Chapter 4
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4.1 Introduction

The human factor plays a vital role in carrying out the functions of any organization in an efficient and effective manner. Performance Management (PM) is concerned with improving the individual and team performance. In a library also, performance management is widely acceptable. Library professionals in order to extend their knowledge and skills and also to improve their performance have to undergo certain performance appraisal processes. In this context, an attempt is made by the researcher to define performance management and how it is applicable to the employees in an organization.

Traditionally, the human resources literature has considered as separate and distinct, the issues of which types of performance to measure, methods of measuring performance, who should rate performance, and methods of improving performance. Performance management is a means whereby the employees' work behaviour is aligned with the organization’s goals (Fisher, Schoenfeldt and Shaw, 1997).

Performance management is about managing the organization. It is a natural process of organization. It can contribute to the development of a high involvement organization. Performance management is the key to success of any business activity. Modern day organizations may have embraced technology with aplomb. However, there is no substitute for the human element. Moreover, the emergence of new generation sectors has given a higher standing for the human factor within an organization. Human resource managers across the globe are finding it very difficult to attract and retain talent. In such a scenario, the need for a proper performance management system has become all the more important. Companies from knowledge sectors have devised performance management systems which are considered as the benchmarks of a unit. The human element
within an organization has enabled the company to lead the race in the corporate sprint, primarily because of the emergence of the service-based business model which has made the employees an indispensable lot (Chakraborthy, 2008).

Performance management is considered as the heart of any "People Management" issue in an organization. It encompasses the entire relationship of the organization with its employees. Performance management is the process of creating a work environment where people are encouraged to perform and rewarded for their effectiveness. Kiran Kumar (2008), opines that organizations can function more smoothly when they let their employees know what is expected of them with regard to work, and employment coaching can accelerate the human potential on a person to person basis in a business.

Increasing competition in the business field, across the world, suggests that all businesses must be careful in their choice of strategies in order to remain competitive. Organizations have realized that they must also derive competitive advantage from effective management of their people. Performance Management aims to improve strategic focus and organizational effectiveness through continuously securing improvements in the performance of individuals and teams. Performance management is quite a new concept which has taken shape in the late 20th century. Performance Management is an ongoing communication process undertaken between an employee and his or her immediate supervisor that involves clear expectations and understanding about the essential job functions the employees are expected to do. It also deals with how the employee’s job contributes to the goals of the organization and how the employee and supervisor will work together to sustain, improve or build the existing employee performance. Performance Management is a means of preventing poor performance and working together to improve performance. Above all, performance management is a two way communication between the performance manager and staff members (Fowler, 1990).
4.2 What is Performance Management?

Recently, organizations have been faced with challenges like never before. Increasing competition from global businesses has meant that all businesses must be much more careful about their choice of strategies in order to remain competitive. Everyone (and everything) in the organization must be doing what they're supposed to be doing to ensure that the strategies are implemented effectively. This situation has put more focus on effectiveness, that systems and processes in the organization be applied in the right way to the right things: to achieve results. All the results across the organization must continue to be aligned to achieve the overall results desired by the organization for it to survive and thrive.

Performance management is a relatively new concept in the field of management. Performance management literature typically starts out with varied explanations of the term “performance”. Performance management reminds us that being busy is not the same as producing results It reminds us that training, strong commitment, and lots of hard does not mean results. The major contribution of performance management is its focus on achieving results - useful products and services for customers inside and outside the organization. Performance management redirects our efforts away from business and toward effectiveness. Armstrong and Baron (1998) felt that performance management involves effective use of technology in conveying desired competencies and in monitoring, collecting, and giving feedback. Performance management also involves giving feedback to employees on a more consistent basis than the average annual review. Instead, an employee’s ability to exceed or failure to meet goals may be monitored on a monthly basis. This provides the employee with either the opportunity to receive compliments and rewards regularly or to make behavioural changes sooner if the performance is not up to par The employee benefits from a more consistent model of performance management evaluation, since this gives a person time to address issues and change problem issues In a performance management model, employees are given ways to grow and develop in their field by giving
opportunities to work on harder projects, pairing less-skilled employees with expert employees, and offering team models where employees can direct and make decisions. Greater responsibility and opportunities to advance in one’s field are essential in maintaining happy and productive employees.

Rewards are also an integral part of performance management. The greatest part of this is that the rewards are of a monetary nature, either in bonuses or a raise in income when employees perform well. Also employees who are now more qualified should be placed in positions of greater responsibility, and receive an increase in salary or a wage hike. Performance analysis should focus as much or more on positive performance than it does on negative performance. The rewards for positive performance must be real and tangible, or else the company runs the risk of becoming a “negative action” company.

Performance management is a process for measuring outputs in the shape of delivered performance compared with expectations expressed as objectives. It focuses on targets, standard, and performance measures or indicators. Employee performance management is a process for establishing a shared workforce, and to understand the ways of achieving organizational goals. It is about aligning the company’s objectives with the employees’ agreed measures, skills, competency, learning, and development in order to achieve a high performance workforce.

To conclude, performance management is a process of creating a work environment or setting in which people are enabled to perform to the best of their abilities. Performance management is a whole work system that begins when a job is defined as needed.

4.3 Objectives of Performance Management

According to Lockett (1992), performance management aims at developing individuals with the required commitment and competencies for working towards shared meaningful objectives within an organizational framework. Performance management frameworks are designed with the objective of improving both
individual and organizational performance by identifying performance requirements, providing regular feedback and assisting the employees in their career development. Performance management aims at building a high performance culture for both the individuals and the teams so that they jointly take the responsibility of improving the business processes on a continuous basis and at the same time raise the competence bar by upgrading their own skills within a leadership framework. Its focus is on enabling goal clarity for making people to do the right things at the right time.

However, the main objective of a performance management system is to utilize the capacity of the employees to its full potential in favour of both the employee and the organization, by defining the expectations in terms of roles, responsibilities, accountabilities, required competencies, and expected behaviours. Performance management enables,

- The employees in identifying the knowledge and skills required for performing the job efficiently as this would drive their focus towards performing the right task in the right way.

- Boosting the performance of the employees by encouraging employee empowerment, motivation, and implementation of an effective reward mechanism.

- Promoting a two way system of communication between the supervisors and the employees for clarifying expectations about the roles and accountabilities, communicating the functional and organizational goals, providing a regular and a transparent feedback for improving employee performance and continuous coaching.

- Identifying the barriers to effective performance and resolving those barriers through constant monitoring, coaching, and development interventions
Creating a basis for several administrative decisions, strategic planning, succession planning, promotions, and performance based payment.

Promoting personal growth and advancement in the career of the employees by helping them in acquiring the desired knowledge and skills.

4.4 Application of Performance Management

Typically, when we think of performance in organizations, we think on the performance of employees. However, performance management should also be focused on:

- departments such as (computer support, administration, sales, etc.)
- processes (billing, budgeting, product development, financial management, etc.)
- programs (implementing new policies and procedures to ensure a safe workplace; or, for a nonprofit, ongoing delivery of services to a community) products or services to internal or external customers.
- the organizations
- projects like (automating the billing process, moving to a new building, etc.)
- teams or groups organized to accomplish a result for internal or external customers

4.5 Benefits of Performance Management

Performance management system is considered as the heart of any “people management” issue in an organization. It encompasses the entire relationship of the organization with its employees. Performance management is the process of creating a work environment where people are encouraged to perform to their full potential and rewarded for their effectiveness. In the words of Kiran Kumar (2008), “a performance management system enables the business to measure, manage and optimize its performance and profitability by relating the employees’ pay to competency and contribution”.

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The main objective of performance management is learning newer values for achieving long term goals and objectives. Since learning is never done without errors, learning without measurement is of no significance. In most organizations, subjective ratings of employee performance are provided by supervisors. Performance management concerns everyone in an organization and not just the top officials. According to Guile and Nickle (1998), managers and their teams are jointly accountable for the results and are jointly involved in agreeing what they need to do and how they need to do it with regard to monitoring the performance and in taking action. When top management commitment is high, the productivity tends to gain more, and vice versa (Robert and Hunter, 1991). Top managers set goals with those immediately below them, who in turn help them to set those goals. Similarly, it is evident that employees who have easy goals may seem to be better employees than those who have more different goals.

Employees are the most significant resource of any business, and performance appraisals reflect the organization's commitment in developing this important resource of human capital. Performance appraisals grant the upper management an opportunity to reward an excellent performance or reprimand an unsatisfactory performance. This powerful managerial tool should directly reflect the overall organization's goals and objectives; the employee assessment should provide useful feedback about the employee's contribution or lack of contribution toward these goals. Managing employee or system performance facilitates the effective delivery of strategic and operational goals. There is a clear and immediate correlation between using performance management programs and improved business, and organizational results. For employee performance management, using integrated software, rather than a spreadsheet based recording system, may deliver a significant return on investment through a range of direct and indirect sales benefits, operational efficiency benefits, and by unlocking the latent potential in every employee's workday.

Some other key benefits of performance management are as follows.
i. Performance management focuses on results, rather than behaviours and activities

A common misconception among supervisors is that behaviours and activities are the same as results. Thus, an employee may appear extremely busy, but still not be contributing towards the goals of the organization. An example is an employee who manually reviews completion of every form and procedure, rather than supporting automation of the review. The supervisor may conclude that the employee is very committed to the organization and hard working, thus, deserving a high performance rating.

ii. Aligns organizational activities and processes to the goals of the organization

PM identifies organizational goals, the results needed to achieve those goals, measures of effectiveness or efficiency (outcomes) toward the goals, and the means (drivers) to achieve the goals. This chain of measurements is examined to ensure alignment with the overall results of the organization.

iii. Cultivates a system-wide, long-term view of the organization

Effective performance improvement process must follow a systems-based approach while looking at outcomes and drivers. Otherwise, the effort produces a flawed picture. For example, laying off people will most likely produce short-term profits. However, the organization may eventually experience reduced productivity, resulting in long-term loss.

These measurements have a wide variety of useful applications. They are useful in benchmarking, or setting standards for comparison with the best practices in other organizations. They provide consistent basis for comparison during internal change efforts. They indicate results during improvement efforts, such as employee training, management development, quality programs, etc. They help to ensure equitable and fair treatment to employees based on their performance. Performance reviews is considered as a formal evaluation stage where a review of performance over a period of time takes place and thereby producing meaningful results (Armstrong, 2011)
4.6 Parts of Performance Management

Performance Management is divided into the following components:

1. **Defining Performance**  It is desirable to carefully define performance so that it supports the organization's strategic goals. The setting of clear goals for individual employees is a critical component of performance management.

2. **Measuring performance**: Measuring performance should not be narrowly conceived, as it can bring together multiple types of performance in various ways. The key is to measure often and use the information for mid-course corrections.

3. **Feedback and Coaching**  In order to improve performance, employees need information about their performance, along with guidance in reaching the next level of results. Without frequent feedback, employees are unlikely to know what behaviour is out of synchronization with the relevant goals or what to do about it.

4.7 Factors affecting performance

Performance is affected by a number of factors, all of which should be taken into account. These comprises,

1. Personal factors which include the individual’s skill, competence, motivation, and commitment.

2. Leadership factors that includes the quality of encouragement, guidance, and support provided by the managers and team leaders

3. Team factor is the support provided by the management.

4. System factors like the system of work and the facilities provided by the organization.

5. Situational factors like internal and external environment pressures and changes.
4.8 Performance Appraisal

Performance appraisal is the process of obtaining, analyzing, and recording information about the relative worth of an employee. The focus of the performance appraisal is measuring and improving the actual performance of the employee and also the future potential of the employee. Its aim is to measure what an employee does. Flippo, (1984) a prominent personality in the field of human resources is of the opinion that “performance appraisal is the systematic, periodic and an impartial rating of an employee’s excellence in the matters pertaining to his present job and his potential for a better job”. Performance appraisal is a systematic way of reviewing and assessing the performance of an employee during a given period of time and planning for his future (Hillary and Wexley, 1974).

Performance appraisal is the systematic evaluation of the individual with regard to his or her performance on the job and his potential for development. Levine (1986) found that the most common use for performance appraisal was for determining employees training needs, merit reviews, and salary administration. Although professionals and trade journals in the field of personnel provide extensive anecdotal evidence concerning the use of performance appraisals in organizations, few empirical studies have been devoted to this question (Huber 1983).

Performance appraisal is also described as merit rating in which one individual is ranked as better or worse in comparison to others. Therefore, conceptually, both merit rating and performance appraisal are the same though they differ in terms of objectives and coverage of activities during the appraisal process.

Performance appraisal helps to rate the performance of the employees and evaluate their contribution towards the organizational goals. If the process of performance appraisals is formal and properly structured, it helps the employees to clearly understand their roles and responsibilities and give direction to the individual’s performance. It helps to align the individual performances with the
organizational goals and also review their performance. Performance appraisal takes into account the past performance of the employees and focuses on improving the future performance of the employees.

4.9 Objectives of Performance Appraisal

Almost all organizations practice performance appraisal in one form or another to achieve certain objectives. These objectives may vary from organization to organization or even within the same organization periodically. It has been found that there are two primary objectives behind the use of this methodology. One is to use it as an evaluation system and second, to use it as a feedback system. The aim of the evaluation system is to identify the performance gap. This means that it helps determine the gap between the actual performance of the employee and that required or desired by the organization. The aim of the feedback system is to inform the employee about the quality of his work or performance. This is an interactive process by which the employee can also speak about his problems to his superior. An effective performance appraisal system lays emphasis on individual objectives, organizational objectives, and also mutual objectives. From the organizational point of view a performance appraisal should generate manpower information, improve efficiency and effectiveness, serve as a mechanism of control, and provide a rational compensation structure. In short, the appraisal system establishes and upholds the principle of accountability in the absence of which organizational failure is the only possible outcome (Cardy, 2003).

Performance appraisal practices imply that organizations undertake performance appraisal to meet certain objectives which are in the form of salary increase, promotion, identifying training, and development needs, providing feedback to employees and putting pressure on employees for better performance.  

1. Salary Increase: Performance appraisal plays a vital role in making the decision about salary increase. Normally the salary increase of an employee depends on how he is performing his job.
2. **Promotion:** Performance appraisal indicates a person's weak and strong points. It plays a decisive role in an employee's promotion.

3. **Training and Development:** Many organizations use performance appraisal as a means for identifying the training needs of an employee.

4. **Feedback:** Performance appraisal provides feedback to employees about their performance. It tells them how good they are. Thereby a person will try to overcome his deficiencies leading to better performance.

5. **Pressure on Employees:** Performance appraisal puts pressure on the employees for better performance. This automatically works as a control device. Employees are bound to have a positive attitude.

4.10 Methods of Performance Appraisal

Each organization has got its own method of appraisal. Different methods may be adopted by the superiors. However, Decenzo and Robbins (1989), have classified them into three categories. They are single trait, single subject and multiple traits. Performance measures are generally classified as objective and subjective. Objective measures are typically result based measures of physical output, whereas subjective measures can be used to assess traits, behaviour, and results.

Objective measures can be assessed in terms of numbers such as the product an employee produces or sells, the number of defective products produced, the number of times an employee is absent or late for work or how well and quickly an employee performs a given task. Sometimes information from an employee's personnel file is used in performance management. Objective measurement can be effective when used as a supplement to supervisory judgment. However, objective measures have the advantages of being free from the types of errors and biases that plague subjective measures. Objective measurement fails to capture the individual’s total contribution to the organization.
Subjective measures are mostly used as performance measures in the appraisal system. Landy and Farr (1976) have expressed their views with regard to the subjective measure system stating that most of the police departments use subjective measures as their primary performance tool. However, since subjective measures depend upon human judgment, they are more likely to get into certain types of errors associated with the rating process. The major drawback of subjective measures of performance is that the raters have to observe and evaluate job-related behaviour. There may be political as well as interpersonal behaviour in which political barriers stem from supervisory apprehension concerning where will results of the performance appraisal be used by the peers, whereas interpersonal barriers may arise from actual face to face encounter between the subordinate and superior Patz (1975) viewed that political barriers form a sort of law in the organization with its statement that “do not collect accurate information about your subordinate, for it will very likely be held against you”.

Certain techniques in performance appraisal have been thoroughly investigated, of which some have been found to yield better results than others. They are:

1. **Encourage Discussion:** Research studies show that employees are likely to feel more satisfied with their appraisal result if they have the chance to talk freely and discuss their performance. It is also more likely that such employees will be better able to meet future performance goals. Employees are also more likely to feel that the appraisal process is fair if they are given a chance to talk about their performance and when they are permitted to challenge and appeal against their evaluation (Greenberg, 1986)

2. **Constructive Intention:** It is very important that employees recognize that negative appraisal feedback is provided with a constructive intention, i.e., to help them overcome present difficulties and to improve their future performance. Employees will be less anxious about criticism, and more likely to find it useful, when they believe that the appraiser’s intention is helpful and constructive. In
contrast, other studies by Baron (1988), have reported that "destructive criticism" - which is vague, ill-informed, unfair or harshly presented - will lead to problems such as anger, resentment, tension, workplace conflict, and increased resistance to improvement, as well as denial of problems.

3. Set Performance Goals: It has been shown in numerous studies that goal-setting is an important element in employee motivation. Goals can stimulate employee effort, focus attention, increase persistence, and encourage employees to find new and better ways to work. The useful of goals as a stimulus to human motivation is one of the best supported theories in management. It is also quite clear that goals which are specific, difficult, and accepted by employees will lead to higher levels of performance than easy, vague goals or no goals at all (Harris and DiSomne, 1994).

4. Appraise Credibility: It is important that the appraiser (usually the employee's supervisor) be well-informed and credible. Appraisers should feel comfortable with the techniques of appraisal, and should be knowledgeable about the employee's job and performance. When these conditions exist, employees are more likely to view the appraisal process as accurate and fair. They also express more acceptances of the appraiser's feedback and a greater willingness to change (Bannister, 1986).

The most common methods of performance appraisals include straight ranking, paired comparison, scale rating, and free response. In an organization, managers may use the straight ranking method to rank employees from best to worst starting with the best employee and worst employee, and working their way toward the mediocre employees. The paired comparison method is a systematic method of ranking employees only after comparing each employee to every other employee. The scale rating method has specific categories relating to performance with employees.
4.11 Employee Work Performance

The performance of an employee can be undertaken either on informal basis or formal basis. In a small organization, appraisal is based on traits or performance or a combination of both. In a large organization, appraisal has to be more systematic and formal as it reveals various types of information which can be used for a variety of purposes. Whenever we evaluate anything in terms of good or bad, we always have some norms in our mind against which we analyze whether a particular thing is good or bad. The norms may be traits of the appraisee or their expected work performance results. The performance of an employee in an organization is affected by a number of factors and many of these may not be within the control of the employee (Prasad, 2009).

Generally in an organization, subjective ratings of employee performance are provided by supervisors. The performance evaluation is an objective and systematic way of evaluating both work-related behavior and potential of employees. The present trend in an appraisal system suggests the concept of 360-degree appraisal which involves self-appraisal. Most of the organizations link appraisal with the reward system and follow the annual method of appraising the employees (Rao, 2008). However, there are certain other sources for performance ratings like the employees themselves, peers or subordinates. Likewise, in a library, the work performance of a librarian is evaluated either by self or superior. In this context, an attempt has been made by the researcher to study the various levels of performance appraisal measures undertaken by the superior to appraise the performance of library professionals in academic colleges.

4.12 Self-Evaluation

Self-evaluation is more appropriate when it is used as an employee development tool rather than to serve an administrative purpose (Donald and Lee, 1988). Self-evaluation helps the employees to judge themselves in a better manner and get better motivated in the evaluation process. Self-evaluation has become popular as a part of management by objective process, when the supervisor and the
subordinate jointly evaluate goal attainment. Self-evaluation is more appropriate when it is used as an employee development tool rather than to make administrative decisions.

4.13 Peer Evaluation

Kenneth and Richard (1984) conducted a study with regard to performance appraisal and they were of the opinion that peer evaluation is one of the best methods of evaluating the performance of employees. As per the survey conducted by Mcevoy and Butler (1987), peer evaluation has a larger user acceptance. Users were more favourable in their attitudes towards peer appraisals used for developmental purposes. An organization encourages peer evaluation when the relationship between the superior and employees is limited. According to the study conducted by Wexley and Klimoski (1984), peer evaluation is a more accurate evaluation of employee performance as it remains stable over time. Peers sometimes resist evaluating one another. An individual may not want to give a fellow employee a favourable evaluation for fear of looking inferior in comparison. On the other hand, an individual may not want to jeopardize a good working relationship by giving an unfavourable rating to a colleague. Even friendship bias may lead an employee to rate his or her friends higher than other employees.

4.14 Customer Evaluation

Berry and Parasuraman (1991) were of the opinion that customer evaluation is one of the best methods of evaluating because customer evaluation has a high degree of client involvement. A manager would understand the services he renders better when he gets feedback from customers. The clients may rate the employee in terms of services provided to them, his courtesy, cooperation, and innovativeness. The customers can give their feedback through a phone interview or a formal survey.
4.15 360 Degree Appraisal

This is concerned with the performance ratings of subordinates, peers, supervisors, users, customers, and the employee themselves. 360 degree appraisal is also known as a multi-rater and multi-source assessment. Reilly (1994), observed that 360 degree evaluation is more useful for developmental and feedback purposes. However 360 degree method is used by many firms, and is most successful in organizations that offer open and participative customers’ along with active career development programmes (Bob and Greg, 1993).

Borman (1974) suggested a hybrid multi-trait, multi-rater analysis, in which raters make evaluations only on those dimensions that they are in a good position to rate. Carey (1995) opines that the 360 degree appraisal is better as compared to many traditional techniques because it examines the employee from different perspectives. This technique works best if the employee concerned matches the data gathered with his own self-assessment. However, it is firmly opined that there is a fast growing need for a transparent system of performance appraisal. Perhaps the best approach is to use as many different sources as possible to maximize the breadth of information and cancel out biases unique to a particular source. Hence, in this context it is felt by the researcher to analyze the various levels of performance appraisal of the librarians and interpret it in an effective manner so that the performance appraisals can be measured at various levels.

Performance appraisal can be used in several ways to encourage employee development in academic libraries. It plays a vital role in reinforcing and improving performance and in determining career paths and training needs of the library staff. The researcher conducted a questionnaire survey method to know about the performance appraisal measures adopted by various academic colleges. The study revealed that most of the performance measures were carried out by the superiors or by self-appraisal.
4.16 Performance Appraisal as an Employee Development Tool

A superior in an organization can use performance appraisal as an employee development tool by using it to reinforce and sustain performance. A superior can also encourage employees to continue to perform positively by providing feedback on past performance. Sometimes even a word of praise can prove more worthy than any form of rewards or financial benefits. The manager or head of the institution can use performance appraisal reports to suggest ways in which the employees might perform better in the future. It is the duty of a superior to discuss work goals and enable the employees to work in the direction of achieving these goals. Through appraisal reports, employees and supervisor can openly discuss their career paths and plans. When the superior discusses the specific goals with the employees, the employees get motivated, and they perform better. A motivated employee certainly helps to achieve the set goals and performance appraisal measures can help in the employee development process.

Performance appraisals are used as a measure not only for pay increase, promotion, rewards, or other such incentives, but also as a tool for punishing the employees if their performance report suggests less productivity or lack of development in a particular field. Employees who receive favourable evaluation tend to receive rewards such as bonus, or pay hike while those with unfavourable reports may get demotion or discharge. Therefore, sometimes the employees find the performance appraisal reports as critical. According to McCarthy (1991), employees feel appraisals are unjust, when employees do not know or understand the criteria being used to assess them, or when they see the appraisal as highly critical rather than helpful. Performance appraisal can go a long way in determining the career progressive goals along with the training needs of individual employees. Whenever a particular employee is not performing up to the expectations, a training program may enable them to correct any skill or knowledge deficiencies.
Grote (2002) suggested that in the best practice organizations, performance appraisal is the acknowledged central tool for spearheading a change in their corporate culture. Organizations with world-class performance management systems have a unique style of working. They insist that all managers maintain consistent, demanding standards for everyone and they keep raising those standards. The best organizations create performance management systems that are very simple yet powerful.

Tapomoy (2009), in his study concluded that given globalization of economy and business, hiring and retaining top performers has assumed critical importance for the organizations in delivering excellent results year after year. Moreover, devising performance-linked reward and compensation system is necessary for winning and keeping talents for attaining and sustaining corporate success. His article also explored the bottlenecks associated with effective implementation of performance management system, strategizing its effective implementation, and finally devising a robust reward system.

The benefits of using a performance appraisal process to develop employees include the opportunity for employees to be directly involved with identifying areas for their development and how this development will be achieved, and being able to track progress and receive feedback against development goals. Some examples of actions that may be taken to develop an employee further include new courses, increased responsibility, and training another employee. A good performance appraisal process that encourages employee development should be designed to ensure the following:

- That all employees are regularly and formally reviewed regarding their career progress to assist them in developing to the fullest.
- That the systematic measure of an employee's overall value to the organisation is recorded.
- That essential information concerning the strengths and weaknesses of all employees, in relation to their development including potential for advancement and suitability for other positions and training, is recorded.
That the employee is involved in the setting of development goals.

That there is a clear linkage between performance and remuneration.

4.17 Conclusion

In the present era of human resource management, appraisal system lays much emphasis on the development of employees rather than on their evaluation. As Whitemore (1996), opined the present focus is shifted from performance measurement to performance development so that there is continuous improvement in performance. However, performance appraisal as a development tool is mainly concerned with identifying an employee’s strengths and weakness and indicating corrective actions. It serves a strategic function by focusing the employee efforts on the type of behaviours required for successful strategic implementation. Effective performance management is essential to ensure that an institution is operating effectively and is on track to achieve strategic goals. Performance appraisals are a review of an employee’s performance against predetermined objectives. They identify the strengths and weaknesses of an employee and address how to improve or develop these areas. They aim to motivate the employee and provide them with sufficient challenges and responsibilities in relation to the organizational objectives. Performance appraisal is also an important tool for motivating and improving employee performance. Unfortunately, its potential is hardly realized. It is necessary to provide feedback to raters as to how well they are performing their appraisal and development functions with their own subordinates. The supervisor, when giving feedback must keep in mind that the feedback is credible, specific and is followed with non-biased examples. There is a greater need to ensure fair and prompt feedback while appraising the performance and also to ensure that the goals for future performance are set. Hence, the researcher attempts to analyze the degree of fairness adopted in the performance appraisal reports and also to know the criteria used by the superiors in determining the level of performance of library professionals in this chapter.