

ASSESSMENT APPLICATION AND LIBRARIANS' PRODUCTIVITY IN STATE- OWNED COLLEGES OF EDUCATION LIBRARIES IN DELTA STATE

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Abstract *The purpose of this research is to examine assessment implementation and librarian efficiency at two publicly funded colleges of education in Delta state (Warri & Mosogar). The study was driven by two sets of hypotheses, research questions and aims. At the 5% threshold of significance, the hypotheses were examined. The researchers used a correlational survey methodology, and the study's sample size was 24 librarians from two state-owned colleges of education in Delta State. The whole population of 24 librarians was selected using the census sampling method. The information was gathered with the help of a questionnaire titled "Assessment Application and Librarians' Productivity in State-Owned Colleges of Education in Delta State" (AALPSOCEDS). Two specialists in Ignatius Ajuru University of Education, Port Harcourt, checked the instrument for both face and content validity. The reliability test, based on Cronbach's alpha, showed a correlation coefficient of 0.75. The study used the mean and standard deviation to answer research questions and the Pearson Product Moment Correlation (PPMC) to test hypotheses about the study's demographic data. Results showed a significant positive relationship between assessment application and librarians' productivity at the state-owned colleges of education in Delta State. The research suggests that people in charge of establishing the framework for evaluations should take into account the primary goals of both the libraries and their librarians. To further minimise the negative effects of resentment on productivity, management should guarantee an "atmosphere" of fairness, equity and justice throughout the process.*

Keywords: *Employees, Librarians, Academic Library, Productivity, Management*

INTRODUCTION

Most workers have the lofty goal of reaching the pinnacle of their profession, and this can be accomplished through the assessment process. Whether or not an evaluation system is effective depends on how employees feel it treats them fairly (Ellen & Amani, 2018). It's important to note that formal organisations routinely evaluate employees' performance once a year. Documentation for evaluations may contain training, data identification and development needs of individual employees in areas related to workforce skill, knowledge and attitude. Evaluation is defined as "a planned, repeated procedure for evaluating performance against established criteria" (Smith, 2020). It's a sensible method of gauging worker competence, encouraging further education and maximising skill application. Performance appraisal (PA) is useful because it helps determine when disciplinary action is necessary and what kind of action should be taken in

order to protect the interests of the company, its employees, and its reputation in the marketplace (Orisi, 2010).

The findings of a study by Idowu (2017) corroborate this, demonstrating the existence of substantial positive results when performance appraisal is used as a motivation tool within an organisation. Pay equity (PA) is used by formal organisations to determine compensation and awards and to aid in the creation of long-term business strategies. Essentially, the PA exercise is meant to serve several purposes, and all members of the management team and key decision-makers should be well aware of the specific goals and priorities that the performance appraisal system is meant to achieve. However, it serves as a "mirror" to guide, monitor and control employer power and employee rights and privileges inside the organisation, ensuring uniformity and efficacy. Therefore, it can either positively or negatively influence the entire workforce. Since human resources are crucial to the success of any business, it is essential that the

foundation of the company be built on solid PA. Evaluating and assessing the organisation's operations and services on a regular basis is necessary and plays a crucial part in maximising efficiency and production.

Nwachukwu (2010) conducted a study of Nigerian workers and found that the ordinary Nigerian worker is primarily motivated by a desire for wealth and material success. This contrasts with the fact that, in most workplaces, people's efforts are only sporadically recognised; therefore, the conclusion of any PA activity can lead to a promotion reward or nothing at all. A proper evaluation process is necessary before any sort of compensation can be given to an employee. Strikes, work-to-rules, lockouts and protests become commonplace when employees feel their opinions are not heard throughout the evaluation process (Uzoigwe, 2011). To avoid such disagreements, it's important to design a performance review system that's acceptable to both employees and managers. Moreover, the performance appraisal process can help keep counterproductive attitudes in check, which is a major plus considering the positive impact it is predicted to have on the organisation's total productivity. Employers are considered to have the right to impose various types of disciplinary measures on employees who have failed to fulfil the obligations derived from employment correlation and terms, which is why some measures are used to keep counterproductive conduct in check and manage performance (Greenberg & Baron, 2017).

Nwema and Gachunga (2014) looked at the impact of performance reviews on workplace output. Some East African WHO offices are a case study. The research aimed to determine if there was a connection between the use of a visual rating scale, BARS, management by objectives and worker output at the Kenyan branch of the World Health Organization. A total of 410 WHO staff members served as participants in the study. Using a stratified sampling method, we were able to select a pool of 105 workers to represent the entire workforce. The study employed a descriptive survey research design, with questionnaires and interviews serving as the means of information gathering. The study questions were answered by calculating the mean and percentage of the collected data. Results showed that different performance assessment strategies, such as the graphic rating scale (GRS), behaviourally anchored rating scales (BARS), management by objectives and 360-degree feedback, might have a positive impact on productivity once implemented.

Also, the finding revealed that there existed a positive correlation between performance appraisal methods and employee productivity and that competent selection of appraisal method would lead to effective appraisal of the employees for the purpose of enhancing employee productivity and ultimately organisational performance. The study recommended that organisations should establish and adopt performance appraisal methods that would enable

effectively appraisal of employees and provide opportunities to the management in identifying staff training needs, identify performance targets, improve employees' performance and helping employees on time management through planning and setting of deadliness. It equally recommended that organisations should adopt behaviourally anchored rating scales and management by objectives performance appraisal methods as they were found to be statistically significant in influencing employee's correlation and improving their productivity. The study shared similarity with the present study as both used survey research design.

Similarly, librarians, as the guardians of the library's academic resources for teaching, learning and research, must be evaluated periodically to ensure that they are doing their jobs effectively and efficiently. It's safe to conclude that a library's value is in the quality of service it provides to its patrons and that the success of any organisation hinges on the quality of its employees more than anything else. A performance review can be used as a yardstick to determine whether or not a task was completed successfully. A performance review has been shown to be useful in boosting productivity, as stated by Mollel et al. (2017). According to Anyanwu et al. (2010), the purpose of evaluating and assessing an employee's job performance is to determine whether or not that person's efforts are contributing to the organisation's stated goals and objectives. According to Onukwube et al. (2010), employees' job performance is the actions and results they generate for the sake of achieving organisational goals. In view of the foregoing, the purpose of the study is to examine the impact of performance appraisal on job performance (IPAJP) among academic library librarians in Nigeria's South-East geopolitical zone.

Statement of the Problem

PA is used by conventional businesses to determine employee pay and benefits and even to aid in the formulation of long-term strategies. Based on our preliminary research, we know that performance appraisal is heavily weighted towards job performance and that if an employee knows he will be evaluated, he will work harder to ensure that his efforts are recognised. Librarians' skills, expertise and experience, as well as their level of dedication to their work, can be difficult to quantify in a way that is meaningful to management in a formal organisation like a library. Adopting and enforcing the results of a performance review procedure inevitably causes friction.

OBJECTIVES OF THE STUDY

The main aims of the study were to examine the influence of performance appraisal methods on librarians' productivity in State-owned colleges of Education in Delta State.

Specifically, the study intends to:

- Ascertain the correlation between Critical Incidents method of performance appraisal and librarians' productivity in State-owned colleges of Education in Delta State.
- Determine the correlation between GRS method of performance appraisal and librarians' productivity in federal university libraries in in State-owned colleges of Education in Delta State.

Research Questions

- What is the correlation between Critical Incidents method of performance appraisal and librarians' productivity in State-owned colleges of Education in Delta State?
- What is the correlation between GRS method of performance appraisal and librarians' productivity in State-owned colleges of Education in Delta State?

Hypotheses

The following null hypotheses were formulated for the study:

- There is no significant relationship between critical incidents method of performance appraisal and librarians' productivity in State-owned colleges of Education in Delta State.
- There is no significant relationship between GRS method of performance appraisal and librarians' productivity in State-owned colleges of Education in Delta State.

LITERATURE REVIEW

Performance appraisal, according to Amrstrong (2009), as cited in Mati (2020), is a discipline within management science that evaluates employees' strengths, weaknesses and areas for development within organisations. It also aims to improve employees' performance by rewarding them and developing their competencies. The word "performance appraisal" refers to a fundamental procedure wherein a subordinate's performance is reported annually by a line manager, who may or may not also hold an appraisal interview with the subordinate to discuss the findings (Maimunah, 2020). As per Osabiya (2014), performance appraisal functions as a management information system for organisations. It furnishes the employee with feedback regarding their performance and, as such, is widely acknowledged as a rational approach to assess, scrutinise and

efficiently employ the skills and expertise of workers across all organisational tiers. This means that management has an obligation to set up methodical processes for evaluating and assessing how employees contribute to the goals of the company.

The process of systematically assessing an individual's work performance and development potential is known as performance appraisal (Rao, 2014). According to Flippo (1986), as referenced in Mukoro and Osiobe (2021), it is the methodical, regular and unbiased evaluation of an employee's excellence in areas related to his current position and his potential for a higher one. According to Alo in Obisi (2011), performance appraisals are a method that gives employers a way to determine not just what employees' performance levels are but also where those levels need to be improved in order to get the most out of them. According to this interpretation, a performance appraisal is an assessment of a worker's previous and/or present work in relation to his performance criteria (Dessler, 2011, as referenced in Onyekwelu, 2017). It includes creating policies, processes and methodologies, analysing and compiling reports and assessing the success of different programs. It comprises an explanation of how well an individual is performing, or has performed, their work.

An evaluation and discussion of an employee's performance in carrying out their global assigned tasks and responsibilities is called a performance appraisal. It is determined by the outcomes that the worker achieves in their position, not by the traits of their personality. An essential tool for human resource management is performance appraisal. It is a tool for improving employee performance within a business in addition to being used for performance evaluation. Performance appraisal, an administrative process that increases the likelihood that organisational goals will be met, mandates that all members of an organisation understand their responsibilities and the metrics used to evaluate their work in order to promote staff development, organisational expansion and goal achievement.

In an organisation, a performance assessment is a formal, discrete event that occurs once or twice a year and includes defined performance dimensions and criteria that are employed in the evaluation process (DeNisi & Pritchard, 2006, cited in Nwamadi & Ogbonna, 2021). When quantitative scores are granted based on the assessed level of the individual's job performance on the dimensions or criteria used, it is an evaluation process because the scores are shared with the person being evaluated. Management's ability to assess employees' successes and failures through reviews should encourage workers to give their all going forward. Boosting employee morale through a formal performance review system is basic information. An

important goal of the performance appraisal system is to develop and implement more reliable and cost-effective means of measuring employee engagement and output on the job. The organisation's performance appraisal system is a valuable tool for enhancing worker output. The performance appraisal system is an effective method for boosting worker productivity. An organisation's capacity to manage its human resources rests in great part on the quality of its performance appraisal and management system (Natalie, 2014), making performance appraisal a critical component of HRM.

Performance evaluation, according to Muchinsky, as mentioned in Nwamadi and Ogbonna (2021), is a process used to record and assess an employee's work performance. It is a component of professional development and entails routine performance evaluations of workers inside a company. An interview conducted on a regular basis or an organised, formal engagement between the manager and employee—the two next in line—is called a performance appraisal. Employee participation in system design and some training in performance evaluation are two ways to promote this understanding.

METHODOLOGY

In this study, correlational approaches based on a survey were used. Twenty-four librarians from Delta State's State-owned

Institutions of Education (Warri & Mosogar) participated in the study. For this, a questionnaire was the instrument of choice. The researchers of the study sent out the survey. Participants responded to the study's first three questions using a four-point Likert scale with the options "strongly agree," "agree," "disagree" and "strongly disagree." Cronbach's alpha for digital literacy skills assessments was 0.75, while job performance measurements had an alpha of 0.82, both based on the reliability coefficient. The reliability of the questionnaire was assessed using the coefficient. At the 0.05 level of significance, statistical analysis (such as Pearson's product-moment correlation and hypothesis testing) was carried out in conjunction with descriptive statistics (such as frequency counts, sample percentages and the mean). The results are summarised in the table that follows:

KEY: SA= Strongly Agree; A=Agree; SD=Strongly Disagree; D=Disagree.

RESULTS

The results of the investigation are discussed below in light of the hypotheses that were proposed. The outcomes are shown in Tables 1 and 2.

Table 1: Correlation between Critical Incidents Method of Performance Appraisal and Librarians' Productivity in State-Owned Colleges of Education in Delta State

		Critical Incidents Method	Librarians' Productivity
Critical Incidents Method	Pearson Correlation	1	.337**
	Sig. (2-tailed)		.000
	N	24	24
Librarians' Productivity	Pearson Correlation	.337**	1
	Sig. (2-tailed)	.000	
	N	24	24

$\alpha = 0.05$

Source: Researchers' Field Data, 2023.

Data in Table 1 reveals the correlation between critical incidents method of performance appraisal and librarians' productivity in State-Owned colleges in Delta State. The result reveals that the correlation coefficient r is .337, which indicates that there is a positive correlation between critical incidents method of performance appraisal and librarians' productivity. While the P-value is .000 which is lesser than

the alpha level of 0.05. This indicates that the majority of the respondents agreed that critical incidents method of performance appraisal enhance librarians' productivity.

Research Question 1: What is the correlation between graphic rating scale method of performance appraisal and librarians' productivity in State-owned colleges of education libraries in Delta State, Nigeria.

Table 2: Correlation between Graphic Rating Scale Method of Performance Appraisal and Librarians' Productivity in State-Owned Colleges of Education in Delta State

		Graphic Rating Scale	Librarians' Productivity
Graphic Rating Scale	Pearson Correlation	1	.309**
	Sig. (2-tailed)		.000
	N	24	24
Librarians' Productivity	Pearson Correlation	.309**	1
	Sig. (2-tailed)	.000	
	N	24	24

$\alpha = 0.05$

Source: Researchers' Field Data, 2023.

Table 2 shows the correlation between GRS method of performance appraisal and librarians' productivity in State-owned colleges of education libraries in Delta State, Nigeria. The correlation coefficient r is .309, indicating that there is a positive correlation between GRS method of performance appraisal and librarians' productivity. The P-value is .000, which is lower than the alpha threshold of 0.05. The researcher concluded that the majority of the respondents agreed that GRS method of performance appraisal enhance librarians' productivity State-owned Colleges of Education in Delta State.

DISCUSSION OF FINDINGS

The analysed data generated from research question one revealed that the level of librarians' productivity under this study is high. Thus, a conducive college library environment improves librarians' productivity; the provision of adequate reward incentives results in improved productivity; evaluation based on a fair system of performance standards improves librarians' productivity; the knowledge competence of librarians can improve productivity; the provision of relevant training and career development to librarians brings about improved productivity; and the publication output of librarians, if positive, can improve productivity. Indeed, problem-solving activities help librarians stay committed to their assigned responsibilities; results-based appraisals encourage librarians to work hard; a supportive role from the management aids librarians' productivity; articulating the performance standards to be evaluated aids in productivity; a mutual goal-setting process promotes optimal improvement; and a counselor role from superiors assures commitment to duties.

CONCLUSION AND RECOMMENDATIONS

Based on these observations, the research investigated IPAJP among librarians working in Delta State's publicly funded institutions of higher education for teachers. Overall,

this study concludes that, when implemented properly, performance evaluation has the potential to increase productivity on the job. However, if implemented carelessly, it has the potential to foster a pessimistic outlook. This means that everyone in the organisation must work together and adhere to the rules and regulations set forth to keep the peace.

The authorities in charge of establishing the appraisal format should make sure that the primary goal of these libraries and that of the librarians is addressed, as the performance appraisal has a way of influencing the performance of librarians. Despite the fact that librarians' actual performance is unaffected by performance reviews, the management and administrative body responsible for the process should take care to ensure that it is carried out in an "atmosphere" of fairness, equity and justice so as to prevent resentment among the staff, which could have a chilling effect on the library's output as a whole.

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