

Performance Appraisal System in Research and Developmental (R & D) Libraries of Karnataka State: A Study

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Abstract

Research and development library supports scholarly or scientific research and will generally include primary as well as secondary sources; it always try to retrieve all recent information related to organization research work and attempt to provide access to necessary information resources in different forms. Performance appraisal also influences other human resource practices such as recruitment and selection, training and development, compensation, and employee relations. It is assumed that better performance appraisal can have a positive impact on employee job satisfaction. Hence, professionals have to be trained to operate new techniques and equipments, to handle the present as well as new jobs more effectively. It aims at improving the organization's performance through the enhanced performance of its employees. Considering above facts an investigation has been conducted to be acquaint with the performance appraisal system followed in R & D libraries

Keywords: Research Library, R & D Library, Performance Appraisal, Special Library

1. Introduction

The role of research and developmental (R & D) librarian in the exponentially growing digital environment has become quite challenging. The existing skill and knowledge of research library professional do not serve the changing information needs and growth of library services. In recent years library professionals are forced to adopt all modern tools of ICT based on their user's expectation & future needs. So it creates increased pressure over the years. This increasing pressure can be controlled from giving adequate training to library professionals at regular intervals. Performance appraisal is one of the oldest and most universal methods of human resource management. Performance appraisal is a systematic process to evaluate the performance of an employee for specific period through standard methods like ranking, grading, comparison method etc. The main objectives of employee's performance appraisal are to motivate the employee to enhance the performance, maintain an inventory and quality in employees, set targets and goals as per performance standards, evaluate employee performance, identify training and development needs and reward performance. Performance appraisal also influences other human resource practices such as recruitment and selection, training and development, compensation, and employee relations. It is assumed that better performance appraisal can have a positive impact on employee job satisfaction. Considering above facts an investigation has been conducted to be acquainting with the performance appraisal system followed in R & D libraries.

2. Objectives of the Study

- ❖ To know the demographic status of R & D libraries of Karnataka state.
- ❖ To identify the R & D library professional’s satisfaction on performance appraisal system in organization.
- ❖ To know the performance appraisal standards followed in R & D libraries.
- ❖ To make out the male and female professionals ratio in Indian R & D libraries.
- ❖ To find out the social background and marital status of R & D libraries.
- ❖ To determine the performance appraisal frequency in R & D libraries.
- ❖ To know the response on reviewing biased Performance Appraisal Content

3. Need of the Study

The need of this study is to assess the performance system in Research and Developmental (R & D) libraries in Karnataka State, India with a view of identify nature of performance appraisal system, satisfaction of employees and review of it.

4. Scope and Limitation of the Study

The present study is designed to analysis of performance appraisal system in Research and Developmental libraries of Karnataka state, INDIA only.

5. Methodology

In order to achieve the objectives of the study survey research and questionnaire method was used for this study. Data is collected mainly from primary source and random sampling method was adopted to collect the data. A structured close ended questionnaire was designed for the study and it was distributed 200 R & D libraries professionals working in 45 R & D libraries of Karnataka State.

6. Data Analysis and Interpretation

The researcher attempted to ensure a sample that would represent the population and hence selected simple random method for the study. The questionnaires were distributed to the professionals and were given enough time to go through it and respond to the questions therein. The data collected were tabulated and analyzed statistically using appropriate descriptive techniques included in Software Package for Social Sciences (SPSS) V.20.

Table-6.1: Distribution of Questionnaire and Response Received

Nature of Library	Number of Questionnaires		Percentage of Response
	Distributed	Received	
R & D Library	216	189	87.5%

Table-6.1 articulates that among total of 250 R & D library professionals, 216 questionnaires were distributed and managed to collect 189 filled questionnaires back with overall response rate of 87.5%.

Table-6.2: Distribution of Professionals by Gender

Nature of Library	Gender		Total
	Male	Female	
R & D Library	102 (54%)	87 (46%)	189 (100%)

It is observed from the table-6.2 that, majority of 102 (54%) of professionals, belongs to male category and 87 (46%) of professionals are females category in R & D libraries.

Table -6.3: Distribution of Professionals by Age

Nature of Library	Age (in Years)				Total
	<i>Less than 30 Years</i>	<i>31-40 Years</i>	<i>41-50 Years</i>	<i>51 & Above Years</i>	
R & D Library	17 (9%)	74 (39.2%)	40 (21.2%)	58 (30.7%)	189 (100%)

Data in table-6.3 illustrates the different age group of R & D library professionals employed in Karnataka State (INDIA). Above study found that highest number 74 (39.2%) of professionals are in the age group of 31-40 years, followed by 58 (30.7%) professionals are 51 and above years, 40 (21.2%) of professionals are 41-50 years age group and remaining 17 (9%) of professionals are in less than 30 years of age group respectively.

Table-6.4: Distribution of Professionals by Marital Status

Nature of Library	Marital Status		Total
	<i>Married</i>	<i>Unmarried</i>	
R & D Library	158 (83.6%)	31 (16.4%)	189 (100%)

Above table-6.4 demonstrates that, maximum number 158 (83.6%) of professionals are married and 31 (16.4%) are un-married in R & D libraries.

Table-6.5: Distribution of Professionals by Social Background

Nature of Library	Social Background			Total
	<i>Urban</i>	<i>Semi-urban</i>	<i>Rural</i>	
R & D Library	88 (46.6%)	55 (29.1%)	46 (24.3%)	189 (100%)

It is identified from table-6.5 that, large number 88 (46.6%) of professionals are belongs to urban category preceded by 55 (29.1%) are semi-urban and 46 (24.3%) of professionals are from rural background.

Table-6.6: Existence of Standard Performance Appraisal System

Nature of Library	Existence of Standard PA System		Total
	Yes	No	
R &D Library	171 (90.5%)	18 (9.5%)	189 (100%)

Data in the table-6.6 enlightens the reaction of respondents on existence of standard performance appraisal system in R & D organization. It is understood from the above table that maximum percentage (90.5%) of respondents opined their organizations have standard performance appraisal system. From the above analysis in brief it can be established that, there is a need to implement standard performance appraisal system in R & D organization.

Table-6.7: Satisfaction on Performance Appraisal (PA) Standards

Nature of Library	Satisfaction on Performance Appraisal Standards			Total
	Yes	No	NA	
R &D Library	128 (67.7%)	43 (22.75%)	18 (9.5%)	189 (100%)

Table-6.7, it depicts that, out of total 189 respondent’s majority 128 (67.7%) of respondents expressed their satisfaction and 43 (22.75%) of respondents expressed their dissatisfaction. On the basis of above analysis, it may be concluded that, out of total respondents almost one third of respondents have expressed their satisfaction about existing performance appraisal system. Satisfaction of respondents on performance appraisal in organization of the study is similar to the study conducted by Gowda (2009). In this study, it is found that respondents were satisfied with performance evaluation. Similarly, Baro, Fyneman and Zukemefa (2013) study also revealed that catalogers of university libraries in Nigeria were satisfied with performance evaluation system.

Table-6.8: Communication of Performance Appraisal (PA) Content

Nature of Library	Communication of PA Content			Total
	Yes	No	NA	
R &D Library	149 (78.8%)	22 (11.6%)	18 (9.5%)	189 (100%)

On the basis of communication of performance appraisal report content to respondents in special libraries, it can be articulated from the table-6.8 that, out of total 189 respondents’ 78.8% of respondent’s opined performance appraisal content is communicated and 11.6% opined not

communicated. Surprisingly 9.5% of the respondents expressed appraisal report content is not communicated to them. From above analysis it can be construed that, there is a need to maintenance of transparency in performance appraisal system in organization.

Table-6.9: Organization Response on Reviewing Biased Performance Appraisal Content

Nature of Library	Reviewing Biased Performance Appraisal Content			Total
	<i>Yes</i>	<i>No</i>	<i>NA</i>	
R &D Library	49 (25.92%)	122 (64.6%)	18 (9.5%)	189 (100%)

Taking in to consideration of organization response on employee’s dissatisfaction about reviewing biased performance appraisal content, it can be observed from the table-6.9 that majority 122 (64.6%) of respondents conveyed their dissatisfaction and 49 (25.92%) of respondents conveyed satisfaction

Table-6.10: Frequency of Performance Appraisal (PA)

Nature of Library	Frequency of Performance Appraisal (PA)				Total
	<i>Quarterly</i>	<i>Half Yearly</i>	<i>Annually</i>	<i>Others</i>	
R &D Library	8 (4.2%)	1 (0.5%)	162 (85.7%)	18 (9.5%)	189 (100%)

Table-6.10 portrays the opinion of respondents on frequency of the performance appraisal. It can be highlighted from the above table that, 85.7% of respondent’s performance is evaluated annually.

7. Recommendation and Conclusion

In the age of digital environment, the R & D library professionals also realize the need to develop and provide up-to date information service to meet the requirements of the users. Training and development programmers are fundamental issues of career development of every employee in an institution. In order to facilitate quality services to the library users especially in this information explosion and IT environment librarians and library staffs need to commit themselves to continuous learning and for that matter training and development activities. Hence, concerned R & D library authorities should properly respond to employee’s unhappiness on performance appraisal system or individual appraisal report. In order to resolve this issue there should be proper discussion with employees before framing performance appraisal standards and made the appraisal system more transparent.

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