

PERFORMANCE APPRAISAL OF LIBRARY STAFF IN NIGERIAN UNIVERSITY LIBRARIES

By

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Abstract

The study investigated the purposes for staff performance appraisal in Nigerian university libraries. The study adopted a survey method. The population of the study consisted of forty-two (42) heads of division of libraries. The instrument used for data collection was questionnaire. A total of 42 copies of questionnaire were distributed to the 42 heads of libraries, and all were duly completed and returned. The data generated for the study was analyzed using frequency table and percentage. The findings show that the main purposes for staff performance appraisal in Nigerian university libraries include among others: to identify the strength and weakness of staff, provide feedback on staff performance, to assess potentials for growth, and training and development for staff. Based on the findings, it is recommended that Nigerian university libraries should develop a unique appraisal criteria or guidelines due to the peculiar working conditions and tasks performed by library staff, which differ from other staff in the universities.

Introduction

Performance appraisal is one of the most important practices in human resource management, which is usually carried out by Human Resource (HR) departments in organizations. According to Murphy & Cleveland (2010), Moraa and Datche (2019), appraisal has been widely adopted in organizations to measure and evaluate performance of employees across all levels. Both public and private sectors have been known to employ formal employee appraisal systems increasingly. In practice, performance appraisal is called differently in different establishments to suit their own unique purposes. The public sector in Nigeria calls it APER -Annual Performance Review. Other organizations use such names as employee rating, employee evaluation, performance review, performance evaluation, among others. According to Dessler (2017), performance appraisal means evaluating an employee's current and/or past performance relative to his or her performance standards. Appraisal requires setting performance standards and assumes that the employee receives the training, feedback, and incentives required to eliminate performance deficiencies. Performance appraisal process aims at setting work standards; assessing the employee's actual performance relative to those standards, which involves a rating form; and providing feedback to the employee with a view to helping him or her to eliminate performance deficiencies or to continue to perform satisfactorily. Effective appraisals actually begins before the actual appraisal, with the manager defining the employee's job and performance criteria. Defining the job means making sure that the head and his or her subordinate agree on his or her duties and job standards and on the appraisal method to be used.

Dessler (2017) listed five reasons to appraise subordinates' performance as follows:

- Most employers base pay, promotion and retention decisions in large part on the employee's appraisal.
 - Continuously ensuring that each employee's performance makes sense in terms of the company's overall goals.
 - The appraisal lets the manager and subordinate develop plans for correcting deficiencies and to reinforce strengths.
1. Appraisals provide an opportunity to review the employee's career plans in the light of his or her strengths and weaknesses.
 - i. Appraisals enable the supervisor to identify if there is a training need and the training required.

Performance appraisal system helps to improve employee job performance and motivation at work. One of the purposes of performance appraisal by the management of organizations is to ascertain whether it's organizations is improving, deteriorating or stagnant (Boyne et al, 2003 cited by Gberevbie, 2010). Performance appraisal is considered as a tool for communication that ensures the supervisor and subordinate are clear about the expectations of each employee (Tiwari, 2018). Performance appraisal is further defined as the process of evaluating the performance and assessing the development/training needs of an employee (Quality Performance Appraisal for Library Staff) cited by Dictionary of HRM, 2001).

Performance appraisal is a means by which the performance of an individual or group is measured to enable remedial action to be taken where necessary, to enable appropriate rewards to be given and to identify areas where training and development are needed to ensure the skills needed for the future (Beardwell and Thompson, 2017). Furthermore, they stated that performance appraisal serves two purposes in that it is both evaluative and developmental. The range of other reasons for undertaking performance appraisal are: for promotion; giving feedback to employees regarding how the organization views the employee's performance; informing reward decisions such as merit increases, promotion and other rewards, ascertaining and diagnosing training and developing decisions, etc.

There are two main goals that can be achieved through performance appraisal: they are administrative and behavioural. Administratively, the process can supply the documentation on which to base decisions regarding individual employees (promotions, salary increase, transfer, demotions, and dismissals). On behavioural aspect, goals relate to the question of how well the individual performs assigned tasks and what can be done to improve performance. I

In academic libraries, performance appraisal is a means of control through which library administrators monitor job performance of subordinates by observing variances between set goals and actual performance and taking corrective actions (Onuoha, 2013). According to Okoye, et al (2019), preliminary investigation shows that performance appraisal centers on job performance and if an employee anticipates evaluation, he or she would be forced to put his best in his job in order to be rewarded accordingly. Arnold (2005) opined that university libraries perform staff evaluation in line with the rules and procedures mapped out by their parent institutions. He also observed that in most cases performance appraisals in libraries are conducted according to the guidelines set forth by the human resource department of the institution. It was further argued that, centrally devised appraisal instruments designed by human resource departments fail to address differences in activities from one department to the other. For example, the work performed in the Bursary Department certainly varies from the work performed in the library. Even within the Library, the work performed in Technical Services is different from that of Readers Services.

While the latter unit is a service oriented and difficult to measure, the former unit has more quantifiable measures as the number of books catalogued in a day can be easily ascertained.

Statement of the Problem

Performance appraisal is a process involving deliberate stock taking of the success which an individual or organization has achieved in performing assigned tasks or meeting set goals over a period of time (Alo, 1999 cited by Obisi, 2011). It therefore means that performance appraisal practice should be deliberate and not by accident. It calls for serious approach to knowing how a staff is performing his or her tasks.

It is observed that in most cases performance appraisals in libraries are conducted according to the guidelines set forth by the human resource department for the institution. Despite the importance of performance appraisal, the way it is designed and implemented in Nigerian university libraries reduces its effectiveness as an evaluative tool. It is further argued that, appraisal instruments centrally designed by human resource department fail to address differences in activities from one department to the other. Based on the problems that commonly exist in Nigerian academic libraries, it is necessary to find the rationale for staff performance appraisals and its influence on job performance. It is also important to determine the need to have a separate appraisal instruments specifically suitable for staff in Nigerian university libraries.

Objectives of the Study

The objectives of the study are to:

1. determine the reasons for the conduct of performance appraisal in Nigerian University libraries.
2. find out if performance appraisal influences job performance.

Hypothesis

Ho: There is no significant difference among Nigerian federal university libraries for reasons for staff performance appraisal strategies.

Review of Literature

Like in any organization, performance appraisals are conducted in libraries, regardless of size and type. Evans, et al (2000) remarked that conventional management theory, at least in the United States, holds that performance appraisals are essential to the successful operation of any organization, including libraries. In theory, it should help the worker to improve performance and identify areas where personnel development might be desirable. He further observed that, performance appraisal is not a universally accepted practice because in many countries the practice does not exist, even though in the United States of America there is heavy emphasis on the performance of the this exercise. In the case of the United Kingdom, a moderate emphasis is placed on such appraisals. Evans, et al (2000) further explained that, concerning library performance in both the countries, it was difficult to determine how the presence or absence of the practice influences service.

The survey conducted by Agyen-Gyasi, K. and Boateng, M.S. (2015) revealed that the institutions he studied practice performance appraisal on an annual basis as a way of promoting team work, reducing grievances, identifying employees' strengths and weaknesses and their training needs

On the contrary, Owusu-Ansah's (2014), in his study posited that majority of the library staff did not agree that the appraisal systems practiced in their libraries actually assess their

performance; and that for some reasons they believed that the appraisal system operating at the University of Cape Coast Library is just a tool for promotional salary increment

According to Sulkowski, et al (2020), performance systems are largely implemented across higher education institutions but it is still seen as a controversial topic. As such, most public higher institutions are blended with the overwhelming need to follow and implement business solutions with public services. Sulkowski, et al (2020) further stated that the existing forms of performance appraisals are usually introduced in universities for administrative purposes forced by external authorities such as government, agencies that expect statistics, numbers and rankings

In a study conducted by Onuoha (2013), on the influence of performance appraisal, majority of the respondents felt that it has positive influence on job performance and enhances career growth. Similarly, Ugoani (2020) result of his study indicates that there is a strong positive correlation between performance appraisal and employee productivity.

The study conducted by Idowu(2017) found out that the use of specific aspects of performance appraisal systems (PAS) that help improve motivation include the linking of performance to rewards; using the PAS to help set objectives and benchmarks; as well as the use of performance appraisal to help identify employee's strength and weaknesses. Furthermore, the statistical analysis of his study shows that use of performance appraisal for identifying employee strengths and weaknesses as well as a basis for employee promotion are the most statistically significant factors that influence employee motivation.

Cole (2002) viewed performance appraisal as the assessment of employee's performance in carrying out the general duties of his or her role together with any specific targets that have been set; adding that it is also used to assess a person's suitability for promotion, either generally or with a specific job in mind. It is an assessment of employee performance in some systematic ways. He listed numerous reasons why appraisals are carried out in organizations. These are: to identify an individual's current level of performance; to identify employee's strength and weaknesses; to enable employees to improve their performance; to provide a basis for rewarding employees in relation to their contribution to organization goals; to motivate individuals; to identify training and development needs; to identify potential performance; and to provide information for succession planning.

In his opinion, McGregor (1960) cited by Cole (2002) pointed out that "appraisal programmes are designed not only to provide more systematic control of the behaviors of subordinates but also to control the behaviour of superiors". They are seen as promoting the cause of theory X, that is, a management style that assumes that people are unreliable, unable to take responsibility and therefore require close supervision and control. Cole (2002) concluded that the way forward to reality for many organizations is to take the job duties and responsibilities as the focal point of appraisal. In this approach, the emphasis is placed on results achieved against standards set, after taking the surrounding circumstances such as physical facilities, strong collections, excellent management, and adequate funding into account as they are all important to the successful operation of an information or library service and the real key to success is the staff. Through planning staffing needs and the careful selection and training of personnel, a manager can help to assure that the service programme will be as effective as possible given the available resources.

Despite the disparity in the various departments within the library, Balcastro (1998) cited by Onuoha (2013), argues that evaluation of performance, whether for customer service or any other unit, must be based on behaviours that are measurable. Kleiner (2005), Slough (2003) cited by Onuoha (2013) addressed seven categories to be considered in order to make the readers services measurable. These are approachability, patron interaction, staff interaction and individual

attitudes. Irrespective of what is being measured, evaluation can only be valid if it measures performance related behaviours and productivity and it is reliable if it provides a consistent view of work performance.

Quality Performance Appraisal of Library Staff (2013) is of the view that libraries would benefit more if the tools for the appraisal were tailor-made to suit its own situation and specific needs. In view of the specific job nature of library staff, libraries should design their own appraisal form or modify the central form tailored for each group of staff to accurately and effectively reflect the important aspects of the performance evaluation. Most academic libraries adopt the centralized appraisal form issued by their universities. The job nature of library members is, in fact, different from other academic and administrative units of the university. Partington and Stainton (2003) cited by Quality Appraisal for Library Staff (2013) highlighted the purposes of performance appraisal as follows:

1. It furnishes recognition for the meritorious aspects of the staff member's performance.
2. It alerts the staff member to the degree of improvement needed in any weaker aspect of his/her performance.
3. It prioritizes the aspect of performance in which improvement is needed.

Tam (2013) argued that performance appraisals help management make appropriate decisions regarding adjustment in pay for recognition of excellent performance. They can also reveal the training needs individuals. Understanding the training needs of these individuals helps the management to make the required planning. Thus, the need for regular performance evaluation as it assists the management when preparing budget planning. Furthermore, personnel related decisions, such as hiring new employees, relocating employees, adjustment in pay, and arranging training workshops, require the management to allocate its money differently.

From the foregoing, it is obvious that the main reason for conducting performance appraisal is to prioritize aspects of performance in which improvement may be needed. Being service oriented with peculiar working situation, university libraries require a separate appraisal criteria and instruments to evaluate librarians whose nature of work differ from other units of the parent institution.

Methodology

The study adopted a survey research design and used questionnaire for the data collection. The population of the study comprised all the 42 Federal university libraries in Nigeria (NUC, 2021). Random sampling technique was adopted for the selection of six federal university libraries drawn from each of the geo-political zones in Nigeria. The sampling technique gave each member of the population an equal chance of being selected (Denga & Ali cited in NUC, 2015). Forty-two heads of division in the six federal university libraries were purposely selected as respondents and administered the research instrument because of their experience and capability to respond to the questions. The selected university libraries included. University of Agriculture, Makurdi, Benue State; Usmanu Danfodiyo University, Sokoto, Sokoto State; University of Maiduguri, Maiduguri, Borno State; .University of Calabar, Calabar, Cross River State; Michael Okpara University of Agriculture, Umudike, Abia State and University of Ibadan, Ibadan, Oyo State.

Data Analysis

Respondents were provided with a list of reasons for staff performance appraisal to find out whether they know why staff are actually appraised. Table 1 presents the descriptive results while tables 2 and 3 provide the inferential results.

Response Rate

A total of forty-two (42) copies of questionnaire were distributed to seven heads of division in each of the six Nigerian university libraries studied. All the copies were duly completed, returned, examined and found fit for analysis. This represents 100% response rate. Table 1 below provides the responses.

Table 1: Response Rate

S/N	University Libraries	Copies of Questionnaire Distributed	Copies of Questionnaire Returned	% of copies of Questionnaire Returned
1.	UAM	7	7	16.6
2.	UDUS	7	7	16.6
3.	MAID	7	7	16.6
4.	CAL	7	7	16.6
5.	MOUA	7	7	16.6
6.	UI	7	7	16.6
Total		42	42	100

KEY: UAM = University of Agriculture, Makurdi

UDUS = Usmanu Danfodiyo University, Sokoto

MAID = University of Maiduguri

CAL = University of Calabar

MOUA = Michael Okpara University of Agriculture

UI = University of Ibadan

Table 2: Why Staff Performance Appraisal is Employed in the Federal University Libraries

Performance Appraisal	University Libraries																	
	UAM			UDUS			MAID			CAL			MOUA			UI		
	A	D	U	A	D	U	A	D	U	A	D	U	A	D	U	A	D	U
Identify strength and weaknesses	7 (16.6)	0 (0.0)	0 (0.0)	6 (14.2)	1 (2.3)	0 (0.0)	7 (16.6)	0 (0.0)	0 (0.0)	6 (14.2)	1 (2.3)	0 (0.0)	7 (16.6)	0 (0.0)	0 (0.0)	7 (16.6)	0 (0.0)	0 (0.0)
Provide feedback regarding staff performance	7 (16.6)	0 (0.0)	0 (0.0)	7 (16.6)	0 (0.0)	0 (0.0)	7 (16.6)	0 (0.0)	0 (0.0)	7 (16.6)	0 (0.0)	0 (0.0)	7 (16.6)	0 (0.0)	0 (0.0)	7 (16.6)	0 (0.0)	0 (0.0)
Evaluate skills	6 (14.2)	1 (2.3)	0 (0.0)	2 (4.7)	5 (11.9)	0 (0.0)	5 (11.9)	2 (4.7)	0 (0.0)	6 (14.2)	1 (2.3)	0 (0.0)	6 (14.2)	1 (2.3)	0 (0.0)	7 (16.6)	0 (0.0)	0 (0.0)
What areas need focus	2 (4.7)	5 (11.9)	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	1 (2.3)	5 (11.9)	1 (2.3)	5 (11.9)	2 (4.7)	0 (0.0)	1 (2.3)	5 (11.9)	1 (2.3)	4 (9.5)	3 (7.1)	0 (0.0)
Guide employee for better focus	3 (7.1)	4 (9.5)	0 (0.0)	6 (14.2)	1 (2.3)	0 (0.0)	3 (7.1)	4 (9.5)	0 (0.0)	7 (16.6)	0 (0.0)	0 (0.0)	4 (9.5)	3 (7.1)	0 (0.0)	6 (14.2)	1 (2.3)	0 (0.0)
Assess potential for growth, training and development	7 (16.6)	0 (0.0)	0 (0.0)	7 (16.6)	0 (0.0)	0 (0.0)	7 (16.6)	0 (0.0)	0 (0.0)	7 (16.6)	0 (0.0)	0 (0.0)	7 (16.6)	0 (0.0)	0 (0.0)	7 (16.6)	0 (0.0)	0 (0.0)
Assess potential for growth, training and development	7 (16.6)	0 (0.0)	0 (0.0)	7 (16.6)	0 (0.0)	0 (0.0)	7 (16.6)	0 (0.0)	0 (0.0)	7 (16.6)	0 (0.0)	0 (0.0)	7 (16.6)	0 (0.0)	0 (0.0)	7 (16.6)	0 (0.0)	0 (0.0)
Guide employers to motivate staff	3 (7.1)	3 (7.1)	1 (2.3)	4 (9.5)	2 (4.7)	1 (2.3)	4 (9.5)	1 (2.3)	2 (4.7)	5 (11.9)	1 (2.3)	1 (2.3)	5 (11.9)	0 (0.0)	2 (4.7)	5 (11.9)	0 (0.0)	2 (4.7)
Take corrective actions	6 (14.2)	1 (2.3)	0 (0.0)	5 (11.9)	2 (4.7)	1 (2.3)	7 (16.6)	0 (0.0)	0 (0.0)	5 (11.9)	0 (0.0)	2 (4.7)	7 (16.6)	0 (0.0)	0 (0.0)	6 (14.2)	1 (2.3)	0 (0.0)
Justify pay increase	2 (4.7)	5 (11.9)	0 (0.0)	2 (4.7)	4 (9.5)	1 (2.3)	0 (0.0)	0 (0.0)	0 (0.0)	4 (9.5)	1 (2.3)	2 (4.7)	1 (2.3)	6 (14.2)	0 (0.0)	3 (7.1)	4 (9.5)	0 (0.0)
To justify promotion	5 (11.9)	2 (4.7)	0 (0.0)	3 (7.1)	4 (9.5)	0 (0.0)	1 (2.3)	4 (9.5)	2 (4.7)	6 (14.2)	1 (2.3)	0 (0.0)	3 (7.1)	3 (7.1)	1 (2.3)	7 (16.6)	0 (0.0)	0 (0.0)
Assures of minimum performance	7 (16.6)	0 (0.0)	0 (0.0)	7 (16.6)	0 (0.0)	0 (0.0)	7 (16.6)	0 (0.0)	0 (0.0)	7 (16.6)	0 (0.0)	0 (0.0)	6 (14.2)	1 (2.3)	0 (0.0)	7 (16.6)	0 (0.0)	0 (0.0)
For planning personnel needs	7 (16.6)	0 (0.0)	0 (0.0)	6 (14.2)	1 (2.3)	0 (0.0)	6 (14.2)	0 (0.0)	1 (2.3)	6 (14.2)	1 (2.3)	0 (0.0)	5 (11.9)	1 (2.3)	1 (2.3)	7 (16.6)	0 (0.0)	0 (0.0)

KEY: UAM=University of Agriculture, Makurdi, UDUS=Usmanu Danfodiyo University, Sokoto, MAID= University of Maiduguri, CAL=University of Calabar, MOUA =Michael Okpara University of Agriculture, Umudike, Abia State, UI =University of Ibadan.

A=Agreed and Strongly Agreed. D= Disagreed and Strongly Disagreed. U=Undecided
The responses are collapsed by combining two appropriate range of variations to get a better picture. In each of the column, the figure on top of the one in the bracket represents the frequency of the respondents while the one in the bracket represents the percentage.

Table 2 above shows the reasons for employing staff performance appraisal in the university libraries studied. The results shows that the reasons that are mostly provided are: 7 (16.6) of the respondents stated that their reasons as, to identify strength and weakness. 7 (16.6%) gave their reasons as, to provide feedback regarding staff performance. 7 (16.6) stated their as, to assess potential for growth, training and development. However, the least among the reasons for employing staff appraisal performance was to justify pay increase. This is in contrast with Owusu-Ansah's (2014), who posited that majority of the library staff in his study did not agree that the appraisal systems practiced in their libraries actually assess their performance; and that for some reasons they believed that the appraisal system operating at the University of Cape Coast Library is just a tool for promotional salary increment. Be as it may, university libraries in Nigeria should endeavour to implement performance appraisal fairly, to assess their staff job performance in relation to the standard set by university libraries to identify their strengths and weaknesses, provide feedback on their performance, and inform them on what to do in order to improve on their weak performances.

Inferential implications

The inferential statistics of the following hypothesis tested is given in tables 2 and 3
Ho: There is no significant difference among the federal university libraries' studied in their reasons for staff performance appraisal strategies

Table 3: Inferential Statistics of One-way Anova on Significant Difference among the Federal University Libraries

The Reasons for Performance Appraisal Employed in the University Libraries

Descriptive								
VAR00001								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
1.00	7	32.8571	4.22013	1.59506	28.9542	36.7601	27.00	40.00
2.00	7	29.4286	14.12866	5.34013	16.3617	42.4954	.00	45.00
3.00	7	42.4286	7.23089	2.73302	35.7411	49.1160	31.00	48.00
4.00	7	35.0000	3.87298	1.46385	31.4181	38.5819	31.00	41.00
5.00	7	43.7143	3.94606	1.49147	40.0648	47.3638	38.00	48.00
6.00	7	41.7143	3.98808	1.50735	38.0259	45.4026	37.00	48.00
Total	42	37.5238	8.71287	1.34442	34.8087	40.2389	.00	48.00

Table 3 showed the descriptive statistics of the hypothesis computed. The total number of respondents used represented by N is 42. The figures 1.00, 2.00, 3.00, 4.00, 5.00 and 6.00 represented the University libraries studied. While the various means and standard deviations on the reasons for performance appraisal employed were presented in the table. Table 3 presented the summary of the hypothesis computed.

Table 4(a): Analysis of Difference among the Federal Universities on the Reasons for Performance Appraisal Employed

Table 4 (a) Analysis of Difference among the Federal universities and their reasons for employing staff performance appraisal					
Responses	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	1215.333	5	243.067	4.612	.002
Within Groups	1897.143	36	52.698		
Total	3112.476	41			

Table 4(a) showed that the F – calculated value is 4.612 and the P value is 0.002 which is less than $\alpha = 0.05$. Hence, the null hypothesis is rejected. This shows that there is significant difference in the reasons for staff performance appraisal employed in the federal university libraries studied. In order to determine the extent of the difference among the federal university libraries in their staff performance appraisal they employed, the data was further subjected to Post-hoc Scheffe Test. The comparison is presented in Table 4(b) below.

Table 4(b): Post Hoc Scheffe Test of Multiple Comparison of the Federal Universities and their reasons for Employing Staff Performance Appraisal

Dependent Variables	Universities	Mean Difference (I-J)	Std. Error	Sig.
Performance	UDUS	3.42857	3.88030	.977
	MAID	-9.57143	3.88030	.321
	CAL	-2.14286	3.88030	.997
	MOUA	-10.85714	3.88030	.195
	UI	-8.85714	3.88030	.408
	UAM	-3.42857	3.88030	.977
	MAID	-13.00000	3.88030	.071
	UDUS CAL	-5.57143	3.88030	.837
	MOUA	-14.28571*	3.88030	.035
	UI	-12.28571	3.88030	.101
	UAM	9.57143	3.88030	.321
	UDUS	13.00000	3.88030	.071
	MAID CAL	7.42857	3.88030	.603
	MOUA	-1.28571	3.88030	1.000
	UI	.71429	3.88030	1.000

Appraisal		UAM	2.14286	3.88030	.997
		UDUS	5.57143	3.88030	.837
	CAL	MAID	-7.42857	3.88030	.603
		MOUA	-8.71429	3.88030	.427
		UI	-6.71429	3.88030	.701
		UAM	10.85714	3.88030	.195
		UDUS	14.28571*	3.88030	.035
	MOUA	MAID	1.28571	3.88030	1.000
		CAL	8.71429	3.88030	.427
		UI	2.00000	3.88030	.998
		UAM	8.85714	3.88030	.408
		UDUS	12.28571	3.88030	.101
	UI	MAID	-.71429	3.88030	1.000
		CAL	6.71429	3.88030	.701
		MOUA	-2.00000	3.88030	.998

Table 4(b) indicated that after comparison of all the six universities, there are similarities between the Michael Okpara University of Agriculture and Usmanu Danfodiyo University, Sokoto and University of Calabar in their reasons for performance appraisal employed. However, University of Agriculture Makurdi, University of Maiduguri and University of Ibadan have similarities, though different from the above three universities.

The responses to the question that seeks to find out whether performance appraisal has influence on job performance. are collapsed by combining two appropriate variations to get a better picture, as shown below:

Table 5: Influence of Performance Appraisal on Job Performance

S/N	University	IN		OIN		U	
		F	%	F	%	F	%
1.	University of Agriculture, Makurdi (UAM)	7	16.6	0		0	
2.	Usmanu Danfodiyo University (UDUS)	7		0		0	
3.	University of Maiduguri (MAID)	7		0		0	
4.	University of Calabar (CAL)	7		0		0	
5.	Michael Okpara University of Agriclture (MOUA)	7		0		0	
6.	University of Ibadan (UI)	7		0		0	
Total		42		0		0	

Key

IN = Influenced & Highly influenced

OIN = Occasionally influenced & Rarely influenced

U = Undecided

The findings on table 5 showed that all the respondents indicated that performance appraisal has influence on job performance

Conclusion

Performance appraisal is an annual exercise conducted by organizations in order to determine individual employee's overall contribution to the accomplishment of the goals of the organization. From the findings of the study, it is evident that the most common reasons for staff performance appraisal in Nigerian federal university libraries are to identify strength and weakness, to provide feedback regarding staff performance as well as to assess the potentials for growth, training and development. The second findings indicated that indicated performance appraisal has influence on the staff's job performance. It is thus deducible that, staff performance appraisal in Nigerian university libraries is vital and a strategic means not only of evaluating staff job performance but also his unique and real contributions to the successful realization of the mandate of the library.

Recommendations

Based on the findings of this study, the following recommendations are offered:

1. Considering the most common reasons provided by the respondents for performance appraisal exercise and its importance, university library managers should ensure that the staff being appraised is made aware of his /her deficiencies and also informed of what to do to address such deficiencies with a view to improving his/her performance.
2. Instruments/tools for performance appraisal should be appropriate to the peculiar working conditions, functions and performance of librarians instead of using a criteria or guidelines centrally designed and applicable in the university.

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