

## Influence of Performance Appraisal on Job Performance of Librarians in Academic Libraries in South East, Nigeria

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### Abstract

**Purpose:** This study was carried out to investigate the influence appraisal has on the job performance of librarians in academic libraries in South East, Nigeria.

**Design/Methodology/Approach:** Descriptive survey design was adopted for this study. The entire academic librarians in the academic libraries in South East, Nigeria formed the population of the study. A total of 261 copies of questionnaire were distributed but only 228 were fully completed and returned with a response rate of 87.4%. Mean and standard deviation were used to analyse the data from the research questions. The null hypothesis formulated for this study was tested for significance difference at 0.05 using simple linear regression statistical method.

**Finding:** The result 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. Finally, the hypothesis that states that appraisal has no significant influence on the job performance of librarians was rejected.

**Originality/Value:** The study therefore strongly recommends that the library management should develop a format that will ensure that their services are reflected in the tool, and should be followed adhesively during the exercise to truly find out the staff to be placed ahead of the other.

**Implication:** To see the need to develop a standard format to appraise librarians in academic institutions in the country to avoid occasional feeling of resentment which affect the overall productivity in the library.

**Keyword:** Performance Appraisal, Job performance, Academic Library, Nigeria

**Paper Type:** Empirical Research

### Introduction

The ambition of most employees is to get to the peak of their career, and this will only be possible through the process of appraisal exercise. The employee perceptions of the fairness of performance evaluation are critical to the success of any appraisal system (Ellen and Amani 2018). Notably, formal organizations carry out annual performance appraisal of their staff members at a specified time of each year. Appraisal documentation can include training, data identifying and development needs of the individual staff on the

area relating to the skill, knowledge and attitude of the workforce. It is referred to as the systematic and periodic process that assesses an individual employee and organizational objectives (Smith, 2000). It is a logical means to appraise, develop and effectively utilize employee's knowledge and capabilities (Casio, 1996). One good aspect of performance appraisal (PA) is that it examines and decides on issues or cases requiring disciplinary action and advice on the appropriate line of action that should be taken in the

interest of the staff in the organization, for industrial harmony as well as good public relations image of the establishment (Orisi, 2001). This was agreed in a research conducted by Idowu (2017) which shows the presence of significant positive outcomes when the organization uses performance appraisal as a motivation tool.

Formal organization use PA to make decisions on pay or rewards and even to assist in developing future strategy in the organization. Basically, PA exercise is expected to serve multiple objectives and every member of the management team and key decision makers should be precisely aware of what objectives the system of performance appraisal is expected to achieve, and the priorities within these objectives. However, it ensures consistency and effectiveness and could be seen as “mirror” that guide, monitor and control employer’s authority and employee’s right and privilege in the organization. Hence it also has the ability to transform the entire workforce into a positive or negative direction.

Any organization that worth “it’s salt” must be based on sound PA, since human resources is an important aspect in the organization. And having essential role to play in achieving efficiency and productivity, there is need for an occasional evaluation and assessment of activities and services being rendered in the organization. A research by Nwachukwu (2010), on Nigerian workers which reveals that an average Nigerian worker is materially oriented, pleasure seeking, ego-centric and want to get rich quick and would always strive to get what duly belongs to him. This juxtaposes hard work being occasionally observed in most organizations where individuals work, hence the outcome of the any PA exercise can result to promotion reward or otherwise. For an employee to merit any form of reward, a proper evaluation exercise has to take place. When appraisal exercise is not properly handled, workers always agitate for improvement of working conditions which often leads to incessant strike actions, work to rule, lock-out and protests (Uzoigwe, 2011). To ward-off occasions of these sorts between the employees and employers, there is need to structure the performance appraisal format in a way that it will be agreeable to both parties. More so, given the desirable goal the performance appraisal exercise is expected to bring in the overall productivity of the organization, it can also on the other hand keep counter-productive attitude in control. No wonder Greenberg and Baron (2007) state that some measures are used to keep counter-productive conducts in checks and manage

performance because employers are deemed to have the right to impose various types of disciplinary measures on employees who have failed to fulfill the obligations derived from employment relationship and terms. Similarly, library being a barn of academic resources for teaching, learning and research, librarians as the custodian of those resources need to be appraised from time to time as stipulated by law for efficiency. Suffice it to say that the future of any organization depends more on its staff than on any other factor and the usefulness of any service institution like the library are measured by the services rendered to the users. The instrument of measurement for job done or not done could be the performance appraisal. According to Mollel Molongo and Razia (2017) performance appraisal has proved to be an effective tool that can enable organization to realize employee productivity. Anyanwu, Amadiand Oparaku (2010) see job performance of employee as when evaluated and assessed, to find out if the work is in line with the aims and objectives of the organization. Onukwube et al. (2010) assert that job performance is the behavior and outcome that employees engage in which bring about that which are linked with and contribute to organizational goals.

In the light of the above, the study seeks to investigate the influence of performance appraisal on job performance (IPAJP) of librarians in the academic libraries in the south east geo political zone of Nigeria.

#### **Statement of the problem**

Formal organization use PA to make decisions on pay or rewards and even to assist in developing future strategy in the organization. Preliminary investigation shows that performance appraisal centers on job performance and if an employee anticipates evaluation he would be forced to put his best in his job in order to be rewarded accordingly. Most formal organizations like the library may likely be facing some challenges on how they measure and evaluate the skills, abilities, knowledge and experiences of librarians and most especially the effort they put in their job. Invariably, the adoption and the process of enforcing the outcome of performance appraisal exercise becomes a problem. Suffice the result of the exercise may enable workers perform better or otherwise in their jobs which oftentimes lead to high or low job performance in the workplace. Again, there is not much documented evidence on IPAJP of librarians in academic libraries in south east geo political zone of Nigeria to the best of our knowledge; this therefore becomes the gap the study wants to fill.

#### **Objectives of the study**

1. To investigate the influence of performance appraisal on job performance of librarians in academic libraries in south east geo political zone of Nigeria.
2. To find out the extent of performance of librarians on the performance appraisal in academic libraries in South East geo-political zone of Nigeria.

#### **Research Question**

1. What is the influence of performance appraisal on job performance of librarians in academic libraries in south east geo political of Nigeria?
2. What is the extent of performance of librarians on the performance appraisal in academic libraries in south east geo-political zone of Nigeria?

#### **Hypothesis**

Ho: Performance appraisal has no significant influence on job performance of librarians in academic libraries in South East geo-political zone of Nigeria.

#### **Literature Review**

##### **Performance appraisal and job performance**

According to Mathais and Jackson (2000) performance appraisal refers to the process of evaluating how well employees perform their jobs when compared to the set standard. Performance appraisal in academic libraries is therefore a means of control through which library administrators monitor the job performance of subordinates by observing variance between set goals, actual performance and taking corrective actions (Kleiner, 2012). According to Ellen and Amani (2018), performance appraisal is important because it helps to ensure that the organization system will be easily understood by employees and effectively put into action the goals of the managers.

Winston and Creamer (1997) argue that there are numerous methods to measure employee's performance appraisal but some of these methods are not suitable in certain cases. Anderson (1993) specify informal or formal appraisal as two ways to conduct performance appraisal. An informal appraisal is conducted whenever the supervisor feels it necessary, while formal is a contact between manager and employee on his job over a period of time. He further argues that performance appraisal often holds every twelve or six months. In agreement with this, Mathais and Jackson (2000) state that performance appraisal is conducted once or twice a year, most often annually. Performance appraisal can be seen as a process of evaluating the behavior of the employees in the workplace, or can also be referred as a process of giving feedback on employees' performance. Wilson and Western, (2000); Kamal, (2001); Grote, (2000) and Montague (2007) agree in their various studies that

performance appraisal serves two main purposes: the administrative and the developmental purpose. No wonder Mollel, Molongo and Razia (2017) said that most organization establish attractive performance appraisal systems to help motivate their employees to strive hard towards the desired performance that will be reflected on their productivity. According to Owuor (2005), performance appraisals are useful means to identify training and developmental need of staff at all levels. Arik and Kato (2010) establish that performance appraisal provide important information for the management of human resource to create fair and correct decisions regarding promotions, transfers, compensations, incentives, training programmes and career management. For an organization to achieve its objective, planning of the appraisal process is an important subject that should be undertaken to enable it achieve the objectives like work force development, including positions persuasion and punishment, salary increase, personal's performance feed-back and determining of educational needs Mwema and Hazel (2014). Wilson (2012) agrees that performance appraisal is a logical means to develop and effectively utilize employee's knowledge and capabilities. Evans and Rugaos (2012) reports that the process of performance appraisal can supply the documentation in which to base decisions regarding individual employee's promotions, salary increase, transfers, demotions and dismissals.

Smith (2000) reports that there is cause and effect relationship in which employment and labour policies are based and the routine process of evaluation of staff motivate them while discharging their duty. In another development, Peter, and Martin (2017) says that performance appraisal is best seen as a component of simple central relationship. According to Mathais and Jackson (2000), various methods of performance appraisal are categorized in four major groups: Category rating methods, comparative methods, narrative method and behaviours/objective method. Messmer (2000) provides insight on how a good performance assessment should look like or element of good performance assessment as follows: formulation of the goals that will be achieved by workers and leader at the end of the assessment; a list of specific competencies or skills to be acquired by workers or leaders; scale ranking and rating is right for the organization, the space for workers to assessing themselves; the space for the assessment supervisors/managers; space for special events from the manager about performance of their employees;

encourage the development of workers/employee and the goal to align with the valuation date.

From the above contributions, it can be concluded that appraisal centers on job performance and if an employee anticipates evaluation, he would be forced to put his best in his job in order to be rewarded accordingly. Onuoha (2007) in his study found out that majority of the respondents felt that performance appraisal has positive influence on job performance and enhances career growth. The study further argues that performance appraisal can only be meaningful if employee job descriptions are reviewed to include job performance. Evans (2012) carried out a study on performance appraisal using 407 libraries. Out of those interviewed, 90.6% agreed that performance appraisal is necessary for good supervision, 9.4% disagreed. Contrariwise, when asked if they felt comfortable with conducting performance appraisal in libraries, 16.7% said yes while 83.3% said no. When asked "do you think that the process has positive influence on employee performance?" 87% said no. From this report, there are situations when job performances are influenced by performance appraisals and there are also situations when it does

not have any relationship because some will think that they are not being appraised on the work or services they render thereby they do not take appraisals as anything important.

#### **Methodology**

Descriptive survey design was used for the study. Questionnaire was an instrument for data collection. A total of 261 librarians from all academic libraries in south east geo- political zone of Nigeria (Imo, Enugu, Abia, Anambra and Ebonyi) states were used for the study. The population was made up of 151 librarians from university libraries, 58 librarians from polytechnic libraries and 52 librarians from colleges of education libraries. Data (questionnaire) was used, copies of questionnaire were distributed to 261 librarians but 228 (87.4%) were duly completed and returned. Descriptive statistical techniques such as mean and standard deviation were used to analyze the research questions in the study. The null hypothesis was tested using the simple linear regression statistical method to test the hypothesis and were conducted at 0.05 level of significance for rejection and retention.

**Research Question 1 – What is the influence of performance appraisal on job performance of librarians in the academic libraries in South – East geo-political zone of Nigeria?**

**Table 1. Influence of Performance Appraisal on Job Performance of Librarians in Nigeria**

Performance Appraisal and Job Performance variables	No. of Respondents	F SA				F A				F D				F SD				Total score on Agreement	Total score on Disagreement	Mean Score	SD±
		F	%	F	%	F	%	F	%	F	%	F	%	F	%						
a I do not derive satisfaction in my job because of how I am being appraised	228	56	24.6	67	29.3	123	53.9	55	24.1	50	21.9	105	46.0	2.57	7.16						
b Staff evaluation exert undue influence and pressure on my job	228	66	28.9	69	30.2	135	59.2	50	21.9	43	18.9	93	40.8	2.69	12.52						
c I am excited in my job because of when and how I am being assessed	228	59	25.8	71	31.1	130	57.0	45	19.5	53	23.2	98	42.9	2.60	10.95						
d I will be motivated to put more effort if the evaluation exercise is reviewed	228	60	26.3	75	32.8	135	59.2	42	18.4	51	22.3	93	40.8	2.63	14.07						
e Appropriate performance appraisal reduces boredomness in my work	228	62	27.1	64	28.0	126	55.2	47	20.6	55	22.1	102	44.7	2.58	7.70						
f I hate to be rotated after appraisals	228	54	23.7	35	15.3	89	39.0	73	30.0	66	28.9	139	61.0	2.34	16.63						
g Evaluation exercise does not increase my performance levels	228	70	30.7	63	27.6	133	58.3	45	19.7	50	21.9	95	41.7	2.67	11.52						
<b>Sig. Mean Score</b>														<b>2.58</b>							

Table 1 presents data on the influence of performance appraisal on job performance of librarians. Respondents who are in the affirmative that performance appraisal influence their job performance has the following mean scores in their responses: 2.69 mean score for those who agreed that it exerts undue influence and pressure on their job, 2.63 for those who feels they will be more motivated if it is reviewed followed by 2.60 for those who are excited on when and how they were appraised. The mean score of those who hate to be rotated after the exercise was 2.34 and finally 2.58 was the mean score of those who said that it reduces their dullness. Respondents who are not influenced by performance appraisal on the job has the following mean scores of 2.67 for those who said that it does not increase their performance level and 2.57 for those who claimed

they do not derive satisfaction because of how they were appraised. However, the significant mean score for all the items is 2.58.

**Research question 2: What is the extent of performance of librarians on the performance appraisal in academic libraries in south east geo-political zone of Nigeria?**

**Table 2. Extent of Performance of the Librarians on the Performance Appraisal in the Academic Libraries.**

Performance Appraisal and Job Performance variables	No. of Respondents	VHE		HE		Total score on Agreement		LE		VLE		To. score on Disagreement		Mean Score	SD±
		F	%	F	%	F	%	F	%	F	%	F	%		
a Performance appraisal does not affect my job performance.	228	31	13.6	27	11.8	58	25.4	87	38.2	83	36.4	170	74.6	2.03	32.41
b There is an increase in my performance irrespective of how I am appraised	228	43	18.9	44	19.3	87	38.2	67	29.4	74	32.5	141	61.8	2.25	15.85
c My performance has no relationship with how I am appraised.	228	32	14.0	16	7.0	48	21.1	88	38.6	92	40.4	180	78.9	1.95	38.70
d My performance is neutral because it has nothing to do with the way I am being appraised	228	54	23.7	28	12.3	82	36.0	45	19.7	101	44.3	146	64.0	2.15	31.25
e My performance decreases when I discovered that there are elements of partiality during appraisals	228	35	15.4	14	6.1	49	21.5	95	41.7	84	36.8	179	78.5	2.00	38.76
f The appraisal procedures have automatically increased my performance on the job	228	27	11.8	28	12.3	55	24.1	66	28.9	107	46.9	173	75.9	1.89	37.96
g There is an increase in my performance because of the appraisal policy	228	46	20.2	29	12.7	75	32.9	77	33.8	76	33.3	153	67.1	2.20	23.57
Significant Mean Score														2.07	

Table 2 presents data on the extent of performance of the librarians on the performance appraisal in the academic libraries. In this table, respondents who admit that there is increase in their performance irrespective of how they were appraised had the highest mean score of (2.25) followed by the respondents who are of the view that there is increase in their performance because of the appraisal policy in operation (2.20) “My performance is neutral because it has nothing to do with the way I am being appraised” had a mean score of (2.15). Respondents who claimed that their performance decreases when they discovered that there are elements of partiality during

appraisals had (2.00) mean score while those who are of the view that the appraisals do not affect their job performance level had mean score of 2.03. Second to the least score (1.95) are those who are of the notion that their performance has no relationship with how they are appraised, and finally mean score of 1.89 for those who are on the affirmative that the appraisal procedure has automatically increased their performance in the job. The significant mean score for their views is 2.07 which are below the decision rule of 2.50 implying that performance appraisal does not affect the extent of librarians’ performance in their job.

**Hypothesis:**

Performance Appraisal does not have any significant influence on job performance of librarians in academic libraries in south east geo-political zone of Nigeria

**Table 3. Regression Analysis on the Relationship Between Performance Appraisal and Job Performance of Librarians.**

Model Summary										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics				Sig. F Change
						F	df1	df2		
1	.818 <sup>a</sup>	.670	.604	.08482	.670	10.142	1	5		.024

a. Predictors: (Constant), Performance Appraisal

In order to ascertain the influence of Performance appraisal on the extent of job performance of librarians in academic libraries in south east geo-political zone of Nigeria, the data was subjected to a simple linear regression analysis, to find out if there is any significant influence of performance appraisal on job performance. Table 3 above depicts a very strong relationship between performance appraisal and job performance. It shows that 81.8% level of coefficient exist between performance appraisal and job performance. The coefficient of multiple determination denoted by R-Square is therefore strong thus indicating that the data does fit well in the statistical model (67.0%) since it is very near to 100%, therefore a reasonable extent of job performance is being determined by the performance appraisal, this therefore appears to be useful for making predictions since the value of *R-Square* is close to 1.

Also when the R-Square was adjusted for possible error in fitness an Adjusted error of 60.4% was observed, this normally do serve as an indication that some other explanatory variable(s) by which without them the dependent variable (job performance) cannot be fully measured. Therefore, other predictor variables are needed to be sourced out in order to fully measure the dependent variable (Job performance).

An F-test was also performed to determine if the model is useful for prediction at 5% level of significance. The F-ratio was calculated of the predictor variable to be 10.142 with an alpha value of 0.024 which was found to be higher than f-tabulated value at 0.05 and df= 1 and 5 is 6.61. This therefore shows that the model is useful for predicting job performance based on performance appraisal.

On these bases we therefore reject the null hypotheses that say “Performance Appraisal does not have any significant influence on job performance of

librarians in academic libraries in south east geo-political zone of Nigeria” and accept the Alternate Hypothesis.

**Discussions of the Finding.**

Going by the result of this study it is understood that when librarians perceive appraisals on their jobs, it is most likely to influence the entire workforce in their various libraries because of its consequences. Oftentimes appraisal exercise determines and arouses promotions, transfers, rewards, incentives, trainings, demotions and even stagnations. Its outcome puts one on notice on how a particular staff (librarian) has performed over a period of time. Performance appraisals can make librarians display a high passion and commitment in their jobs. Table 1 shows that appropriate performance appraisal exercise has a way of influencing librarian’s jobs. This is evident on the high mean scores recorded in many of the responses and on the overall mean score of 2.58. However, respondents who said that it does not influence them did so in only two of the items with reasons that they are not comfortable with the way they are appraised. Probably the result of the appraisal did not favour them. This is always the case because there is no way everybody will be satisfied in everything. However, the management should stick to the standard format for appraisal to avoid biases and agitations from any corner. This observation justified what Arik and Kato (2010) postulated that hence the exercise provides information on the management of human resources that it is supposed to create fair and correct decisions regarding the advancement, training and career management of the staff. And anything contrary to this, might have resulted to the responses of the respondents.

Table 2 shows the extent of their performance on the appraisal exercise, going by the constructs of the variable the average number of those who responded that the performance appraisal has no effect on the

extent of their performance is greater (with the mean scores as follows 2.15;2.03;1.95 &2.00) than those that said that the exercise has effect on the extent of their performance (with mean scores as follows 2.25;2.20 & 1.87) And the significant mean score of all their views is 2.07. This possibly shows that the performance appraisal exercise has no effect on the extent the librarians on the area of this study do their job. Coming to the testing of the hypothesis that states that there is no significant influence of performance appraisal on job performance of librarians, this hypothesis was rejected and this indicates that there was a significant influence on job performance of librarians. In some cases, when a librarian discovers or feels that he is not adequately appraised or that he is not being appraised accordingly he may start having a feeling of resentment, anger and may become uninterested in his duty and may start nursing the intention to relocate to other places where he thinks he will be favoured. This supports the findings of Onuoha(2007) that performance appraisal has positive influence on job performance and enhances career growth. The finding corroborates what Evan (2012) reports, in a study he carried out on performance appraisal using 407 libraries. Out of those interviewed 90.6% agreed that performance appraisal can influence job performance while 9.4% disagreed.

### **Conclusion**

In the light of the above findings, the study explored the IPAJP of librarians in academic libraries in the south east of geo-political zone of Nigeria. The general conclusion of this work is that, oftentimes performance appraisal has the ability and possibility to stimulate job performance when it is used accordingly. On the other hand, it could stimulate negative attitude when it is not conscientiously implemented. In other words, policies and standard are to be followed religiously to avoid agitations or anything that could undermine peace in the organization.

### **Recommendations**

Since the performance appraisal has a way of influencing the performance of librarians, the authorities that have the responsibility of structuring the format for appraisals should ensure that the main objective of these libraries and that of the librarians should be addressed.

Giving that the performance appraisal has no effect on the performance of the librarians in the said libraries, therefore effort should be made by the management and the administrative body involved to ensure that

the exercise is conducted in the “atmosphere” of fairness, equity and justice to avoid feelings of resentment which can affect the general productivity of the library negatively.

### **Implications of the Study**

This finding will avail the policy makers in the library and other management of the institutions the opportunity to know the role a structured performance appraisal can play on the job performance of any worker.

It will also unveil the need to have a standard format to assess and evaluate librarians in all academic institutions in the country to avoid occasional feelings of resentment which may likely affects the general productivity of the library.

It will enable the managers of these libraries identify problems during the exercise and fill the gap between the appraisal tool and performance of librarians.

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