfactory of work, Four. Facilitates to perceive your negative factors

Contributes for growth & development opportunity and it is concluded that mean of different outcomes of self-performance appraisal does not differs significantly across the level of experience of the employees.[26]

The other research indicates that Self-appraisal bust up employees to estimate their own capabilities and performance. It helps the leader to understand their performance. **John Reed. (2013).**[27]

Self-evaluation focused on job as well as on long term career plan of the person. Self-assessment can help their manager better insight into the employee's performance as well as their perceptions about their performance. "It's an opportunity for you to reflect on how you're doing in your career, not just your job," **Myers. Vol. - 5 No. - 1& 2, Jan & June-2014 63 says Myers (1980)**. The theoretical review of the research of Campbell and Cynthia Lee indicates that self-appraisal helps person to improve their performance.[28]

Research of **Yehuda Baruch, (1996)** sketched the possibilities for the use of self-appraisal as a valuable source of information and as a feedback tool.

The above stated studies are states about effect of self-appraisal and benefits of self-appraisal. This paper give the picture of perception of employees towards Academic

performance index. Above studies focuses on the results of management while this study clears the picture of Educational institutes about API in Indian context.[29]

All above studies indicates that Self-evaluation is beneficial for both employees and management. What is the perception of the employees is also the important matter.

2.5 Previous Study:

Okpe I. John, (2012) annual overall performance appraisal of practising librarians: a case look at of academic establishments in Nigeria". This paper investigated annual performance appraisal questionnaire administered by means of man or woman academic institutions in Nigeria, tested expert activity specifications for academic librarians serving in these establishments studied to set up the annual performance appraisal style adopted by means of the instructional institutions. Survey method was followed the usage of self-based questionnaire to in my view gather data from the respondents, comprising fifty-one academic institutions throughout Nigeria. The result suggests that, different branch in the studied establishments become modified with the responsibility of sporting out annual performance evaluation, discuss performance assessment reason and values, better wide variety of the respondents recommended that librarians ought to be evaluated at the bases of their job specs and that the making plans and execution will be executed centrally or in the library machine. Eventually, conclusion and pointers had been provided on how fine annual performance evaluation exercise might be progressed upon by way of organizational leaders to beautify productivity.[30]

Edwards, Ronald G and Williams, Calvin, J (1998) " Performance appraisal in academic libraries: Minor changes or major renovation "and observed performance appraisals generally occur to offer documentation generally arise to offer documentation for present day and future employees selection consisting of promotions, earnings will increase, group of workers improvement, and disciplinary

motives. After surveying library literature, it is obvious that most academic library management put into effect some sort of overall performance appraisal, however a disparity exists regarding the manner itself, the last dreams sought and those virtually accomplished. This situation emanates from the shortage of targets adhered to in engaging in performance appraisal. This text will cope with the range existent in the performance appraisal process and the motives for those differences.[31]

A.K. Martey, (2002) Studied appraising the performance of library staff in a very Ghanaian instructional library .Reviews a examine of procedures employed in team of employees appraisal in a very Ghanaian faculty library over a length of sixteen years. a complete of 650 appraisal paperwork crammed through twenty five assessors at intervals the Balme library, faculty of Republic of Ghana were examined. The conclusions drawn imply that the performance approaches used did now not offer the records needed for management alternative creating. Recommendations area unit created on however the technique may be created effective and economical.[32]

Kate-Riin Kont, Signe Jantson, (2013) studied library personnel attitudes toward the measurement and appraisal in their paintings overall performance: study in Estonian University libraries[33]

Kwaku Agyen-Gyasi, Michael Sakyi Boating (2015) studied Performance appraisal systems in academic and research libraries in Ghana: a survey. A survey. This study is to discuss the effect of performance appraisal on the productiveness stages of expert and para-expert librarians in decided on educational and studies libraries in Ghana, namely, Kwame Nkrumah University of technological know-how and technology constructing and avenue studies institute, crop studies institute and the forestry studies institute of Ghana of the council for clinical and business research and the Kumasi polytechnic.[34]

Brown and Hey Wood(2005) Studied "overall performance appraisal" represents, in element, a formalized manner of worker tracking and is intended to be a control

device to improve the performance and productivity of people. Worker dedication and productivity may be progressed with overall performance appraisal systems (Brown and Benison, 2003). Appropriate clarification and supervision of performance result in better activity pride and expert commitment among teachers. This is additionally true while overall performance appraisal is low.

Possibility of overall performance appraisal is greater via complementary human useful resource management practices like formal schooling and incentive pay and performance appraisal results in extra have an effect on of productiveness (Brown and Heywood, 2005).[35]

T.R.Manoharan,**C. Muralidharan and S.G.Deshmukh(2004**) in their research paper demonstrates how Data Envelopment Analysis (DEA) be carried out as a sincere comparing sorting tool to help the overall performance appraisal. DEA specializes within the pleasant practices of green personnel for the purpose of enhancing ordinary performance. The DEA technique identifies inefficient personnel, importance of inefficiency and aids to do away with inefficiencies with an especially clean to lease framework.[36]

Thomas R. Parker (1996) has worked on "Exploring 360 – degree feedback performance appraisal". The result of this research project confirmed that most organizations are using the traditional supervisor – to – subordinate appraisal. It also concludes that multi – assessors increase validity and that subordinates and peers are in a better position to provide accurate feedback to their supervisors and co – workers.

The survey concluded that personnel are dissatisfied with the traditional performance appraisal they willing to evaluate their superiors, peers and subordinates.[37]

Robert D. Bretz, Jr. Gorge Milkovich and Walter Reed (1992) worked on "Performance Appraisal Research and Practice". They concluded that managers are

concerned with fairness and the usage of appraisal systems which assist them manage greater efficiently. Cognitive processing studies tries to understand how information is translated into rating so that bias and errors can be removed. Assuming bias and mistakes make a contribution to suboptimal decisions, restricting these elements may also bring about higher decision making and ultimately fairer appraisals. Therefore, managerial concerns for fairness are being addressed through cognitive processing studies. However, some very important problems raised by means of managers are receiving little or no research interest. Maximum critical of those is the want for a greater explicit focus on procedural and distributive justice. While a full-size frame of theoretical dialogue exists, value determinations offer unique opportunities to have a look at the determinants of honest methods underneath various conditions and possibly most apparently underneath situations while the distributive results, which includes pay will increase or overall performance scores are judged to be unfair.[38]

Malic, Ghafoor and Naseer (2011) in his study focused on employee performance, employee motivation and organizational effectiveness. Employee performance has a positive relation with organizational effectiveness and employee motivation has also positive relation with organizational effectiveness. There is a relation among these variables but strong relationship does not exist. Organizations of banking and telecommunication sectors should give proper attention to their staff regarding employee performance and employee motivation. Happy employees are more productive rather than productive employees are happier.[39]

A case study on "The Role of Performance Management in The Motivation of Employees" by **Themba Lambert Zwane, Nov. 2009** discussed that performance management systems can assist an organization to achieve synergistic results. Motivated staff work harder are more productive, happier, more concerned with customer satisfaction and ultimately more profitable for company.[40]

Simms 1996, in the research paper "Subordinate Appraisal of Supervisors an Improvement in Appraisal Technique" recommended an action plan be developed to implement a subordinate appraisal system in the Texarkana, Texas Fire Department. The results of his study indicated that subordinate appraisal of supervisors could be viable accepted system that could improve the overall performance appraisal process.[41]

David Lobdell (1997) in his research paper "Selecting an Appropriate Performance Appraisal Program for Spokane Valley Fire Department", recommended that 360 degree appraisal was the most beneficial for a fire department in today's work environment. Four basic methods were identified in his research (1) the conventional top down, (2) the peer rating, (3) the bottom up where employees rate their supervisors and (4) the 360 degree evaluation which he states is a combination of the other three**.[41]**

360 – Degree feedback is aimed toward rising performance by providing a far better awareness of strengths and weaknesses. The worker receives feedback, in anonymous kind, on performance ratings from peers, superiors and subordinates. (Kaplan and Palus, 1994).[42]

Feedback from multiple sources, like superiors, peers, subordinates et al contains a additional powerful impact on individuals than info from one supply, like their immediate supervisor. Staff read performance info from multiple sources as truthful, accurate, credible and motivating. They're additional probably to be actuated to alter their work habits to get esteem of their co-workers than the respect of their supervisors. **(Edwards and Ewin, 1996)[43]**

Lawler (2000) has diagnosed an extensive range of things that influence productivity or job performance; the extra figuring out elements are potential and motivation. Excessive morale performs a key position in raising productiveness. Person tendencies of the position occupant and occupational differences of the

employees all have a full-size impact on overall performance–satisfaction linkages. Greater studies now divert the direction of courting from overall performance to satisfaction. The medium of rewards are generally connected with overall performance and pride. In a few instances, rewards reason pleasure, and in some different instances, overall performance produces rewards.[44]

Wahba (2003) in his study on motivation, performance and job satisfaction in libraries found that work as the highest source of satisfaction and satisfaction with work is highly correlated with motivation. Correlation between job satisfaction and job performance is not conclusive, but job dissatisfaction leads to negative job performance such as high turnover rate. Therefore, there is a need for future studies on the quality of the work environment in libraries.

Giving obligations to staff and reputation in addition to appropriate pay for their work in order to encourage them is likewise very critical. A study carried out through gibbs4 also shared this view whilst he collected together librarians to carry out the position of a counsellor. For workforce to be prompted, it's miles necessary to take note of safety and fitness issues regarding them.[45]

McNally (2005) conducted a survey to discover how task pleasure is related to performance. The sample chosen by means of him were the Ontario reference library group of workers. The outcomes confirmed typically mild delight with environmental situations, however low motivation.[46]

Lwehabura and Matovelo(2007) Identify the library and service managers as having a centre stage position for main their subordinates within the method of bringing an effective management and suitable work output for their organizations. They pressure the importance of managers and their subordinates operating together managerial roles and sharing a method for an effective management technique. The observe factors out self- management, knowledge individual's behaviour, assertiveness, delegation, empowerment and desirable relationships as a few aspects

that might help to harness an powerful control technique to enhance and beef up productiveness.[47]

Schneider (1991) surveyed interviewed the personnel of a big eight urban public library system, a majority of who have been paraprofessionals and worked in public services. They pronounced pride with the nature of the paintings itself, co-employees, instantaneous supervisors, and working at once with shoppers. They reported dissatisfaction with communications among staff and control, and a majority diagnosed heavy workloads and understaffing as serious hassle.[48]

Raza and Gupta (2000) Conducted a have a look at to measure the volume of performance appraisal and effect of process anxiety on task pride and their inter courting among library professionals in line with their hierarchy of the publish. The information became accumulated from a pattern of sixty five library specialists employed in Delhi College. This turned into an empirical have a look at to establish some dating between activity tension and job satisfaction inside the library surroundings, which will be useful for maximizing the output and efficiency of library operations. Questionnaire approach has been used for the records collection.[49]

Black and Forro(1999) Investigated the relevance of breaking humour at work region. The critical nature of instructional studies, teaching and dissemination of know-how does now not produce an atmosphere of jocularity; academic libraries, as a part of the larger academic network, obviously reflect this extreme environment. In step with the investigators, libraries can and need to reap the blessings of supporting humour in administrative center –higher interpersonal communications, progressed teamwork and more advantageous non-public job pleasure – whilst acknowledging the critical crucial nature of the offerings they offer. Consistent with them, a library group of workers lounge humour aid segment may be a heaven to the irreverent. They concluded that humour can be a key to control strain selling good fitness and encouraging high quality paintings relationships. It suggests that the

folks that experience their work are more efficient and creative. Due to the fact they are greater happy with their process, they generally tend to sell better morale inside the administrative centre.[50]

Sornam and Sudha(2003) investigated the level of Occupational Role Stress (ORS) among women library professionals working in Bharathi dasan University in Tamil Nadu. Among forty five professionals the study has created use of activity Role Stress Scale developed by Pareek (1992).Objectives of the study were to spot the influence of age, experience, legal status on ORS and to search out out the extend of association between elect socio demographic variables and ORS. The rating pattern was exhausted a 5 purpose mode starting from 0-4 and therefore the Median, Chi-Square take a look at, Karl99Pearson's Co-efficient of Correlation and Students t-test were used as applied mathematics Tools. The study known that age, expertise and legal status have important association with ORS.[51]

Summary

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

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