

EVALUATING THE EMPLOYEE’S PERFORMANCE APPRAISAL SYSTEM IN COLLEGE LIBRARIES OF MAHENDERGARH DISTRICT IN HARYANA

RAMCHANDER

Research Scholar

Dept. of Library and Information Science

Singhania University

Pacheri Bari-JhunJhunu, Rajasthan , India

Abstracts

This paper focus to appraise the performance appraisal system in college libraries of Mahendergarh District of Haryana; identify the effectiveness of the appraisal process and identify challenges facing the existing appraisal systems in college libraries employee’s motivating to perform to develop personal capabilities, and advantage and disadvantage of performance appraisal and to improve future performance is influenced by feedback of past performance.

Key Words: - *Performance Appraisal Systems; College Libraries; Appraisal Process; Challenges facing.*

Introduction

Mahendergarh is equipped with good number of educational and technical institutions like 05 Engineering Institutions , 18 degree colleges , 12 polytechnic institutions, 27 Teacher Training college and one Central university as well as institutions of repute such as RPS Group of Institutions (Engineering ,Management, Degree and Education), Balana . There are also numbers of government and private organizations along with library and information centers where all the knowledge resources are kept for its utilization. The study covers the attempts of college libraries and the survey covers the Librarians, Assistant Librarians, Library Assistants and others.

Performance appraisal (PA) has remained an important topic of investigation among organization researchers (Poon,2004:322) performance appraisal also called performance review, performance evaluation ,performance assessment, performance measurement, employee’s evaluation , Staff assessment, services rating, etc. Performance appraisal is an assessment of an employee in performing his job. Performance appraisal provides an opportunity to communicate to employees the mission, strategy, vision, values and objectives of the libraries.

Performance appraisal is an important managerial tool to clarify performance criteria and to enhance future individual performance. Performance appraisal or Performance management is one of the oldest and most universal practices of management .Effective

performance appraisal should also recognize the legitimate desire of employees for progress in their professions. Performance appraisal is an important basis for changing performance plan, including performance criteria.

It involves the following:-

1. Setting new expectations to improve performance during the years.
2. Establishing performance plans for next years.

What is Performance Appraisal?

Performance appraisal defined:-

- Performance appraisal is a process of systematically evaluating performance and providing feedback upon which performance adjustment can be made. (Schermerhorn et.al. 2004).
- Performance appraisal may be defined as any procedure that involves (I) setting work standards ;(II) assessing the employee’s actual performance relative to these standards; and (III) providing feedback to the employee with the aim of motivating that person to eliminate performance deficiencies or to continue to perform above par. (Dessier 2002).

- Performance appraisal is the system whereby an organization assigns some score to indicate the level of performance of a target person or group. (DeNiSi 2000).
- Performance assessment is the process that measures employees' performance. It involves deciding (I) what to assess,(II)Who should make the assessment,(III)which assessment procedure to use, and (IV)how to communicate assessment results.(Milkovich and Boudreau 1998).
- Performance appraisal is the process of evaluating the performance and qualification of the employees in term of requirement of the job for which he is employed, for purposes of administration including placement, selection for promotion, providing financial rewards, and other actions which require differential treatment among the member of a group as distinguished from actions, affecting all members equally. (Heigel 1973).

Review of Related Literatures

Some relevant studies conducted earlier **includes Lamptey,Richard Bruce and Agyen – Gyas,Kwaku (2012)** conducted a study on Performance Appraisal as an Effective Management Tool in the State owned University in Ghana. This study discussed the impact of performance appraisal on libraries in six state owned university library in Ghana. In particular, it explains the concept of performance appraisal, methods used in appraising

employees and how far it is being implemented in the state owned university libraries in the country. The challenges facing these institutions in implementing effective performance appraisal strategy are highlighted.

Okpe I. John, (2012) in their study “Annual performance appraisal of practicing librarians: A case study of academic Institutions in Nigeria”. This paper investigated annual performance appraisal questionnaire administered by individual academic institutions in Nigeria, examined professional job specifications for academic librarians serving in these institutions studied to establish the annual performance appraisal style adopted by the academic institutions. Survey method was adopted using self structured questionnaire to personally collect data from the respondents, comprising fifty-one academic institutions across Nigeria. The result shows that, different department in the studied institutions was changed with the responsibility of carrying out Annual Performance Assessment, discuss performance evaluation purpose and values, higher number of the respondents suggested that Librarians should be evaluated on the bases of their job specifications and that the planning and execution could be done centrally or within the Library system. Finally, conclusion and recommendations were provided on how best Annual Performance Assessment practice could be improved upon by organizational leaders to enhance productivity.

Edwards, Ronald G and Williams, Calvin, J (1998) “ Performance appraisal in academic libraries: Minor changes or major renovation” and found performance appraisals

generally occur to provide documentation generally occur to provide documentation for current and future personnel decision such as promotions, salary increases, staff development, and disciplinary reasons. After surveying library literature, it is apparent that most academic library administration implement some type of performance appraisal, but a disparity exists regarding the process itself, the ultimate goals sought and those actually achieved. This situation emanates from the lack of objectives adhered to in conducting performance appraisal. This article will address the diversity existent in the performance appraisal process and the reasons for these differences.

OWUSU-ANSAH, Samuel and GOGO ASHIRIFIA, (2014). “Effect of performance appraisal system on staff performance in Ghanaian academic libraries”. This study adopted the survey approach to gather data from library staff located in the University of Cape Coast Library. Using the descriptive statistics, it was found out that library staff (76.8%) affirmed the existence of a performance appraisal system in the library. From the participants view, performance appraisal system was necessary to assist in determining the input of staff, bring motivation to workers and ensure effective work by the staff. The majority of the library staff (70.2%) stressed that their immediate boss was responsible for appraising their work output in the UCC library.

Jiezhue Nie 1, a, Qiuwen Huang 2, b, Ganghua Zhang 3, c (2013). “Performance Appraisal of Human Resources in University Libraries --Taking the Library in Jiangxi University of Science and Technology as an Example”. This paper has analyzed performance appraisal (PA) principles of human resources (HR) in universities, listed out PA indices and their significance, and structuralized PA model in theory. This model has been employed perfectly in evaluating the year 2011 annual performances of the HR in the library of Jiangxi University of Science and Technology (JUST) in China, which has greatly enhanced the PA quality and satisfied the staff in the school library.

The paper of **Akua, Asantewaa Aforo and Kodjio - Asafo-Adjei Antwi (2012)** shows that academic libraries a performance appraisal system comprising setting of goals, feedback, participation and incentives for performance. This study aimed at evaluating the performance in the KNUST and GIMPA libraries in Ghana and give recommendations on improving the system. The article of Javed Iqbal, Samina Naz, Mahnaz Aslam, Saba Arshad (2012), offers a survey of selected literature on performance management. It is found that performance management processes, evaluation, its impact and factor are key themes.

Objectives/Purposes of Performance Appraisal

They serve several purposes (Kumar, 2005:02; Millmore et al., 2007: 527). These Purposes include:-

1. To let subordinates know formally how their current performance is being rated.
2. To identify subordinates who deserve merit raises.
3. To locate individual who need additional training.
4. To identify candidates for promotion.
5. To identify the scope for performance improvement and means to achieve it.
6. To serve as a source of information for management to make decisions about promotions, Salaries, training needs, and training support.
7. As a means of managerial control, through the setting objectives; and
8. To facilitate personal improvement and development.

Broadly, performance appraisal serves four objectives- (i) developmental uses, (ii) administrative uses/decisions, (iii) organizational maintenance/objectives, and (iv) documentation purpose.

Hence, organizations need to rate their employees so that people can be identified to assume positions of leadership or be acknowledged for reward when appropriate (Gibbons

and Kleiner,1994).However, Becker et al. (2001) emphasize that performance appraisal systems are incoherent in terms of what is measured and what is important.

Principal of Performance Appraisal

Performance appraisal should be based on certain principles as stated below-

1. Corporate goals are translated in to individual, team, departmental and division goals.
2. It should not be linked with only financial rewards.
3. Performance improvement is an ongoing process and improves over time.
4. Consensus and co-operation needed, not control and coercion.
5. Transparency is needed at every stage.
6. It should cover all employees.
7. It is a system and not a piece of work.
8. Make it simple and easy.

Advantages and Disadvantages Performance Appraisal

Advantages

1. The employee whose performance is appraised may develop an increased motivation to perform effectively.
2. The job of the employee being appraised may be clarified and better defined.
3. Valuable Communication can taken place between the manager and the employee.
4. Organizational objectives can be made clearer and they can be readily accepted.
5. Rewards Such as compensation and promotion can be distributed on a fair and credible basis.
6. Valuable appraisal information can allow the organization to do better human resource planning, test validation, and development of training programmes.

Disadvantages

1. The self –esteem of the employee being appraised and manager doing the appraisal may damage.
2. Large amount of time may be wasted.
3. The relationship among individuals may be permanently worsened, thereby creating organizational conflicts.

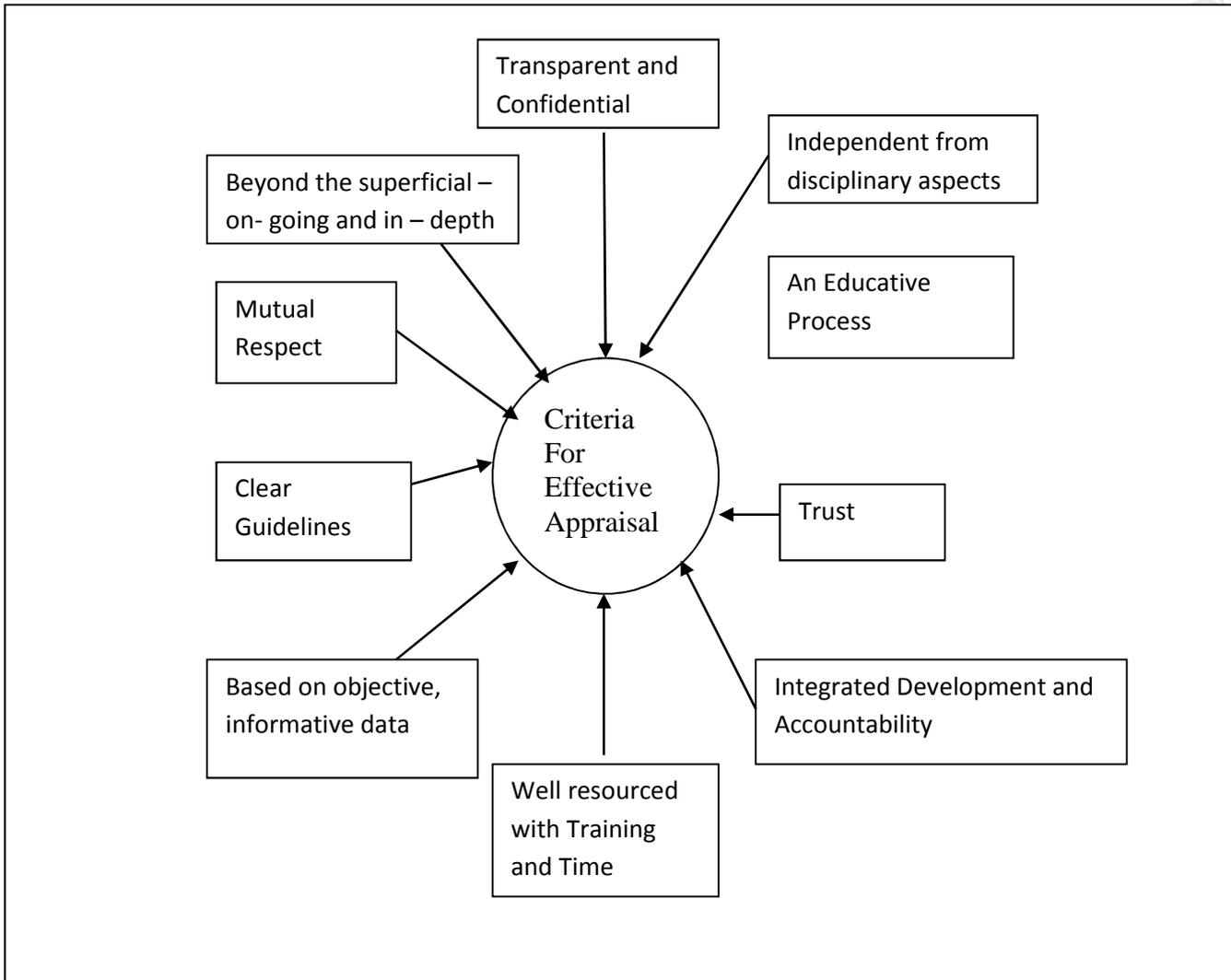
4. Performance may be lowered for many reasons; including the feeling that poor performance measurement means no rewards for performance, that is, biased evaluation including favoritism towards some employees.
5. Money may be wasted on form, training, and a host of support services.

Essential Features of an Effective Performance Appraisal System

Appraisal systems possess certain definitive useful functional and strategic information and results for the organization, its manager, and its employees. However, development of an effective appraisal system is not an easy chore (Boice and Kliener, 1997). According to Piggott-Irvine (2003) “Effectiveness occurs when the appraisal interactions are non-controlling and non-defensive, but are supportive, educative and yet confidential. Effective appraisal is underpinned by relationship of respect and has outcomes directly linked to improved learning and teaching. He narrates that effectiveness is also linked to appraisal process and information that has clarity, objectivity and high integrity, where deep development is a goal rather than a quick-fix expedience. “See figure 1.

Figure 1. Elements of Appraisal Effectiveness Source:

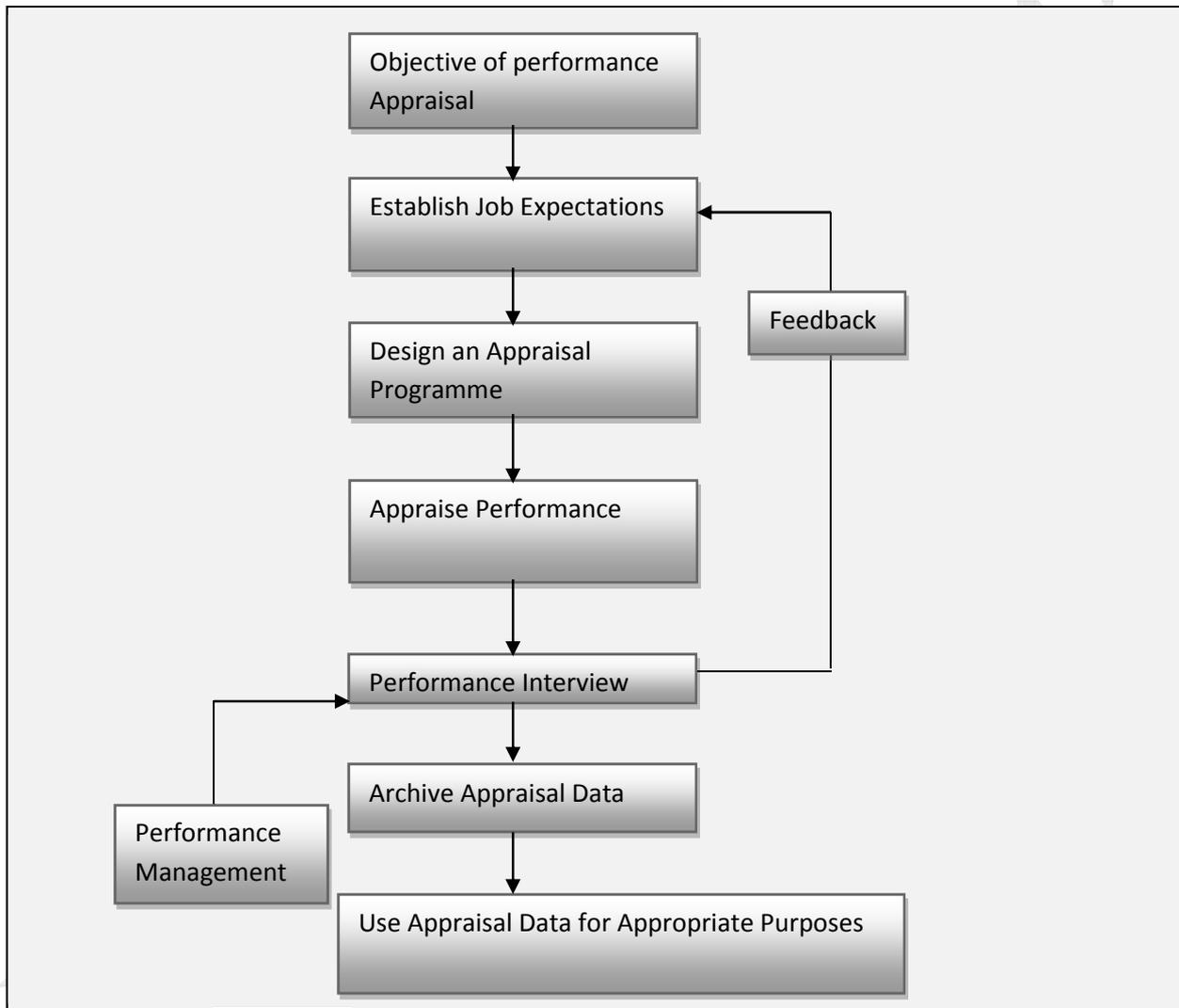
Eileen Piggot-Irvine (2003; 173)



Appraisal Process

Figure outlines the performance appraisal process. Each step in the process is crucial and is arranged logically. The Process as shown in figure-is somewhat idealized many organizations make every effort to approximate the ideal process, resulting in first-rate appraisal systems. Unfortunately, many others fail to consider one or more of the step and, therefore, hiveless-effective appraisal systems.

Figure -2 Performance Appraisal Process



Source:-Human Resource Management: Text and Cases – Aswathappa (2014: 327)

Challenges of Performance Appraisal

With the increased significance of performance appraisal, Challenges confronting the system are mounting. One serious challenge facing the performance appraisal system relates to assessment of self- managed teams. Popularly- called empowered teams, these self – managed teams create special challenges for performance appraisal – empowered teams perform without supervisors. Historically, if one recalls, it is the supervisor who assesses the performance of his or her subordinates. Another challenges is that both, individual and team performance, need to be measured. A suitable device needs to be developed to assess the performance of empowered teams because more and firms use such teams to enhance productivity.

Contains other challenges of performance appraisal:-

1. Create a culture of excellence that inspires every employee to improve and lend himself or herself to be assessed
2. Align organizational objectives to individual aspirations
3. Clear growth paths for talented individuals
4. Provide new challenges to rejuvenate careers that have reached the plateau stage
5. Empower employees to make decisions without the fear of failing
6. Embed teamwork in all operational processes
7. Debureaucratise the organization structure for easy of flow of information

A Major and recurrent criticism of performance appraisal systems is their openness to subjectivity and discrimination, subjectivity is more likely to arise from the day to day behaviors and practices of those involved in the process of appraisal than the policies and procedures developed to guide that practices (Brown and Heywood, 2005). PAS is often judged subjectively because performance in many jobs is not amenable to objective assessment. Such subjectivity enables a rater's personal agenda to drive the appraisal rating process. (Ferris and Judge in Poon; 2004:323). Hence, the implementation of an effective performance Appraisal Programme is complicated by the difficult task of obtaining a truly fair and accurate appraisal of an employee (Poon, 2004:323, Gibbons and Kliner, 1994). Problems associated with the performance Appraisal (PAS) include the lack of agreement on appropriate appraisal criteria, concerns over the validity and reliability of evaluation methods, and the negative perception of employees towards the appraisal system (Peterson, 2000).

Procedures/Methods

A descriptive research design, cross-sectional in nature, was applied in the investigation. The approach was used because of need to obtain the employees' perception and experiences pertaining to the existing performance appraisal system (Creswell, 2007; 40)

A questionnaire was distributed to the random sample of 59 respondents from the 11 colleges. Stratified ensured that better representativeness of the employees.

Total No. of Libraries	Total Employees	Respondents
32(Thirty Two)	59	50

The survey questionnaire was chosen since it was found to be efficient and a tested means of assessing information about large employees of college libraries of Mahendergarh. The questionnaire had a combination of both open-ended and closed questions. A drop-off and pick –up method of questionnaire was adopted.

Response Rate

Total 59 questionnaire were distributed to participating employees but only 50 were received/returned completely, thus 84.7% response.

Demographics

The demographic information of the respondents included the academic qualification, work experiences, gender and age.

The analysis of data on the purpose of performance appraisal revealed that the system was used to identify employees for promotion (61.25 %) and to decide on salary awards (92.75 %). Contrary to common belief, 79.2 % of the respondents indicate that the appraisal system was not used to weed out incompetent.

Effectiveness – on the effectiveness of the employees of college libraries’ performance appraisal system, 49 % of the respondents indicated that appraisal based on work related and 32% of the respondent indicated unfair in the systems.

63 % of the participants indicate that performance rewards did not always show a positive reflection of the performance appraisal outcomes.

Gender

The gender demography showed that fifty thirty-three (33%) percent, of the library employee are female while sixty seven (67%) percent, are male gender.

Age

Majority of the library employees fell in the age group 31-50 (72.8%).

Professional Qualification (Library and Information Science):

Majority of the library employees acquired professional qualification Graduate and Post Graduate in Library and Information Science the result showed that eighty-two (82.9%) and respondents finding that shows seventeen (17.1 %), those who have joined before 1985-1990 not having professional qualification and seven (7 %) has first degree (BA, B.Lib.I.SC and M.Lib.I.Sc.).

Discussion:

The response to the research question on what specific functions the appraisal process served in the college libraries received mixed result. Both librarians and their subordinates believed that the appraisal process served one or more of the following:

1. Allowed employees of the libraries to provide input about their jobs.
2. Informed employees of where they stand.
3. Helped to Clarify the employees ‘performance and objectives ; and
4. Facilitate to discussion of the employees development.

Given employees needs for feedback, direction, role clarity, job involvement, and development, these were positive finding. Futher; the survey revealed that the system was used to decide on salary award (92.75 %) with 92.75% of respondents indicating that the system was not used when identifying employees for development. It also emerged that the

system was not used to determine whether the libraries' policies were being implemented or to weed out incompetent employees (92.75%).

Therefore, the empirical results have shown that the respondents have a negative view regarding the performance based appraisal system. They view the system to be unfair and not transparent. Lastly, an assessment of the responses on the open ended questions revealed the following negative outcomes of appraisal that included the feeling that it had led to poor relationship between appraisers and that they found the prospect of appraisal threatening and subjective. Some employees claimed that appraisals had led to de-motivation and low morale in certain departments due to differential rewards based on budgetary allocations.

Results/Findings:

Finding from the survey data were presented and analysis to construct an understanding of the existing appraisal systems in the college libraries. The empirical result covers the employees' demographic profile; purpose of performance appraisal; appraisal process, essentials of performance appraisal; challenges of performance appraisal and employee attitudes towards performance appraisal in the college libraries.

Conclusion:

Based on the responses that performance appraisal systems are satisfactory in college libraries of Mahendergarh. Performance appraisals are essential for the effective management and evaluation of the staff. The appraisal process should aim at judging the performance of the employee rather than the employee himself. Lastly, organizations should have appraisal appeal procedures. An appeal process would seem to serve three purposes (1) It protects employees from unfair appraisals; (2) It protects the organization from potential charge of unfairness; and (3) It helps assure that appraisers to do a more conscientious job of evaluation. The study revealed that the college libraries employees felt that: “proper feedback is important for performance improvement; appraisal encourages accountability; appraisal identifies areas of weakness and strengths and that appraisal motivated employees and increase awareness of the job requirements. Performance appraisal is in all organizations, especially in highly labor –Intensive organization like libraries.

Based on the result of the survey, the following recommendations have been suggested: (I) the libraries should consider adoption of new system of assessing performance such as multi-rather feedback. (II) To avoid inconsistency. (III)The libraries should provide training to both the evaluators and the employees on the pay-based appraisal system.

There is need for a comparative study with other similar Libraries (i.e. University Libraries/College Libraries).

References:

- Martey, A. K. (2000) Marketing Products and Services in Academic Libraries in Ghana. *Library Management*, Vol. 50 No.4, pp 261-268.
- McClure, C. R and Lopata, C. (1995) Performance measures for academic networked environment. In: Pat Wressell, ed. *Proceedings of the 1st International Conference on Performance Measurement in Libraries and Information Services*. Newcastle upon Tyne: Information North: pp. 63–75.
- Martey, A. K. (2002) "Appraising the performance of library staff in a Ghanaian academic library", *Library Management*, Vol. 23, Issue: 8/9, pp.403 – 416.
- Martey, A. K. (2000) Marketing Products and Services in Academic Libraries in Ghana. *Library Management*, Vol. 50 No.4, pp 261-268.
- Lamptey, Richard Bruce and Agyen – Gyas, Kwaku. (2012) Performance Appraisal as an Effective Management Tool in the State owned University in Ghana.pp.132-150.
- Okpe I. John. (2012). “Annual Performance Appraisal of Practicing Librarians: A case study of academic Institutions in Nigeria.” *Arabian Journal of Business and Management Review (OMAN Chapter)* Vol. 2, No.5, Dec. 2012
- Edwards, Ronald G and Williams, Calvin J, (1998) "Performance appraisal in academic libraries: minor changes or major renovation." *Library Review*, Vol. 47 Issue: 1, pp.14 – 19.
- OWUSU-ANSAH, Samuel and GOGO ASHIRIFIA, (2014) “Effect of performance appraisal system on staff performance in Ghanaian academic libraries”. *Geraldine Journal of Information Engineering and Applications* ISSN 2224-5782 (print) ISSN 2225-0506 (online) Vol.4, No.7, 2014 PP.1-14.
- Nie, Jiezhu and others. (2013). “Performance Appraisal of Human Resources in University Libraries --Taking the Library in Jiangxi University of Science and Technology as an Example”. *International Conference on Education Technology and Information System (ICETIS 2013)*. PP.139-142.
- Migiro, Stephen O and Maureen, Taderera. (2013) “Evaluating The performance Appraisal System in The Bank of Botswana.” *Prabandhan: Indian Journal of Management (Vol.3, No.10, 2010)*. Pp.11-19.