CONTENTS

Declaration ii
Acknowledgements iv
Contents vii
List of tables ix
List of Figures xi
List of Abbreviations

CHAPTERS

CHAPTER 1 INTRODUCTION

1.0 Introduction 1
1.1 Job Performance Assessment 2
1.2 Evaluation and Measurement Standard 3
1.3 Performance Appraisal 4
1.4 Split Role and Controversy 7
1.5 Job Analysis 10
1.6 Job Description 12
1.7 Inter-disciplinary relevance 14
1.8 Performance Appraisal method 14
1.8.1 Graphic Rating Scale 15
1.8.2 Behaviorally Anchored rating scale 15
1.8.3 Trait Appraisal 16
1.8.4 Weighted Checklists 16
1.8.5 Essay Evaluation 17
1.8.6 Critical incidents 17
1.8.7 Ranking Techniques 18
1.8.7.1 Simple or Straight Ranking 18
1.8.7.2 Forced Distribution Ranking 18
1.8.7.3 Forced Choice Method 18
1.8.7.4 Paired Comparison 18
1.8.8 Confidential Report 19
1.8.9 Appraisal by Clientele 19
1.8.10 Self Assessment 19
1.8.11 Management by Objective 19
1.8.12 Result-oriented performance appraisal system 20

CHAPTER 2 LITERATURE REVIEW

2.0 Introduction 21
2.1 Performance Appraisal in the Academic Library 18
2.2 Potential pit falls to Performance Evaluation 31
CHAPTER 3

RESEARCH METHODOLOGY

3.0 Introduction 38
3.1 Statement of Problem 39
3.2 Objectives of the Study 40
3.3 Hypotheses 40
3.4 The Research site 41
3.5 Population 41
3.6 Data Collection 46
3.7 Questionnaire Method 46
3.7.1 Questionnaire I 47
3.7.2 Questionnaire II 47
3.8 Data Analysis 49
3.8 The Statistical Method 49
3.8.1 Chi-square 49
3.9 Significance of Study 50

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

4.0 Introduction 52
4.1 Factors Responsible for Inhibiting Better Performance 53
4.2 Hindering Factors in the Performance of Subordinate Staff. 61
4.3 Job Satisfaction 77
4.4 Performance Satisfaction 78
4.5 Performance Improving Measures 82
4.6 Desired Attributes for Better Performance 84
4.7 Monitoring of Performance Evaluation 86
4.8 Supervision by the chief Librarian 90
4.9 Assigning Targets/ Goals 91
4.10 Maintenance of Statistics of Performance 93
4.11 Performance against Set Standards 94
4.12 Independent Work Environment 95
4.13 Objective Achieved by Writing Appraisal Report 96
4.14 Attitude of Supervisor 99
4.15 Basis of performance Evaluation 101
4.16 Approval of the present performance Appraisal System 103
4.17 Effectiveness and Association of ACR with Job Performance 104
# CHAPTER 5

## CONCLUSION AND SUGGESTIONS

<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.0</td>
<td>Introduction</td>
<td>110</td>
</tr>
<tr>
<td>5.1</td>
<td>Factors Responsible for Inhibiting Better Performance: Supervisors' Views</td>
<td>110</td>
</tr>
<tr>
<td>5.2</td>
<td>Views of Subordinate Staff</td>
<td>111</td>
</tr>
<tr>
<td>5.3</td>
<td>Combined Views of Supervisors and Subordinates</td>
<td>114</td>
</tr>
<tr>
<td>5.4</td>
<td>Comparative Views of Different Libraries</td>
<td>115</td>
</tr>
<tr>
<td>5.5</td>
<td>Job Satisfaction</td>
<td>118</td>
</tr>
<tr>
<td>5.6</td>
<td>Self Performance Satisfaction</td>
<td>119</td>
</tr>
<tr>
<td>5.7</td>
<td>Performance Improving Measures</td>
<td>120</td>
</tr>
<tr>
<td>5.8</td>
<td>Desired Attributes for Better Performance</td>
<td>121</td>
</tr>
<tr>
<td>5.9</td>
<td>Performance Evaluation Metrics</td>
<td>123</td>
</tr>
<tr>
<td>5.10</td>
<td>Supervision by Chief Librarian</td>
<td>126</td>
</tr>
<tr>
<td>5.11</td>
<td>Assigning targets/ Goals</td>
<td>128</td>
</tr>
<tr>
<td>5.12</td>
<td>Maintenance of Statistics of Performance</td>
<td>129</td>
</tr>
<tr>
<td>5.13</td>
<td>Performance against Set Standards</td>
<td>129</td>
</tr>
<tr>
<td>5.14</td>
<td>Independent Working Environment</td>
<td>130</td>
</tr>
<tr>
<td>5.15</td>
<td>Objective Achieved by Writing Appraisal Report</td>
<td>131</td>
</tr>
<tr>
<td>5.16</td>
<td>Attitude of Supervisor</td>
<td>133</td>
</tr>
<tr>
<td>5.17</td>
<td>Approval of Present System of Performance Evaluation</td>
<td>134</td>
</tr>
</tbody>
</table>

## REFERENCES

<table>
<thead>
<tr>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>139</td>
</tr>
</tbody>
</table>

## APPENDICES

### I. Questionnaires

- (A) For Supervisory Staff | 147  
- (B) For Subordinate Staff | 152  

### II. Performa's OF ACR's of Different Universities | 157  

---

vi