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ASSESSMENT OF PERFORMANCE APPRAISAL PRACTICES IN AGRICULTURAL UNIVERSITY LIBRARIES OF NORTHERN INDIA

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ABSTRACT

Performance appraisal is a Process of assessing an employee's presentation towards achieving institutional performance targets. The purpose of current investigation was to know the opinions of library staff regarding performance appraisal practices; compare the performance appraisal practices among male and female, different age group, different designation, and nature of job of library employees. Current investigation is chiefly based on primary data collected from the employees functioning in different agricultural university libraries (regular & deemed) of northern India. Descriptive survey design was employed for current investigation. Based on Taro Yamane (1970), formula for choosing sample, 96 library professionals were taken as a sample. Statistical techniques like percentage, Mean, SD, 't' test and ANOVA were used to analyze the data. The study's findings revealed that the majority of library employees in the selected agricultural university libraries were satisfied with the performance appraisal practices, gender has no impact on performance appraisal of employees. Both male and female were equally satisfied with performance appraisal. Further, it was concluded that the professionals over the age of 50 yrs. were found more satisfied with Performance Appraisal practice than the respondents of lower age groups. All employees with different designations differ significantly with performance appraisal practices concluding that skilled professionals and semi-skilled employees were found more satisfied than technical expert employees. Whereas nature of job also have an impact on performance appraisal practices. Permanent employees were found more satisfied with performance appraisal as compared to part-time and ad-hoc basis employees.

Keywords: *Employee evaluation, Performance appraisal, Annual Review, Organizational goals*

Introduction

“Annual Review” or “Performance evaluation” or “Employee evaluation” all these terms are the form of performance appraisal. This is the formal, systematic, strategic, and periodic assessment to test the potential of an employee so that weakness and strength can be recognized of an individual (Armstrong, 2006). With organisational context, PA is a critical portion and substantial component of the performance management process. (Toppo & Prusty, 2012). It helps the organization to determine the worth & output that employees supply, and it also helps employees to develop in their own roles. According to Human resources, “Performance appraisal is the systematic, periodic and an impartial score of a worker’s excellence inside the matters bearing on his gift activity and his capacity for a better task”. Performance appraisal is a powerful device to calibrate, refine and praise the performance of the worker. It helps to investigate his achievements and evaluate his contribution in the direction of the achievements of the overall organizational goals. Papazekos & Panayotopoulou, (2011) stated that “Performance appraisal is a formal and systematic process of identifying, observing, measuring, recording and developing the job-relevant strengths and weaknesses of employees”. According to McGregor (1957) formal appraisal serves three needs of an organisation and of an individual which are given below: -

- (a) It provides systematic judgment to support salary increase, promotion, transfer and sometimes demotions & termination etc.
- (b) Telling an employee that where he is doing wrong and where he is doing good and advise him for change wherever required like attitude, conduct, quality, intelligence, or job understanding is a process of performance appraisal. The employee also come to know that what is his position in front of his head.
- (c) The Performance Appraisals are being increasingly used as a basis for the coaching and counselling of an individual employee by his superior.

Motivation factor is playing an important role in every employee’s work performance in an organisation. An employee's performance might be used as motivation to increase productivity. When an employee sees his or her goals clearly stated, his or her performance difficulties identified, and career development solutions in place to help him advance his or her career, it motivates him or her to attain those goals. Creating a complete

plan for employee development and providing a goal for employees to strive for can motivate them to work more efficiently. After measuring employee performance against specified goals and objectives, a need for future employee motivating initiatives can be discovered. (Mathew & Johnson, 2015).

Concept Of Performance Appraisal

A performance appraisal (PA) is the periodic assessment of the job performance of an employee according to the qualification expectations set by the organization. It is an integral part of human resource management. Performance appraisal (PA) system is seen as most critical in out of all human resource (HR) practices, However, biased performance evaluations cause issues for ethical decision-making in workplaces and frequently result in employee discontent with the appraisal process, which accounts for a major amount of employee dissatisfaction in terms of perceived fairness and efficacy. Employee dissatisfaction with the performance process has also been connected to negative outcomes such as increased turnover intentions and lower commitment levels, both of which have a detrimental impact on employee performance. There is few research on how to improve the performance of an employee by the performance appraisal system. Training is a main part to make the performance appraisal impressive. The appraiser also need training so that he can do performance assessment properly. The appraiser should also be assessed on how they do performance appraisal of their employees. Every organisation, small or large, applies some or the other system of performance evaluation as means to get maximum output from its employees.

Purpose Of Performance Appraisal

Some purpose behind doing performance appraisal.

1. To preserve and analyse a person's potential for future growth and development.
2. To recognize workers' strengths and shortcomings to place the appropriate individuals in the right jobs.
3. To give proper feedback to employees on their work performance and status.
4. To evaluate and keep promotional activities and other training programmes.
5. Maintaining records to calculate pay packages, wage structure, salary increases, and so forth.

Methods of Performance Appraisal in a Modern Era

Modern methods are more focused on task completion and evaluation of work outcomes. Modern strategies are most suited to pacing firms that value performance, outcomes, and staff productivity.

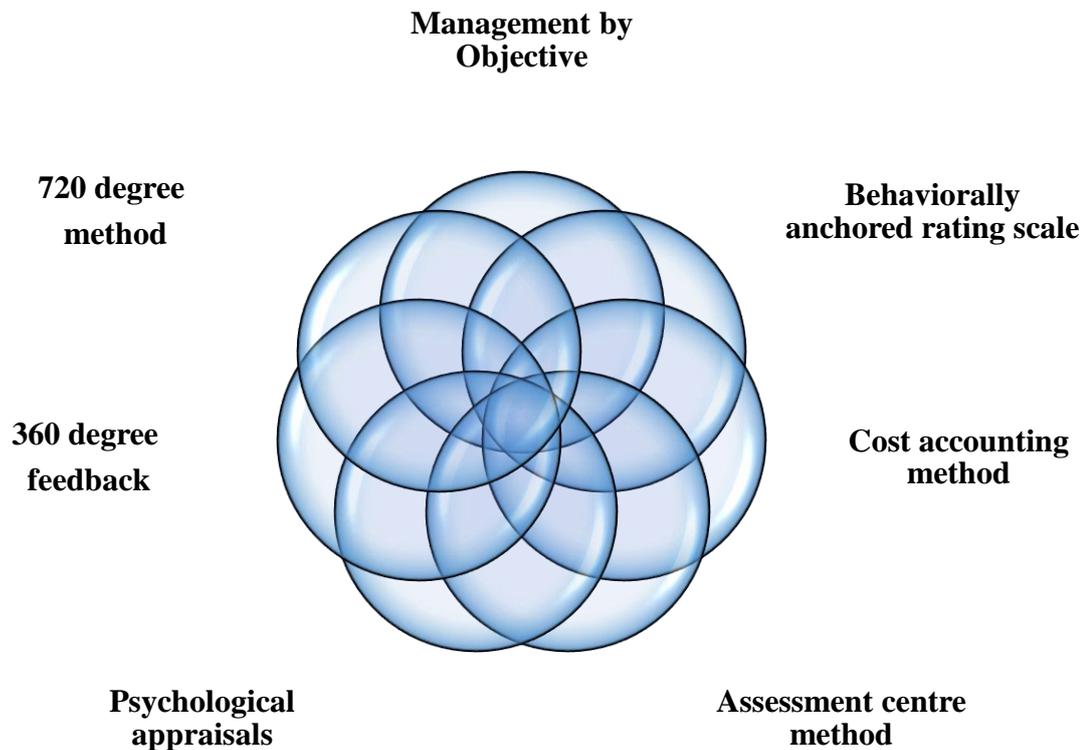


Fig. 1: Modern methods of performance appraisal

Literature Review

Agyare, et al., (2016) revealed that employees' work satisfaction and organisational dedication are affected by performance appraisal in Best Point Savings and Loans, Beige Capital Microfinance, Global Access Savings and Loans, Cottage microfinance, and Dalex finance. The study's major conclusions are that there is a positive association between employee work satisfaction and the following factors: fairness of an appraisal system, rewards, role clarity, and the provision of performance feedback. However, there was a weak, albeit positive, link between employee work satisfaction and role clarity as a purpose of performance appraisal.

Agyen-Gyasi & Boating, (2015) analysed that Institutions lack a standard format for evaluating their employees. Furthermore, instead of the Line Managers who are in constant contact with these personnel on a daily basis, only the Head Librarians conduct the appraisals.

Ayomik, (2017) The efficiency of performance appraisal methods and their impact on employee motivation were explored. The study's primary goals were to determine the moderating influence of performance appraisal as a motivation tool and to identify potential obstacles. In this study, significant and positive results from the employees can be achieved if an organization utilizes performance appraisal as a motivation tool. Furthermore, the study discovers that using multiple appraisal approaches leads to greater pleasure and, as a result, increased motivating levels.

Faseehullah, (2013) evidenced that the observation that managers tend to give positive appraisals, moderate positive appraisals inspire employees more than the negative appraisals and the consequences depend on the perception of employees about the ability of managers to evaluate performance correctly.

Guliti, (2018) assessed the performance appraisal practice of Ethiopian road authority in Kombolcha branch. The main objectives of the study were to identify the factors that affect performance appraisal of employees in the district and to increase the employee's awareness and satisfaction on performance appraisal within the organization. The result showed that the majority of respondents were adult aged, male and degree holders. Responsibility for appraising employee's performance is given by the immediate supervisor. Most of the employees do not know for what purpose that the performance appraisals conducted in their organization.

Bose, (2018) conducted the study to examine the impact of employee empowerment and employee performance. The analysis found that if employees in an organization are involved in various decision-making activities and well empowered, then they are motivated positively, develop their personal performance, and put into their own goals as well as the organizational ones.

Mallaiah, (2008) demonstrated the importance of three sub-systems of performance management system, i.e., employee participation and empowerment, performance

planning and development, and rapport between organisation and employee. It was found that the congenial, conducive, social, physical, and psychological conditions present in the workplace have probable to enhance the occupational satisfaction of the library professionals.

Okoye et al., (2019) shows that appraisals can influence the performance of librarians for various reasons: when it exerts undue influence and pressure on the job and when it does not reflect the services rendered. It further indicated the extent of its influence on the job performance of librarians where it shows that their performance increases whenever the policy is reviewed and decreases when there was an element of partiality during the exercise.

Vetrivel & Krishnamurthy. (2020) examined the influence of performance appraisal on occupational satisfaction among employees of Papers and Board Pvt. Ltd. The outcome of the study revealed that policy of performance appraisal of the company is dissatisfactory for the employees. Negative impact of this policy also observed in the performance of employees.

Need of the Study

Performance appraisal is one of the many responsibilities of managers and if appropriately used it contribute to the wellbeing and growth of the organization and development, promotion and motivation of the employees inhabiting this organization. But if abused or misused, it does affect not only the working atmosphere of the organization in general, but also it does affect the morale of each employee in organization. Since performance evaluation is closely related to human work activities, it is very sensitive, and it must be performed carefully and genuinely. In general, in the selected organization, there are a problem related to performance appraisal system like problem of personal judgment and biases influencing the appraisal on how to use the result in future personnel action. Hence, In the present study there was a need to measure the satisfaction level towards the performance appraisal practices of professional employees (male and female, different age groups, different designation, and nature of job), engaged in the selected Agricultural university libraries of northern India states.

Objectives

1. To know the library professional's opinions regarding performance appraisal practices.
2. To compare the performance appraisal practices among male and female library employees.
3. To compare the performance appraisal practices among library employees of different age of group.
4. To compare the performance appraisal practices among library employees of different designations.
5. To compare the performance appraisal practices among library employees of different nature of job.

Hypotheses

- H₀₁ There exists no significant difference in the performance appraisal of library employees regarding their gender.
- H₀₂ There exists no significant difference in the performance appraisal of library employees regarding their nature of job.
- H₀₃ There exists no significant difference in the performance appraisal of library employees regarding their age of group.
- H₀₄ There exists no significant difference in the performance appraisal of library employees regarding their nature of job.

Research Methodology

The investigation is primarily based on the primary data collected from the employees functioning in different agricultural university libraries (regular & deemed) of northern Indian states. "Descriptive survey design" was adopted for this study. The information, opinions, perceptions & attitude of these library professionals were collected and analyzed.

Tools Used

A self-made 5-point likert type scale was developed by the investigator herself to assess the performance appraisal among library employees.

Research Population

According to Busha & Harter (1980), “a population is any set of persons or objects that possesses at least one common characteristic.” The professional staff of agricultural university libraries of northern India state given in below table constitutes the population of the present study. At the time of conducting the study, the total population was 125 professional employees in the agricultural university libraries of northern India states. Based on Taro Yamane (1970), formula for choosing sample, 96 library professionals were taken as a sample

Population of the Study

Sr. No.	Name of Institutions	No. of Library Staff
1.	Desh Bhagat School of Agricultural Science, Desh Bhagat University, Mandi Gobindgarh	12
2.	Punjab Agricultural University, Ludhiayana	10
3.	Guru Angad Dev Veterinary and Animal Sciences University, Ludhiana	05
4.	Chaudhary Charan Singh Haryana Agricultural University, Hisar	16
5.	National Dairy Research Institute, Karnal	08
6.	Lala Lajpat Rai University of Veterinary and Animal Sciences, Hisar	04
7.	Chaudhary Sarwan Kumar Himachal Pradesh Krishi Vishwavidyalaya, Palampur	12
8.	Dr. Yashwant Singh Parmar, University of Horticulture and Forestry, Solan	09
9.	Chandra shekhar Azad University of Agriculture and Technology, Kanpur	05
10.	Narendra Deva University of Agriculture and Technology, Kumar Ganj, Faizabad	06
11.	Sardar Vallabhbhai Patel University of Agriculture, Meerut	03
12.	Gobind Ballabh Pant University of Agriculture and Technology, Pant Nagar, Dist. Udham Singh Nagar	18
13.	Maharana Pratap University of Agriculture and Technology, Udaipur	04
14.	Rajasthan University of Veterinary and Animal Sciences, Bikaner	04
15.	Sher-e-Kashmir University of Agricultural Sciences & Technology of Jammu, Jammu	05
16.	Sher-e-Kashmir University of Agricultural Sciences & Technology, Kashmir	04
Total		125

Statistical Estimation and Sample Size

There are many methods of estimating sample size. One method of estimation was considered in this study.

Method 1 (Using Formula)

“Taro Yamane (1970) has given the following formula for estimation of the sample size:

$$N = N / 1 + n(e)^2$$

where, N is the total population and (e) is error or confidence level.

In the present study the population is 125 and confidence level is 95% or error (e) is 0.05.

So, the sample size would be

$$\begin{aligned} N &= 125 / 1 + 125(0.05)^2 \\ &= 125 / 1 + 125(0.0025) \\ &= 125 / 1 + 0.31 \\ &= 125 / 1.31 \\ &= 95.5 \end{aligned}$$

Thus, according to the formula by Yamane, for a population of 125, a sample size of 95.5 would be sufficient and representative sample”. Using the above method, the sample size for the population 125 of the study comes out to the 95.5. So, the researcher chosen the sample size is 96.

List of Universities Undertaken for Study

S. No.	State	University	Number
1	Punjab	Desh Bhagat School of Agricultural Science, Deshbagat University, Mandi Gobindgarh	12
		Punjab Agricultural University, Ludhiayana	10
2	Haryana	Chaudhary Charan Singh Haryana Agricultural University, Hisar	16
		National Dairy Research Institute, Karnal	8
3	Himachal Pradesh	Chaudhary Sarwan Kumar Himachal Pradesh Krishi Vishwavidyalaya, Palampur	12
		Dr. Yashwant Singh Parmar, University of Horticulture and Forestry, Solan	9
4	Uttar Pradesh	Chandra Shekhar Azad University of Agriculture and Technology, Kanpur	5
		Narendra Deva University of Agriculture and Technology, Kumar Ganj, Faizabad	6
5.	Uttrakhand	Gobind Ballabh Pant University of Agriculture and Technology, Pant Nagar, Dist. Udham Singh Nagar	18
		Total	96

Statistical Techniques Used

Statistical techniques like Percentage, Mean, SDs, 't' test and ANOVA were used to analyse the performance appraisal practices in agricultural university libraries of Northern Indian states. The null hypothesis formulated for this study was tested for significance difference.

Data Analysis & Interpretation

"The collected data was analysed both quantitatively as well as qualitatively". To verify the objectives and to test the null hypotheses, the present study analysed the data in two sections, i.e., descriptive, and differential analysis.

Section: I: Descriptive Analysis

Section I deals with differential analysis. The data was analyzed by calculating frequencies and percentage method.

Table 5.33 Overall opinion of library professional regarding Performance Appraisal (PA) in their working place

Response	Frequency	Percent
Strongly disagree	8	8.3

Disagree	15	15.6
Neutra1	2	2.1
Agree	48	50.0
Strongly agree	23	24.0
Tota1	96	100.0

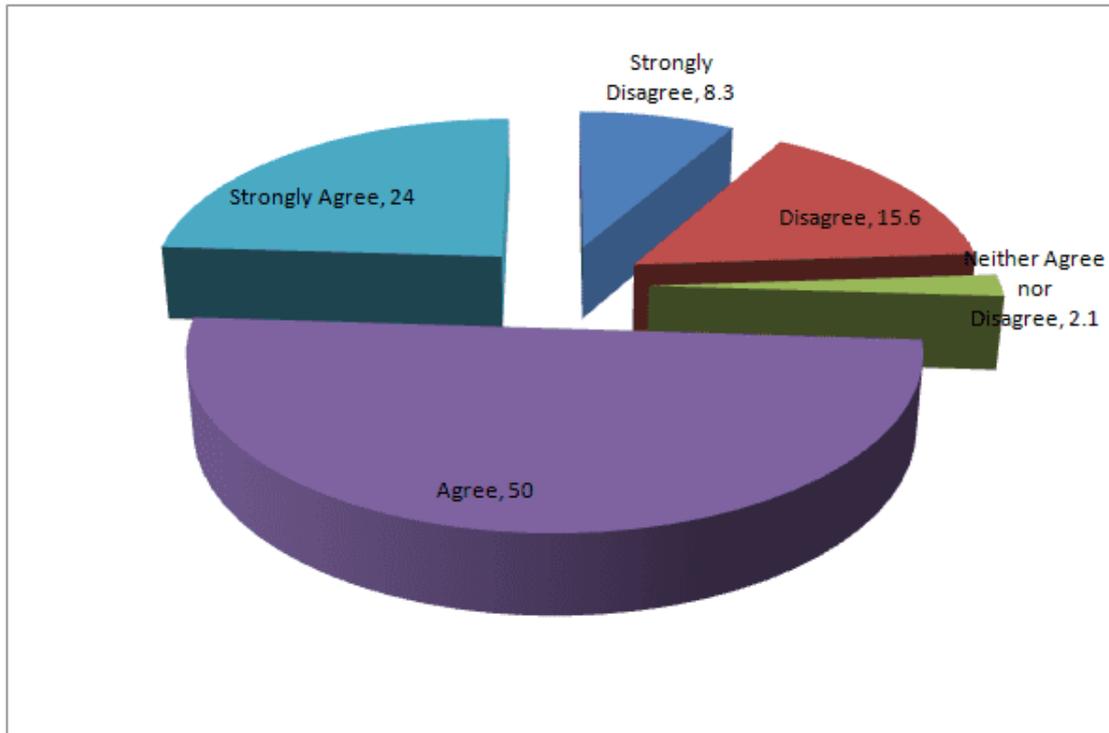


Fig. 5.33: Opinion of library professional regarding Performance Appraisal (PA) in their working place

The table reflects that, a large majority (74%) were strongly agree or agree with this statement that “The institution rates the performance at orderly intervals, new and innovative ways to measure the performance are always welcome in the library and employees gets proper feedback related to the performance”, while a considerable number (23.9%) respondents were found disagree or strongly disagree and only (2.1%) were found neutral with these statements.

Section: II: Differential Analysis

This section of the present study related to Differential Analysis. Effect of gender, age, designation, and nature of job on Performance Appraisal (PA) of professional library employees.

Table – 1: Comparison of male and female professional library employees regarding performance appraisal

Gender	N	Mean	S.D.	't' Value
Male employees	59	20.76	4.49	0.484 ^{NS}
Female employees	37	20.27	5.38	

NS: Not Significant

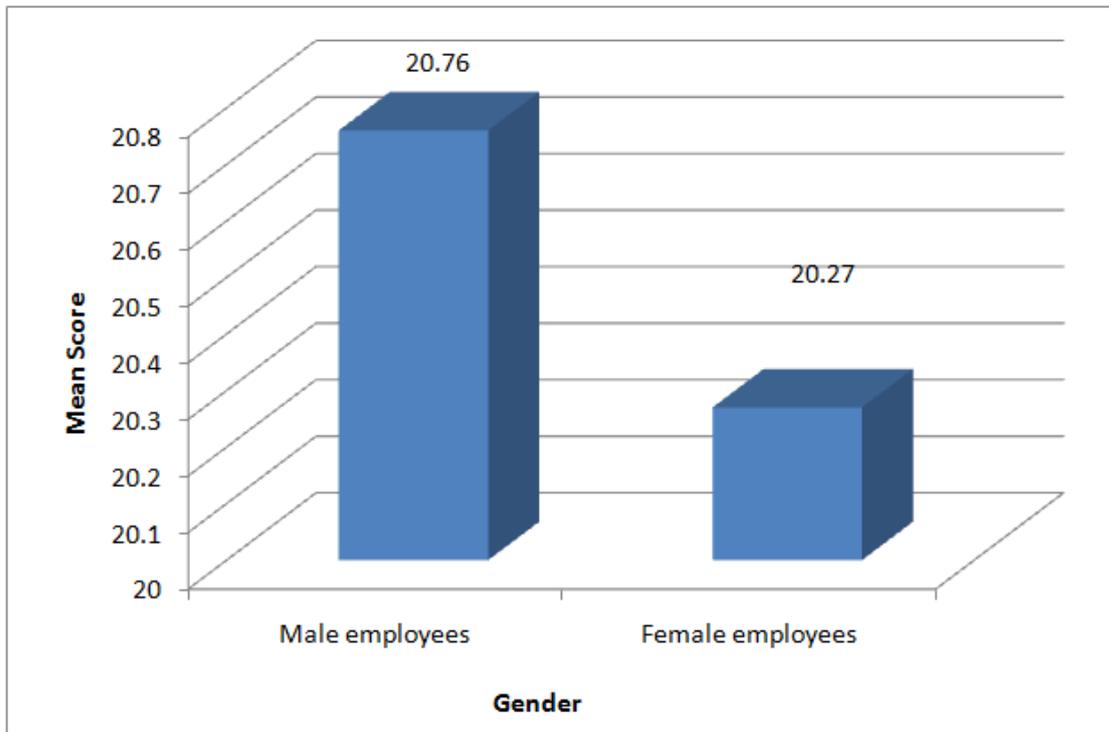


Fig. 1: Mean score of male and female professional library employees regarding performance appraisal

Table – 1 reveals that the mean scores of male and female library employees are 20.76 and 20.27 respectively. The 't' value 0.484 is less than the tabulated value 1.96 at 0.05 at 94 df. Then the previously framed null hypothesis, "There is no significant difference in Performance appraisal of male and female professional library employees" stands retained. The table shows that male and female library professionals with respect to performance appraisal, exactly the same type of opinion.

Table- 2: Mean Standard Deviation scores of professional library employees belonged to different age groups regarding performance appraisal.

	N	Mean	Std. Deviation
Between 21 to 35 yrs	12	14.90	3.95
Between 36 to 50 yrs	44	19.09	4.07
Above 50 yrs	40	23.48	3.80
Total	96	20.57	4.83

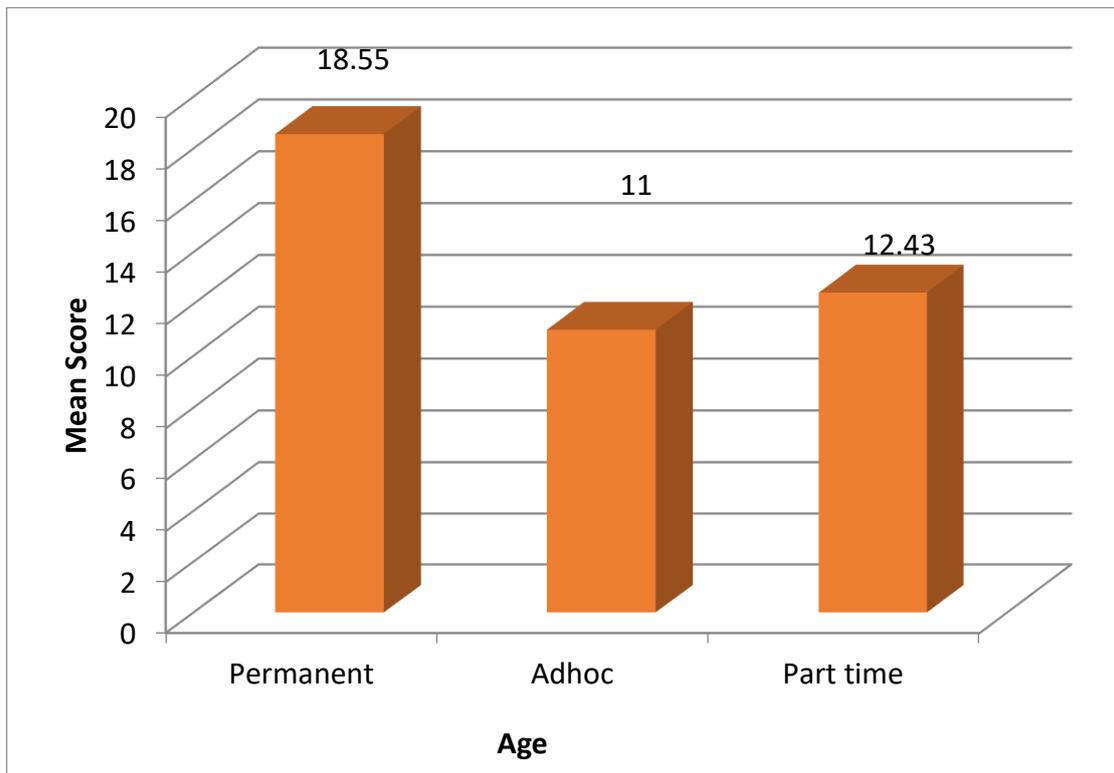


Fig. 2: Mean scores of professional library employees belonged to different age groups regarding performance appraisal.

Table-2.1: ANOVA Table of professional library employees belonged to different age groups regarding performance appraisal.

	“Sum of Squares”	Df	Mean Square	F	Sig.
Between Groups	772.477	2	386.239	24.824	.000
Within Groups	1447.013	93	15.559		
Total	2219.490	95			

It is apparent from table 2.1 that the F value (24.824) with df (2,93) is found significant at .01 level. It may also be seen that there is a considerable difference among professionals of libraries belonged to different age groups. This suggests that different groups do not concern to the same population regarding their mean score. The mean difference in “Performance Appraisal” among the three age groups, i.e., between 21-35 yrs, between 36-50 yrs. and above 50 years further analyzed by using post-hoc test and showed in Table- 2.2:

Table- 2.2: Post hoc table of professional library employees belonged to different age groups regarding performance appraisal

Tucky/HSD

Age Group	N	Subset for alpha=0.05		
		1	2	3
Between 21 to 35 yrs	10	14.90		
Between 36 to 50 yrs	44		19.09	
Above 50 yrs	42			23.48
Sig.		1.000	1.000	1.000

It can be inferred from the post-hoc comparison that in terms of performance appraisal, all the three age groups differ significantly. The table further revealed that library professionals over the age of 50 yrs. varies considerably with the respondents belonged to 21-35 and 36 to 50 years, while professionals belonged to the age group between 36-50 years differ significantly with the respondents belonged to the age groups between 21-35 yrs. Hence, it may be concluded that age of the respondents played a significantly role in performance appraisal. Respondents of higher age were found more satisfied with performance appraisal than respondents belonged to lower age groups.

Table- 3: Mean Standard Deviation of professional library employees belonged to different designation regarding performance appraisal.

	N	Mean	Std. Deviation
Professional skilled employees	71	21.21	4.34
Technical Experts	10	17.80	5.24

Semi-skilled employees	15	19.40	6.11
Total	96	20.57	4.83

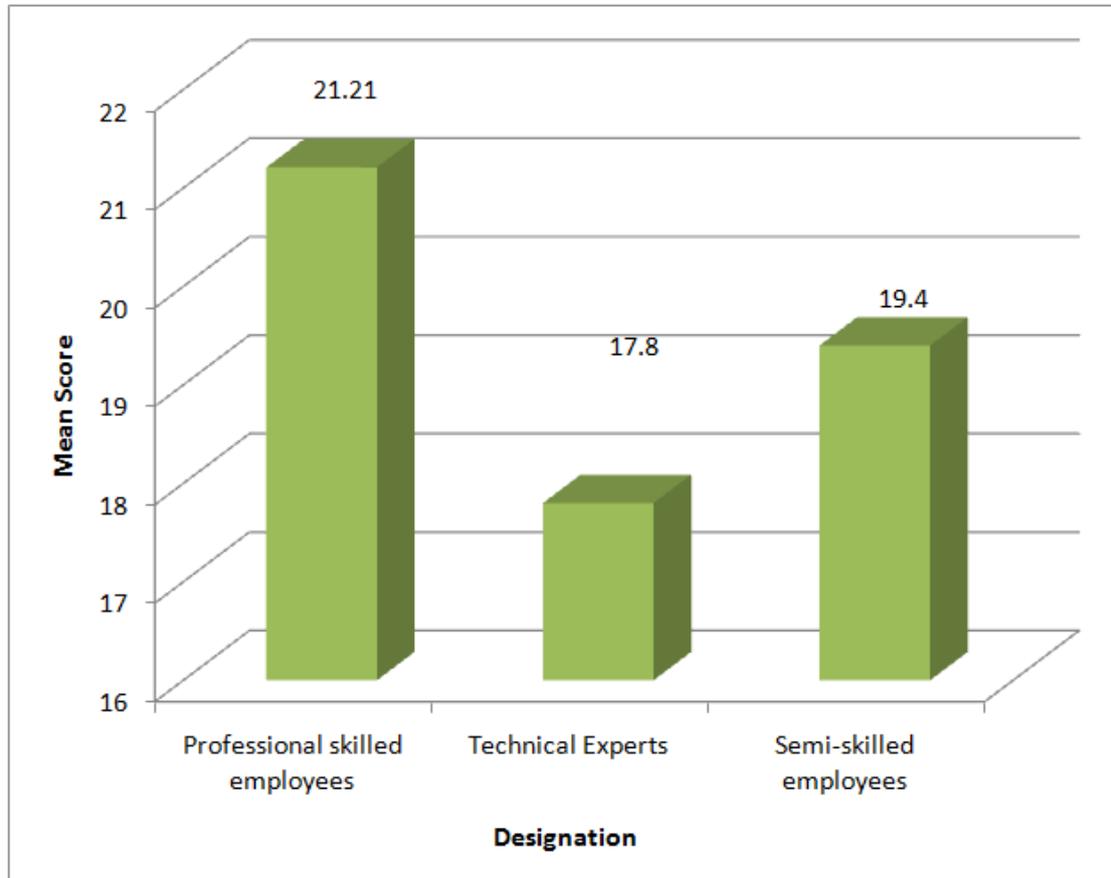


Fig. 3: Mean scores of professional library employees belonged to different designation regarding performance appraisal

Table- 3.1: ANOVA Table of professional library employees belonged to different designation regarding performance appraisal

	“Sum of Squares”	Df	Mean Square	F	Sig.
Between Groups	126.459	2	63.229	2.809	.065
Within Groups	2093.031	93	22.506		
Total	2219.490	95			

It is apparent from table 3.1 that the F value (2.809) with df (2,93) is found not significant. It may also be seen that there is no considerable difference among professionals of libraries having different designations. This suggests that different groups concerned to the same population regarding their mean score. Hence, it may be concluded that all employees with different designations have similar view regarding performance appraisal.

Tenability Of Hypotheses

1. No significant difference was found in Performance Appraisal practice of male and female professional library employees. Hence the null hypothesis is “**Retained**”
2. A significant difference was found in Performance Appraisal practice among respondents belonged to different age groups. The professionals over the age of 50 yrs. were found more satisfied with Performance Appraisal practice than the respondents of lower age groups. Hence the null hypothesis is “**Not Retained**”
3. No significant difference was found in Performance Appraisal practice among the respondents belonged to different designations. Hence the null hypothesis is “**Retained**”
4. There is a significant difference in Performance Appraisal practice among the respondents belonged to different nature of jobs. Permanent employees were found more satisfied with Performance Appraisal practice than respondents working as part-time and adhoc basis. Hence the null hypothesis is “**Not Retained.**”

Findings of the Study

- **Descriptive Analysis**

In the present study, it was observed that out of total respondents, a large majority (74%) were strongly agree or agree with this statement that “The institution rates the performance at orderly intervals, new and innovative ways to measure the performance are always welcome in the library and employees gets a proper feedback related to the performance”, while a considerable number (23.9%) respondents were found disagree or strongly disagree and only (2.1%) were found neutral with these statements. The study's findings revealed that the majority of library employees in the selected agricultural university libraries were

satisfied with the performance appraisal practices.

- **Differential Analysis**

When compared Male and female respondents also found to have same type of opinion regarding performance appraisal's statements. The professionals over the age of 50 yrs. were found more satisfied with Performance Appraisal practice than the respondents of lower age groups. All employees with different designations like skilled, semi-skilled, & technical expert have similar view regarding performance appraisal. Permanent employees were found more satisfied with Performance Appraisal practice than respondents working as part-time and adhoc basis. Regarding designation of the employees, it was observed that all employees with different designations have similar view regarding performance appraisal that the institution rates the performance at orderly intervals, new and innovative ways to measure the performance are always welcome in the library and employees get proper feedback related to the performance.

Conclusion

Performance appraisal is a process of assessing employee's presentation towards achieving institutional performance targets. It is generally said that appraisals can influence the performance of library professionals for various reasons: when it exerts undue influence and pressure on the job and when it does not reflect the services rendered. It further indicated the extent of its influence on the job performance of library professionals where it shows that their performance increases whenever the policy is reviewed and decreases when there was an element of partiality during the exercise. The main objective of the present study is to find out the opinion of the library professionals regarding HRD practices. The study's findings revealed that the majority of library employees in the selected agricultural university libraries were satisfied with the performance appraisal practices. The present study inferred that permanent employee were found more satisfied with performance appraisal than respondents working as part-time and ad-hoc basis, while designation of the employees had no impact on performance appraisal. So, it is the responsibility of the institutions to increase the achievement of their appraisal systems by soliciting additional input into their appraisal systems from

personnel and managers, and by sporadically reviewing & altering their appraisal systems to ensure their effectiveness the Institutions might increase the relevancy, usefulness, and significance of performance appraisal by victimisation it as an element in selections regarding pay changes & job changes.

Recommendations

As per the data analysis and conclusion, following some recommendations which helps the organization to have more effective appraisal system.

1. Employee should participate in appraisal process; if they participate in all the process of performance appraisal, they want to be committed in their owns or group performance activities.
2. The management should adopt new & modern methods to measure the employee's performance.
3. Appraisal system should be impartial and objective so that the employees may do their work honestly and efficiently.
4. Biasness should never have a place in the organization.
5. After assessing the performance of employees, training programs should be required to address the deficiencies of the employees.

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