

PERFORMANCE APPRAISAL METHODS AND LIBRARIANS' PRODUCTIVITY IN STATE-OWNED COLLEGES OF EDUCATION LIBRARIES IN DELTA STATE

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Abstract *The study's objective is to investigate performance appraisal methods and librarians' productivity in state-owned colleges of education (Warri and Mosogar) in Delta State. Four (4) objectives, four (4) research questions, and three (3) hypotheses guided the study. The hypotheses were tested at the 0.05 level of significance. The study adopted a correlational survey research design, and the population consisted of 24 librarians comprising librarians in two state-owned colleges of Education in Delta State. The census sampling technique was used to select the entire population of 24 librarians, which represents the sample size. The instrument titled: 'Performance Appraisal Methods and Librarians' Productivity in State-Owned Colleges of Education in Delta State Questionnaire (PAMLPSOCEDS) was used for data collection. The instrument was validated through face and content validity by two experts in Delta State of Education, Warri. Cronbach's Alpha was used for testing reliability, yielding a correlation coefficient of 0.75. The study revealed that there is a strong positive correlation between performance appraisal and librarians' productivity in state-owned colleges of education libraries in Delta State. The study recommends that the management of college libraries should maintain the management by objectives performance method, incident method, and graphic rating scale through a mutual goal-setting process to assist librarians in improving optimally through a supportive role by superiors in ensuring commitment and productivity.*

Keywords: *Performance, Performance Appraisal, Productivity, Library, Librarians*

INTRODUCTION

Colleges of Education are one of the peaks of institutions of higher learning that train teachers, and they have a major role to play in education. Libraries in Nigeria and Delta State are the storerooms of knowledge in schools, and libraries are the custodians of this knowledge. The performance of librarians in one way or another affects learners. The College of Education is one of the tertiary institutions in Nigeria. Colleges of Education, one of the peak institutions of higher learning that trained teachers, have a major role to play in the attainment of knowledge that encompasses an appropriate economic and institutional regime, a strong human capital base, a dynamic information infrastructure, and an efficient national innovative system. Besides, national governments are looking up to teachers to provide the highly skilled human resources needed to meet national needs and contribute to an efficient, innovative system. Moreover, for Nigeria and Nigerians, according to Jimol (2013), to be able to function in the 21st century world of global knowledge and economy,

her schools must be responsive to change and innovations going on in the approaches to the provision and delivery of higher education. The library is the "engine house" for academic research activities and development in schools.

The effectiveness of a college is greatly influenced by the caliber of its library. According to Agada and Tofi (2020), College libraries should serve reading and instruction, research, meeting the demands of all researchers, students, lecturers, and other uses, as well as the economic and political development. Consequently, the purpose of college libraries is to assist the educational programs offered by the institution while also offering services and information resources that will improve the academic achievement of the students. Education libraries are established to support local communities' needs for research, instruction, and leisure. They serve as archives for data and expertise from all academic disciplines that are pertinent to the academic community. As the citadels of research and education, they are in a unique position to generate and handle massive

volumes of information every day (Ugwuanyi in Nwabueze & Anike, 2016). In addition to serving the local community, the library is an expanding institution that needs resources to maintain its expansion. It is the librarians' responsibility to see to it that the library grows in this way. Thus, without those human resources in the library—especially the librarians—the mandates and goals of institution libraries cannot be met. According to Echedum and Ezeogu (2020), librarians are the ones who bring life to the functions and services found within because they are skilled in developing collections, processing information sources technically, educating users, providing information services, offering readers' services, delivering reference services, and facilitating easy access to the library's collection.

A performance appraisal, as defined by Dessler (2011), is an assessment of an employee's previous and/or present work in relation to his performance standards. It includes establishing rules, practices, and procedures, analysing and reviewing reports, and assessing the success of various initiatives. 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 serves as a tool for both attaining and evaluating employee performance within an organisation.

Performance appraisal has been conceptualized in various ways by different writers. According to Rao (2014), performance appraisal is the methodical assessment of people based on their effectiveness at work and their room for growth. Obisi (2011) describes performance assessment as a technique that gives businesses a way to pinpoint not just the performance levels of their personnel but also the areas in which those levels require improvement in order to get the most out of them. A performance appraisal, according to Dessler (2011), is an assessment of a worker's previous and/or present work in relation to his performance standards. It includes creating rules, practices, and procedures, analysing and reviewing reports, and assessing the success of various initiatives. It comprises an explanation of how well an individual is performing, or has performed, their work. Armstrong (2009), as cited in Mati (2020), views performance appraisal as 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).

Osabiya (2014) notes that many organisations have transitioned from employee's performance appraisal

system to employee's performance management systems. It furnishes the employee with feedback regarding on their performance and, as such, is widely acknowledged as a rational approach to assess, scrutinize, 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 company's goals.

Management by objectives (MBO) is a management strategy developed by Peter Drucker (1984), where managers and employees collaboratively identify, plan, organise, and communicate objectives to focus on during clear goals, managers and subordinates periodically discuss the progress made to control and debate on the feasibility of achieving those set objectives. MBO is used to match the overarching organisational goals validating objectives, using the SMART method to see if the set of objectives is specific, measurable, achievable, realistic and time-sensitive. At the end of the review period (quarterly, bi-annual, or annual), employees are evaluated based on their performance Drucker (1964). Success is rewarded with promotion and a salary hike/increase, whereas failure is dealt with transfer or further training.

Hollmann (2013) describes MBO as a process where each manager creates and works towards accomplishing particular targets in key areas of his job responsibility over a set period of time. Similarly, Fulk et al. (2011) considered MBO as a tool that complements the stages of team development, providing new insights into managing and enhancing teams' performance. additionally, Sah Sadiya, (2017) regards MBO as an appraisal technique to value employee performance, employee engagement, objective specificity, performance, feedback, performance-based incentives, job descriptions, and participative decision-making.

CONCEPT OF COLLEGE LIBRARY

The Library serves as an information agency saddle with the responsibility of creating access to existing information resources and services for the user community. The vision of the parent institution that own the library is a major determinant of the range of resources and services provided. In higher institution libraries, emphasis is on teaching, learning, research, and community development which formed a major part of the responsibility of the parent institution. The various categories of students and their areas of specialization are considered in addition to making provisions for all the academic programmes and courses offered in the institution, which should be in the collection development programme of the library (Alawiye & Aramide, 2020). Awana (2019) further stressed that:

The library is the nerve centre of all academic pursuit.
The library is the powerhouse of the school; it provides

services and activities for teaching and learning. It also supports and enriches the educational programme of the school. The library is indispensable in every institution for teachers and students as they carry out their legitimate academic work p. 300

Therefore, the function of the library is to bring together information or knowledge on the one hand and human beings on the other (Line, 2008). Additionally, libraries are involved in some technical services such as:

- Acquisition of materials
- Classification
- Cataloguing
- Binding
- Weeding out obsolete or worn-out materials
- Consequently, Landua (2016) opined that:

The need for a school library arises from the nature of education itself with its concern for development of the school personality. The school library serves various needs, enrichment of teaching by provision of illustrative background materials, instruction in the use of books and of a library development interest and re-creative reading. It also gives opportunity for the excise of various administration responsibilities (p. 302).

Thus, libraries are established to fulfill roles among students, academic staff, and school administrators. Abdulahi (2017) maintained that the library represents a unified programme involving the use of audiovisual, printed resources and tools necessary to satisfy the educational needs and recreational needs to students and academic staff. These include a variety of information resources such as textbooks, journals, reference books, multimedia, among others selected systematically, organised and disseminated to students, readers, academic staff with the sole aim of supporting and enriching the school curriculum (Umar, 2014).

PERFORMANCE APPRAISAL

Performance appraisal was defined as the discipline of management science concerned with the evaluation process of identifying strengths among employees, their developmental needs and weaknesses within organisations and improving their performance through giving rewards and improving their competencies (Amrstrong, 2009 as cited in Mati, 2020). Performance appraisal is a term related to a basic process involving a line manager completing an annual report on a subordinate's performance and (usually, but not always) discussing it with him or her in an appraisal interview (Maimunah, 2020). According to Osabiya, (2014) Performance appraisal serves as a management information system for organisations; it provides feedback to the employee about his/her performance and therefore can be

said to have been generally accepted as a logical means to evaluate, analyse and effectively utilize the abilities and knowledge of employees at all organisational levels. By this, there is a responsibility on management to provide systematic procedures for reviewing and appraising the contributions of personnel to the organisation's objectives.

Performance appraisal is the systematic evaluation of individuals with respect to their performance on the job and their potential for development (Rao, 2014). It involves a systematic, periodic, and an impartial rating of an employee's excellence in matters pertaining to his present job and his potential for a better job (Flippo, 1986 as cited in Mukoro & Osiobe, 2021). Atiomo (2000) agrees with Fajana (1997) that performance appraisal is a system which provides organisations with a means of identifying not only what people's performance levels are but which areas those levels need to be improved if maximum use is to be made of human resource. In this regard, performance appraisal can be viewed as an evaluation of an employee's current and/or past performance relative to his performance standards (Dessler, 2011, as cited in Onyekwelu, 2017). This process involves the development policies, procedures, and techniques, reviewing of reports and consolidation of reports, an evaluating the effectiveness of various programmes. It includes describing employee's performance as to how well they are doing or have done their duties.

OBJECTIVES OF PERFORMANCE APPRAISAL

The underlying objective of performance appraisal in any organisation is to enhance the productivity of workers. Thus, performance appraisal provides adequate feedback on how staff are performing, by exposing them to knowledge and the result of their work; clear and attainable goals of the organisation; avenues for involvement in the setting of tasks and goals (Mullins, 1999). Through these activities, it will lead to the improvement of employee's performance and thus higher productivity in the organisation. Objective of Performance Appraisal Cumming (1972) writes that the overall objective of performance appraisal is to improve the efficiency of an enterprise by attempting to mobilize the best possible efforts from individuals employed in it. Traditionally, it was used to determine whether an employee's salary or wage was justified, with performance closely tied to tangible outcomes. The process was firmly linked to material outcomes. If an employee's performance was found to be less than ideal, a cut in pay would follow:

Evans (2004) and Luecke (2006) observed that performance appraisal is expected to achieve eight objectives. These eight objectives are:

- Performance appraisal provides feedback to employees.
- Performance appraisal serves as a basis for salary decisions

- Performance appraisal identifies opportunities for promotion.
- Performance appraisal provides direction to employee's work.
- Performance appraisal provides opportunities for recognition for special projects.
- Performance appraisal identifies employee training and educational needs.
- Performance appraisal is necessary to meet legal requirements.
- Performance appraisal serves as channels for communication.

The objectives of performance appraisal systems are to furnish employees with clear feedback on their overall performance in the duties they are employed to which may be linked to the overall business objectives. Performance appraisal helps employees to set plan work and identify skills in order to achieve them.

CONCEPT OF PRODUCTIVITY

Productivity is commonly defined as the ratio of output value to input value. While some enterprises productivity can be measured with high precision. A factory can easily measure how many widgets are produced per man-hour of labour. Evaluating scientific productivity, however, is not that straight forward. The input value for scientific productivity is tractable: it might be measured in terms of years of effort by a scientist, research team, department or program, or perhaps in terms of research grants (Onyegeme-Okerenta, 2016). It is the output value for scientific productivity that is problematic. Productivity is efficiency in production: how much output is obtained from a given set of inputs. As such, it is typically expressed as an output – input ratio. In his view, a single-factor productivity measures reflects units of output produced per unit of a particular input. Labour productivity is the most common measure of this type, though occasionally capital or even materials productivity measures are used (Ossai, 2016).

Nakpodia, as cited in Ossai (2016), simplifies productivity is a measure of job performance. He suggest that an employees' productivity is a measure of how much the goals of the organisation is being achieved through his commitment and performance on the job. Productivity may vary based on an employee's input. Productivity can be determined through job evaluation and appraised the extent to which the objectives of education have been attained. In the school system, this can be done or determined through classroom climate and management, evaluation of teachers' teaching techniques and methods, effective communication skills.

Applying these definitions to the library, the Librarians' Registration Council of Nigeria, as cited in Oludipe and

Otonekwu (2018), described productivity of library staff in terms of competencies and skills library personnel should possess and demonstrate, which include: cognitive ability, practical skills, general skills, and behavioural attributes. Under the cognitive ability, the library personnel should demonstrate competencies in their areas of specialization and should be able to: analyse diverse communities in order to identify members' needs that can be met through library/information services; and understand professional ethics and support the tenets of the profession. Library personnel should also possess practical skills in: collecting, assembling, analysing, and writing field reports; managing library and information services; and organising and managing learning and information resources. The general skills include: attending staff meetings and other official functions punctually; and communicating meaningfully with colleagues, library users and the library community at large. Under the behavioural attributes, library personnel should demonstrate interest/enthusiasm by participating in programmes that can promote growth and progress in the library and information sector.

PERFORMANCE APPRAISAL AND PRODUCTIVITY

Performance appraisal, as described by Cardy and Leonard (2011), is a formal and structured interaction between an individual and their supervisor, which comes in shape of interviews that are periodic (yearly or less), where output of that individual is assessed and appraised, with the intention of pinpointing strengths and weaknesses together with chances for likely improvement and subsequent skills development. Various organisations, use appraisal results, directly or indirectly, so as to determine reinforcements. This is to say that the results are used to get employees who seem good and who would be given higher merit remuneration increases, bonuses, or promotions. Performance review of workers is surely among the best practices to boost performance, morale, and increase productivity. Performance appraisal according to Manoharan et al. (2009) is a very significant management tool for measuring the efficiency of employees in a place of work. It is meant to boost the efforts of a worker and his team to gradually see to the success of the overall organisational mission accomplishment (Cardy & Leonard, 2011). It is used in some companies to interpret resultant rewards in the company, that is, people that may be given merit allowance increases, bonuses, or cadre movement. Also, it can be employed to get the low performers who may be advised, demoted, dismissed, or suffer remuneration decrease. Armstrong (2012) highlights that it often includes performance management system. This is a management system used to manage and direct the resources of an organisation so as to get the optimum likely performance.

According to Dessler (2008), it involves ensuring the main objective, establishing goals of a team, developing performance plans, conducting performance analysis through appraisal system, identifying developmental needs, and assigning rewards accordingly.

Similarly, Peleyeju and Ojebiyi (2013) studied the employee productivity of public universities in South-Western Nigeria related to lecturers' performance. They discovered a relationship quite significant and positive that exist between performance appraisal and employee productivity in the institutions. Similarly, Homayounizadpanah and Baqerkord (2012) examined the relationship between performance appraisal and employee productivity, they discovered that performance appraisal seems to be integral and an approach that is strategic in boosting employee and organisational productivity. Marsor (2011) investigated the performance appraisal and employee productivity, where he demonstrate that structures that are laid properly may be reappraised and assume to be good in other parts in boosting the output of an employee.

MANAGEMENT BY OBJECTIVES (MBO) METHOD AND LIBRARIANS' PRODUCTIVITY

Management by objectives (MBO), a technique introduced by management guru Peter Drucker, is a performance management method that is based on the setting of clear and measurable objectives, and the use of those objectives to evaluate and review performance. When implement effectively, MBO is probably the best and fairest way to plan for and create effectively performing employees (Drucker, 1954). The principle behind MBO is to make sure that everybody within the organisation participate in goals setting, has a clear understanding of the aims, or objectives of that organisation as well as awareness of their own roles and responsibilities in achieving those aims. The essence of the complete MBO system is to empower managers and employees acting to implement and achieve their plans, which automatically achieve those of the organisation.

MBO provides to be one of the most effective techniques of appraisal. Other advantages of MBO include:

- It emphasizes the establishment of priorities and measurement work achievements and results.
- It improves communication within the organisation.
- It helps to clarify the specific role, responsibilities, and authority of personnel objectives.
- It encourages the participation of individual employees and managers in establishing objectives.

- It improves opportunity for career development.
- It provides a tangible basis for performance appraisal and salary decisions.

Advantages

- Increased productivity and morals.
- Enhanced communication and transparency.
- Clearly assigned roles and responsibilities.
- Detailed planning.
- Regular feedback and career opportunities for development.

However, MBO is still not without disadvantages. Some of its disadvantages include:

- It is time consuming and costly.
- Emphasis is on short-term goals.
- Lack of support of top management.
- Difficulties in quantifying the goals and objects.
- Lack of adequate skills and training.

GRAPHIC RATING SCALE METHOD AND LIBRARIANS' PRODUCTIVITY

In this method, the rater assesses an individual on factors such as initiative, dependability, cooperativeness, attitude, and quantity of work. It requires the superior to rate the extent to which subordinate possesses or has demonstrated each of a variety of the traits or characteristics. The rater is provided with a form containing some job performance qualities and told to circle the points that best describe the qualities of the employee. The graphic rating scale has a number of flaws. For instance, some supervisors are more liberal than others and give liberal ratings while their conservative counterparts give conservative grading (Peretomode & Peretomode, 2011:130). Lunenburg and Ornstein (2012) described graphic rating scale as:

A popular, simple technique for evaluating employees is to use a graphic rating scale. The Table 1 provide a typical rating scale for a school administrator. Note that the scale lists a number of important work dimensions (such as leadership and management) and a performance range for each one. For each work dimension, the evaluator circles the numerical value that best describes the employee's performance. A typical rating scale consist of a five-point evaluation scheme: (1) unacceptable, (2) needs improvement, (3) acceptable, (4) commendable, and (5) outstanding. The assigned values for each dimension are then added up and totaled.

Table 1: Abbreviated Graphic Rating Scale

Work Dimension	Rating				
	Unacceptable	Needs Improvement	Acceptable	Commendable	Outstanding
Leadership	1	2	(3)	4	5
Management	1	2	3	4	(5)
Personnel administration	1	2	(3)	4	5
Administrative teaming	1	(2)	3	4	5
Budgeting	1	2	(3)	4	5
Total:		16			

Source: Lunenburg and Ornstein (2012).

CRITICAL INCIDENTS AND LIBRARIANS' PRODUCTIVITY

This is the method in which the rater is asked to keep a written record on incidents that illustrate both positive and negative behaviour of the individual being rated. At intervals, as may be stipulated by the organisations policy, the supervisor and subordinate meet to discuss the latter's performance, using examples of these critical incidents. This method

focuses on the individual's actual behaviour rather than personality traits. The primary drawback to critical incidents according to Peretomode and Peretomode (2011) is that it can result in employees becoming concerned about what the supervisor writes about them. Employees may begin to fear the manager's black book. The critical incident involves the systematic recording by a manager as they occur, of actual instances of significantly good or significantly poor performance of an employee (Table 2).

Table 2: Critical Incident Model

Negative Incidence			Positive Incidence		
Date	Item	Incident	Date	Item	Incident
5/11	Public relations	Customer complaint on rudeness	23/11	C00-eration	Covering duties of ill-co-worker

Source: Obi (2016).

LEVEL OF LIBRARIANS PRODUCTIVITY

Inyokwe and Agwunobi (2017) conducted a study on motivation indices and staff productivity in the University of Calabar Library. The objective of the study was to examine the relationship between motivation indices and staff productivity in the University of Calabar Library. The study involves a target population of 190 non-teaching staff members, with a sample size of 100 staff selected through accident sampling. The study uses survey research design and the instrument for data collection was a researcher developed questionnaire. The instrument had a reliability coefficient of 0.72. The data collected were analysed using chi-square (χ^2) statistics. The result of the analysis indicated that when staff are highly motivated their service delivery is high when this is poor their delivery declines considerably. The study recommended that heads of library establishment should be conscious to identify motivational techniques that could propelled their staff to give in their best for improved library services to users.

Similarly, Echedom and Ezeogu (2020) conducted a study on work conditions, staff training, and development programmes as determinants of librarians' productivity in academic libraries in Imo State, Nigeria. The objective of the study was to examine working conditions and staff training and development programmes as determinants of librarians' productivity in academic libraries. The target population comprised 79 librarians. The entire population of 79 librarians was used as the sample size since the population was small. The study uses descriptive survey design and the instrument for data collection was a questionnaire. The questionnaire was validated and the reliability co-efficient for each of cluster's A and B were 0.77 and 0.73 respectively. The data collected were analysed using mean and standard deviation, while z-test was used to test the null hypotheses at 0.05 level of significance. The findings indicated that good working conditions increase librarians' productivity in academic libraries. It also found out that opportunities for staff training and development programmes enhance higher job performance among librarians in academic libraries.

PROBLEM STATEMENT/JUSTIFICATION

The effects of the performance of librarians on learners have prompted this research. This work will be used to determine the productivity level of librarians in state-owned colleges of education in Delta State. The different appraisal methods will be used to stimulate the librarians' productivity level. Performance appraisal plays a crucial role in colleges as it helps establish clear goals and expectations and also creates an environment for open communication. It brings about positive feedback and advice for improving librarians' productivity. However, it appears that many college libraries may not have adopted different methods of performance appraisal while measuring their librarians' productivity. The researchers' preliminary observation indicate that the performance appraisal used in Nigeria College libraries seems to be mostly based on the Annual Performance Appraisal (APA) form. The APA appears subjective and based only on individuals' behaviours and traits. This situation may not stimulate librarians' productivity as several core areas of measurement, such as socialization, self-actualization, physiological aspects of the work, job design, status, sense of purpose, accomplishment, identification, and general management skills would not be evaluated. The consequences of poor performance appraisals for library services may manifest in job dissatisfaction and in setting organisational goals.

AIM AND OBJECTIVES OF THE STUDY

The aim of the study is to investigate the influence of performance appraisal methods on librarians' productivity in State own Colleges of Education in Delta State. Specifically, the study intends to:

- Establish the level of librarians' productivity in State-owned Colleges of Education in Delta State.
- Find out the relationship between the MBO method of performance appraisal and librarians' productivity in State-owned Colleges of Education in Delta State.
- Ascertain the relationship between Critical Incidents method of performance appraisal and librarians' productivity in State-owned Colleges of Education in Delta State.
- Ascertain the relationship between the Graphic Rating Scale method of performance appraisal and librarians' productivity in State-owned Colleges of Education in Delta State.

RESEARCH QUESTIONS

The study aims to address the following research questions:

- What is the current level of librarians' productivity in State-owned Colleges of Education in Delta State?
- What is the relationship between MBO method of performance appraisal and librarians' productivity in State-owned Colleges of Education in Delta State?
- What is the relationship between Critical Incidents method of performance appraisal and librarians' productivity in State-owned Colleges of Education in Delta State?
- What is the relationship between Graphic Rating scale 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 MBO method of performance appraisal and librarians' productivity in State-owned Colleges of Education in Delta State.
- There is no significant relationship between Critical Incidents method of performance appraisal and librarians' productivity in State-owned Colleges of Education libraries in Delta State.
- There is no significant relationship between Graphic Rating Scale method of performance appraisal and librarians' productivity in State-owned Colleges of Education in Delta State.

SIGNIFICANCE OF THE STUDY

This significance of this study enhance to college of education including libraries management, academic librarians, library staff, academic staff, students, and researchers. This is because the findings of the study will act as a breakthrough for determining the performance appraisal methods for enhancement of libraries productivity in colleges education libraries. It is hoped that this study will be of great benefits to libraries management since it will help them to know the various performance appraisal methods available for them to ensure productivity of their librarians.

The study will be benefit to library staff and policy makers because it will provide data such as quantitative and qualitative analysis that can inform them of the performance appraisal methods that should be adopted to ensure the proper evaluation of skills abilities, knowledge and experiences of library staff and most especially efforts in carrying out the performance appraisal are backup with policies.

The study would be of immense benefit to students. This is because it will enable them to know the areas of performance appraisal methods available for the evaluation and review of librarians' strength and weakness in college libraries.

Finally, this study will stimulate further research into other areas of performance appraisal methods and librarians' productivity in institution libraries. This is because this study will serve as guide, as well as, provide the much-needed empirical findings to other researchers.

METHODOLOGY

This study utilised a correlational approach based on survey. Twenty-four librarians from Delta State's state-owned institutions of education (Warri and 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 Cronbach's alpha 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 as follows.

RESULT AND DISCUSSION

Answering the Research Questions

This segment of the research study focused on answering of the research questions that were raised in chapter one of the study and are presented in Tables 4.

Table 3: Summary of Mean Rating on Librarians' Level of Productivity

Statement	VHL	HL	LL	VLL	\bar{x}	Decision
Publication output of librarians if positive can improve productivity.	7	6	5	6	2.56	Agree
Knowledge competence of librarians in collection development, categorizing, classification and information search skills can improve productivity.	7	5	8	4	2.55	Agree
Provision of relevant training and career development to librarians brings about productivity.	7	6	5	6	2.63	Agree
Evaluation based on a fair system of performance standard improve librarians' productivity.	8	7	4	5	2.97	Agree
Conducive university library environment improves librarians' productivity.	8	4	7	5	3.16	Agree
Effective management strategies for provision of adequate reward incentive result improves productivity.	8	7	5	4	3.09	Agree
Criterion Mean = 2.50 Aggregate Mean = 2.83						

Data in Table 3 indicate that the aggregate mean of 2.83 is higher than the criterion mean of 2.50, which implies that the majority of the respondents agreed that the level of librarians' productivity is high. Specifically, item 5 has a mean value of 3.16, which implies that conducive university library environment improves librarians' productivity. Item 6 has a mean value of 3.09, which implies that the provision of adequate reward incentive result improves productivity. Item 4 has a mean value of 2.97, which implies that

evaluation based on a fair system of performance standard improve librarians' productivity. Item 3 has mean value of 2.63, which implies that the provision of relevant training and career development to librarians brings about improved productivity. Item 1 has mean value of 2.56, which implies that Publication output of librarians if positive can improve productivity. Item 2 yielded a mean value of 2.55, suggesting that knowledge competence of librarians can enhance productivity.

Table 4: Relationship between Management by Objectives Method of Performance Appraisal and Librarians' Productivity

		Management by Objectives	Librarians' Productivity
Management by Objectives	Pearson Correlation	1	.317**
	Sig. (2-tailed)		.000
	N	24	24
Librarians' Productivity	Pearson Correlation	.317**	1
	Sig. (2-tailed)	.000	
	N	24	24

$\alpha = 0.05$

Source: Researchers' Field Work, 2023.

Table 4 reveals the relationship between management's objectives-based method of performance appraisal and librarians' productivity in federal college libraries in state-owned colleges in Delta State. The result show that the correlation coefficient, r , is .317, indicating a positive relationship between management by objective method of

performance appraisal and librarians' productivity. The p -value is .000, which is less than the alpha level of 0.05. This implies that the majority of the respondents agreed that the MBO method of performance appraisal boosts librarians' productivity.

Table 5: 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 5 reveals the correlation between the critical incidents method of performance appraisal and librarians' productivity in state-owned colleges in Delta State. The results show that the correlation coefficient, r , is .337, indicating a positive correlation between critical

incidents method of performance appraisal and librarians' productivity. While the P -value is .000, which is lower than the alpha level of 0.05. This suggests that the majority of the respondents agreed that the critical incidents method of performance appraisal enhance librarians' productivity.

Table 6: 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 6 shows the correlation between graphic rating scale method of performance appraisal and librarians' productivity in state-owned colleges of education in Delta State, Nigeria. The correlation coefficient, r , is .309, indicating a positive correlation between graphic rating scale 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 graphic rating scale method of performance appraisal enhance librarians' productivity in 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. The results of this study are consistent with a 2017 study by Aule and Hangeior on employee productivity and performance reviews at the Plateau State Internal Revenue Service in Nigeria, which discovered that MBO increased employee productivity. The results are consistent with Daniel and Ibrahim's (2019) investigation into how performance appraisal management affects

workers' productivity at North South Power Company in Nigeria, which discovered a strong correlation between management objectives and worker productivity.

CONCLUSION

Based on the findings of the study, one may conclude that the significant relationship that exists between management by objective, critical incidents, graphic rating scale, methods of performance appraisal, and librarians' productivity would assure the smooth running of the State-owned Colleges of Education Libraries. Of the methods of performance appraisal investigated in this study, all of them emerged as the methods that should be used to evaluate and assess the activities and services rendered by librarian, as well as to select those for training should training and development intervention be contemplated. It may also be concluded that the level of librarians' productivity was high, attesting to the fact that the provision of adequate reward incentives and evaluation based on a fair system of performance standard improve librarians' productivity.

RECOMMENDATIONS

The following recommendations were made in view of the foregoing findings and conclusions:

- The management of libraries should provide a conducive work environment and good working conditions that will motivate the librarians to perform better, thereby enhancing a high level of productivity.
- The management of university libraries should sustain MBO method of performance appraisal for enhanced job productivity.
- Critical incidents method of performance appraisal should continue to be adopted by college libraries in Delta State, Nigeria, for sustainable and improved productivity.
- Librarians should always be assessed based on graphic rating scale method of performance appraisal, as it would enhance librarians' productivity.

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