

STATEMENT OF ORIGINALITY

I declare that *"The role of performance appraisal in strategic human resource management in public libraries in Botswana"* is my own work and that all the sources that I have used or quoted have been indicated and acknowledged by means of complete references.

Student Signature:

P. Jain (Mrs)

Date: March 2004

DEDICATION

I dedicate this, the most significant work of my life, to my parents, from whom I inherited the stamina that kept me going throughout day and night in order to accomplish this undertaking; and whose immense love and belief in me lift me up during all my hardships.

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LIST OF ABBREVIATIONS

BNLS: BOTSWANA NATIONAL LIBRARY SERVICES

HQS: HEADQUARTERS

HRD: HUMAN RESOURCE DEVELOPMENT

HRM: HUMAN RESOURCE MANAGEMENT

HRs: HUMAN RESOURCES

PLs: PUBLIC LIBRARIES

SHRM: STRATEGIC HUMAN RESOURCE MANAGEMENT

f statistic : FREQUENCY STATISTIC

df: DEGREE OF FREEDOM

N: NUMBER OF OBSERVATION

Std. Deviation: STANDARD DEVIATION

SUMMARY

The purpose of the research was to recommend a model for strategic human resource management through an effective staff performance appraisal system in Botswana public libraries.

Performance appraisal is not a new concept; however the evolution of performance appraisal tools and techniques has been slow compared to that of other management fields. This discrepancy is now being realised; organisations are starting to acknowledge the importance of comprehensive, regular appraisal of staff as part of an effective human resource management policy. Human resources are a scarce and valuable tool in any organisation and it is mainly through performance appraisal that they can be developed and maintained, to ensure organisational success.

The theory underlying strategic human resource management and performance management has been studied. Empirical research through a questionnaire was carried out in 23 public libraries. From these it was possible to develop a model entitled "A recommended strategic human resource management model".

From empirical investigation the main critical qualities for efficient public library services were revealed as enthusiasm; positive attitude; innovative thinking; capability and commitment; critical competencies as expertise; team-building; and leadership; critical external factors as external environment; global competition; shrinking budget; changing library customers and employees' needs and information technology; strategic management issues organisational culture; transformational leadership; employee recognition and reward systems; performance measurement system; productivity improvement; and customer orientation; critical staff issues as sense of purpose and achievement; feeling of self-worth; job-security; recognition; status; career development; and salary; motivational factors as effective communication; job satisfaction; delegation of authority; clear job description; performance feedback; conducive working environment; human resource strategy issues as motivation building among staff;

continuous education and development; generating competitive advantage through human resources; and alignment of human resource strategy with strategic management plan.

The study recommends a strategic human resource management model for libraries along with: conducive working environment; adequate IT infrastructure to store, organise and retrieve information; staff training for excellent customer service; objective, reward based staff appraisal; performance feedback; performance appraisal should be aligned with staff selection, library mission, staff motivation and promotion in order to use it strategically; and human resource strategy should be developed immediately.

KEY TERMS: Human resource utilisation; human resource strategy; human resource management; human resource development; strategic human resource; management; staff performance appraisal; public library resources; Conducive working environment; Library staff competencies; Library staff motivation; Career planning; Career development; Career path.

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