

Original Research Article

ANALYSIS OF DETERMINANTS OF PERFORMANCE APPRAISAL IN RELATIONS TO STAFF PRODUCTIVITY IN UNIVERSITY LIBRARIES IN AKWA IBOM STATE, NIGERIA

ABSTRACT

This study analysed the determinants of performance appraisal in relations to staff productivity in university libraries in Akwa Ibom State. A correlational research design was adopted. Three (3) specific objectives and three (3) null hypotheses were framed to guide the study. The population of the study consisted of one hundred and ninety-nine (199) library staff across all categories from four (4) university libraries. A sample size of 101 library staff, which represented 50% were selected, using proportionate stratified sampling technique. The instrument for data collection was a self-structured questionnaire, designed in two (2) sets to examine the independent and dependent variables. The sets of questionnaire were validated by three (3) research experts, and subjected to reliability test, which yielded 0.82 and 0.79 reliability coefficients using Cronbach's Alpha. The data collection processes yielded a response rate of 87%, and the data collected were analysed using Pearson Product Moment Correlation (PPMC) Coefficient to answer research questions while the null hypotheses were tested at 0.05 level of significance using the linear regression statistics. The study revealed that clearly defined goals, staff growth plans and reward for excellence in performance appraisal have strong positive relationship with staff productivity in the university libraries. It also showed that staff feedback in performance appraisal has a weak significant relationship with staff productivity in university libraries. It was recommended among other measures, that management of university libraries should set more-specific, clear and challenging goals for library staff and the timeframe for executing such goals so as to guide staff in their responsibilities for enhanced productivity toward attainment of the mission of the university libraries.

Keywords: Performance Appraisal, Staff Productivity, Goals, Staff Growth Plans, Staff Feedback, Reward for Excellence

1. INTRODUCTION

University libraries are catalysts for change by enhancing teaching, learning, research and development across the world. They are transformational social institutions with the core mandate of making relevant, useful, and adequate information resources and services available and accessible to the teeming crop of information users. University libraries are established as essential organs of the university system with the main responsibilities of acquiring, processing, disseminating, preserving, and conserving library information resources in both print and non-print formats [1, 2, 3]. These knowledge-based institutions are manned by staff whose productivity essentially influences the overall attainment of the aforesaid functions of the university libraries. In other words, staff of the library, whether professional, paraprofessional or support staff are the most crucial assets of the university libraries, who work to ensure that the goals and objectives of the libraries are achieved.

Staff productivity can be seen as the fulcrum for measuring the success, effectiveness, and efficiency of the university libraries in supporting teaching, learning and research objectives of the universities. Upev et al. [4] defined staff productivity as the quantity and quality of outcomes achieved or attained by an individual or group of individuals in an organization towards the overall goals. Babalola [5] opined that staff productivity is the achievement of specified task measured against predetermined or identified standards of accuracy, completeness, cost and speed. This underscores the position of the Librarians' Registration Council of Nigeria (LRCN), as cited in Abdulaheem and Atunde [6], which observed that staff productivity is measured in terms of competencies and skills library staff possess and demonstrate, which include: cognitive ability, practical skills, general skills and behavioural attributes.

Staff productivity in university libraries manifests through demonstration of competencies in various areas of specialization such as intellectual and professional contributions to knowledge; ability to analyse diverse communities to identify users' needs that can be met through library and information resources and services; and understanding of professional ethics and supporting the tenets of the profession [7]. It also reflects in communicating meaningfully with colleagues and library users; as well as demonstrating interest and enthusiasm in programmes that promote the growth and progress of the library and information science profession [8]. Staff productivity in university libraries is acknowledged as a vital factor in measuring the quality, accuracy, relevance, timeliness, and cost of providing library resources and services to the users. However, the attainment of staff productivity in university libraries requires the motivation of library staff through a positive performance appraisal that can either lead to promotion, increased salaries or other positively adjudged outcomes by the library staff.

Performance appraisal is a strategic management tool deployed in organizational setting to assess the job performance of staff members. The Online Dictionary of Library and Information Science [9] defined performance appraisal as a structured formal interaction between a subordinate and a supervisor that usually takes the form of a periodic interview, in which the work performance of the subordinate is examined, evaluated and discussed with a view to identifying weaknesses, strengths and opportunities for improvement and skills development. It is the process of pushing up library staff productivity as well as a good administrative parameter for corporate decision-making in the areas of staff promotion, dismissal, transfer, allocation of financial rewards, employee development and personnel research.

Performance appraisal in university libraries serve as a veritable managerial technique by which the behaviours, attitude, responsiveness and responsibility of library staff are

evaluated on-the-job, and which evaluation usually includes both the quantitative and qualitative aspects of job performance [10]. It helps to ensure that library staff put in their best skills, attitude, attention and time to facilitate the overall productivity of the university library. This implies that effective performance appraisal in university libraries serve as a key determinant of organizational success or failure, and a measure of enhancing staff development needs for improved productivity. It also assists in engaging, aligning, and uniting individual and group efforts to continually improve overall accomplishment of the mission and objectives of the university libraries.

Despite the importance of performance appraisal as a critical management tool for enhanced staff productivity in university libraries, studies by [11, 12] revealed that factors such as inherent bias by some superiors, inability to effectively and frequently monitor staff's activities, inter-personal conflict, personality conflicts, and poor leadership style are adversely affecting performance appraisal in university libraries. Lack of clear direction by library management, underestimation or overestimation of abilities, lack of time to meticulously appraise staff performance, as well as unfriendly working environment were also noted as factors seriously hampering effective performance appraisal in relations to staff productivity in most university libraries. Literature also showed that lack of clearly established and transparent process, lack of staff feedback, and lack of commensurate reward system are undermining the performance appraisal process and staff productivity in the university libraries in Nigeria [13, 14, 15]. Therefore, based on the above background, this study investigated the core determinants of performance appraisal in relations to staff productivity in university libraries in Akwa Ibom State, Nigeria.

1.1 Statement of the Problem

Staff productivity in university libraries is a vital indicator of effectiveness, efficiency and quality of library resources and services provided to users. It shows how library staff, including academic librarians contribute professionally and intellectually to the growth of their universities in enhancing teaching, learning and research as well as visibility, prestige and ranking among the comity of universities. This all-important indicator is typically motivated by the effectiveness of performance appraisal, which is often used as the yardstick for staff promotion, demotion, dismissal, transfer, allocation of financial incentives and staff development. However, notwithstanding the importance of performance appraisal on staff productivity, preliminary observation shows that performance appraisal, in practical terms, does not always translate to improved staff productivity in most university libraries. With this reality, no one knows exactly what is responsible for the situation as there is no scholarly research evidence within the reach of these researchers on the relationship between key elements of performance appraisal and staff productivity in university libraries in Akwa Ibom State. Thus, this study intends to fill the observed gap in knowledge.

1.2 Objectives of the Study

This study aims at exploring the relationship between performance appraisal and staff productivity in university libraries in Akwa Ibom State. The specific objectives are:

- i. To examine the relationship between clearly defined goals in performance appraisal and staff productivity in university libraries in Akwa Ibom State.
- ii. To ascertain the relationship between staff growth plans in performance appraisal and staff productivity in university libraries in Akwa Ibom State.
- iii. To determine the relationship between staff feedback in performance appraisal and staff productivity in university libraries in Akwa Ibom State.
- iv. To access the relationship between reward for excellence in performance appraisal and staff productivity in university libraries in Akwa Ibom State.

1.3 Hypotheses

- Three null hypotheses were formulated and tested at 0.05 level of significance
- H₀₁: There is no significant relationship between clearly defined goals in performance appraisal and staff productivity in university libraries in Akwa Ibom State.
 - H₀₂: There is no significant relationship between staff growth plans in performance appraisal and staff productivity in university libraries in Akwa Ibom State.
 - H₀₃: There is no significant relationship between staff feedback in performance appraisal and staff productivity in university libraries in Akwa Ibom State.
 - H₀₄: There is no significant relationship between reward for excellence in performance appraisal and staff productivity in university libraries in Akwa Ibom State.

2. LITERATURE REVIEW

In this section, key concepts and constructs of this study such as: performance appraisal, staff productivity, clearly defined goals, staff growth plans, staff feedback, and reward for excellence are discussed. This is in addition, the review of relevant empirical studies.

2.1 Clarification of Concepts and Constructs

Performance Appraisal: Performance appraisal is a strategic process of improving organizational effectiveness, efficiency, and enhanced productivity in university libraries. Performance appraisal is often used interchangeably with performance assessment, performance evaluations, performance review, job appraisal or employee appraisal [16, 17]. It refers to the process of analyzing a staff based on previous works, projects or activities they have carried out in order to determine his or her strengths and weaknesses. Lansbury, as cited in Agyen-Gyasi and Boateng [11] defined performance appraisal as the process of identifying, evaluating and developing the work performance of an employee in an organization so as to effectively achieve organizational goals and objectives and benefit the employee through recognition, receiving feedback, and offering career guidance.

Performance appraisal is also conceived as a broad concept that covers quite a number of activities regarding the review of employees and improving their capability, skill, abilities through training and adequate rewards [16]. It is an important aspect of career development, which involves regular review of the performance of employees in an organization with a feedback function or mechanism to the employees. It remains a necessary and strategic management tool in university libraries, which facilitates for administrative decisions vis-à-vis library staff promotion, financial rewards, training and development needs, dismissal, and transfer [11]. It provides a unique opportunity for supervisors and subordinates to communicate on a one-on-one basis about their goals and general direction of their library institutions [18]. It helps library management to constantly place the right persons for the right positions, and maintain an open and transparent communication system [19]. It also enhances effective coaching, mentoring, developing and motivating. Through performance appraisal, efforts of highly productive, creative and innovative library staff are valued and motivated through positive appraisal while those with records of low productivity are encouraged to improved [11]. It also helps in identifying hardworking staff and aims at reducing inefficiencies for improved overall productivity of library staff.

Staff Productivity: Productivity in organizational setting refers to the measure of efficiency in the utilization of organizational resources such as money, time, efforts, energy and other

physical resources in the production process or services delivery. It is measured by individual's contributions to organizational goals' achievement. Maheshwari [20] defined organizational productivity as embodying the indices of goal setting, estimating resources requirements, operational control, resource allocation, responsibility accounting, and motivation for improvement of personnel efforts. It is the achievement of specified task measured against predetermined or identified standards of accuracy, completeness, cost and speed [5].

In the university libraries, staff productivity can be conceived as a crucial parameter of judging or measuring management's investment against library staff performance for users' satisfaction. The Librarians' Registration Council of Nigeria [LRCN], as cited in Abdurraheem and Atunde [6] describes staff productivity in the library in terms of the competencies and skills library personnel should possess and demonstrate in the provision of library information services to users. It involves the cognitive ability, practical skills, general skills and behavioural attributes toward the attainment of the goals of the libraries. Adamu et al. [21] opined that library staff productivity entails providing current and relevant educational resources in the library to encourage increase in paper publications among faculty members and librarians themselves, as well as innovative research works that would attract grants from both local and international organizations. It is a means of promoting the image and status of the university, as well as enhancing students' academic achievements in their various examinations by facilitating access to current and relevant library resources and services that would support their lectures and other academic activities. It manifests through demonstration of competencies in their areas of specialization, such as: ability to analyse user communities to identify members' needs that can be met through library and information services; as well as understanding professional ethics and supporting the tenets of the profession [15]. In a nutshell, library staff productivity requires practical skills in collecting, assembling, analyzing and writing field reports; managing library and information services; as well as organizing and managing learning and information resources. This can be achieved through effective performance appraisal, which is dependent on certain fundamental indicators such as clearly defined goals, staff growth plans, staff feedback and reward for excellence.

Clearly Defined Goals: Goal setting is the process of planning and setting parameters for the accomplishment of clear, rational and challenging outcome statements that are specific, measurable, attainable, relevant, and time bound to the overall mission or objectives of organizations, groups or individuals [22]. Clearly defined goals in performance appraisal means that staff should be expected to have specific, measurable, attainable, relevant, and time-bound goals [23]. Clearly set goals enhance the attainment of individual staff's job description and facilitate productive and measurable staff's contributions to the overall mission and objective of the university libraries.

Clearly defined goals in performance appraisal also facilitate increase staff productivity by helping staff to focus attention on the most important parts of the work task [23]. In the university libraries, particularly, the core goals are to support the teaching, learning, and research objectives of the parent institutions through the acquisition, processing, dissemination, preservation and conservation of information resources and services in both print and electronic formats [1, 2]. Thus, these goals imply that all staff should know what is expected of him or her and how the goals can help in the realization of the overall organizational mission of the university.

Staff Growth Plans: Staff growth plans is an embedded philosophy of performance appraisal with the aim of enhancing staff productivity in university libraries. Staff growth plans could be interchangeably with staff development plans, or career development plans.

Fred and Kpurunee [24] defined staff growth plan as the organizational support towards employee professional growth and capability in the workplace. It represents employee fulfillment and personal satisfaction with the organization. It is premised on the fact every organization, including the university libraries desire to retain a qualified, committed and skillful workforce as it is quite expensive to replace employees who leave for greener pastures or is lured away by other organizations [24].

Staff growth plans or career development plans is a strategic organizational approach, which deals with the fundamental nature of the relationship of individuals to their work and employees to their organizations. A clearly defined growth plan prepares employees for the future and preserves an organization's ability to meet both existing and future needs [25]. It aims at meeting changing needs of the organization even as employees desire higher level of fulfillment and personal satisfaction. It plays a crucial role in preparing workers for their job functions; and increases their commitment, skills and reciprocity for their organizations [26]. It greatly improves staff's confidence, skills, knowledge, and experience for the attainment of organizational goals.

Staff Feedback: Another vital determinant of performance appraisal for staff productivity in organizations, including university libraries is staff feedback. Palmer et al., as cited in Sen [27] defined feedback as information of previous behaviour which helps the recipient to improve or adjust current performance. It is given to recipient after their behaviour. Vuong and Nguyen [28] opined that a reliable and quantifiable feedback is critical components of an effective staff evaluation process. This implies that an important feature of performance appraisals is the delivery of feedback, which aims at developing, directing, and reinforcing effective behaviour in organizations, including university libraries.

More so, Swan [29] stated that staff feedback in performance appraisal is a critical tool for enhancing staff's morale, especially where the staff performed exceptionally well, which may in turn, boosts the staff productivity. For instance, positive feedback stimulates library staff to perform better, higher and more effective. It holds that when the performance of a staff falls short of expectations, constructive criticism from the feedback can assist such staff to correct observed inadequacies and weaknesses, while reinforcing appropriate behaviours for improved performance [28]. It is also believed that a library staff who has accurate knowledge of how his or her superior perceives his/her performance or likelihood of achieving desired outcomes, such staff is more likely to respond appropriately and carry out his or her duties more efficiently. Thus, staff feedback in performance appraisal process helps in correcting behaviour, improving skills and competencies, as well as enhancing overall staff and organizational productivity.

Reward for Excellence: One of the primary elements or determinants of performance appraisal for enhanced staff productivity in university libraries is reward for excellence performance and outstanding contributions to organizational productivity. Reward for excellence is a system of financial and non-financial reward procedures and practices that are combined into a complete reward structure to benefit organizations and its personnel (Armstrong, as cited in [30]. It involves a set of mechanisms for distributing tangible and intangible returns in the context of an employment relationship. Reward for excellence involves offering salary appraisals which can include merit increases, additional paid time off, and promotions.

Belcourt as cited in Famolu [31] defined staff's reward for excellence as all forms of pay and rewards in terms of payment received by employees for the performance of their job, which may include wages and salaries, incentives, bonuses and commissions. Reward for excellence may be extrinsic or intrinsic. Extrinsic rewards are the tangible rewards that can

be given physically to employees such as promotions, private office spaces and the social climate, competitive salaries, merit bonuses, etc. Whereas intrinsic rewards for excellence are the intangible rewards that employees experience in doing their job, such as praise, recognition, the feeling of satisfaction, participation, growth, autonomy and self-competence [31, 12]. In fact, underscoring the importance of rewarding excellence in performance appraisal, Coker [17] remarked that nothing beats being recognized and appreciated for hard work. Thus, rewarding excellence performance is a great determinant with strong potential in ensuring that staff performs better and improves productivity in university libraries.

2.2 Review of Empirical Studies

In addition to the above conceptual clarifications, Audu and Dickson [13] examined the impact of performance appraisal scheme on employee's performance in Taraba State College of Health Technology, Takum. The study revealed that lack of fairness of performance appraisal scheme has no significant effect on employee's performance while performance feedback and employee's recognition have significant effect on employees' performance in the college. It also revealed that performance appraisal feedback plays a significant role in employee's performance. The study recommended that management of institutions should ensure fairness before, during and after each performance appraisal exercise so that the distribution of organizational rewards to employees is based on performance.

Shahzad et al. [32] conducted an empirical investigation of the effects of motivational and behavioral factors on job productivity on academic librarians in Pakistan. The study showed that different types of motivation influenced information professionals to carry out innovative and value-added services in the workplace. It revealed that rewards, a sense of honor, an amicable work environment, and autonomy were the key categories of motivation that encouraged information professionals to undertake efficient job performance and contribute to improved productivity. The study recommended that a benchmark for policymakers, human resource managers, and heads of institutions should be provided in order to help formulate techniques that will motivate information professionals for the implementation of user-centric services.

In another related study, Fred and Kpurunne [24] examined the relationship between performance appraisal and career development in oil and gas companies in Rivers State, Nigeria. The study indicated that there is a relationship between performance appraisal and career development. It was concluded that organization that wants their employees' careers to develop should carry out a regular performance appraisal and help the employees to grow and meet the organizational target.

Oludipe and Otonekwu [15] also investigated the relationship between incentives and staff productivity in public libraries in Ilorin metropolis, Kwara State, Nigeria. The study revealed that the level of financial incentives provided to staff was low and the level of non-financial incentives provided to staff was moderate. It also showed that the level of staff productivity was also at moderate level. The study further indicated that there was a weak correlation between financial incentives and staff productivity, while there was a positive correlation between non-financial incentives and staff productivity. It concluded that both financial and non-financial incentives influenced staff productivity in public libraries in Ilorin, with non-financial incentives having a greater influence. The study recommended that library managers should recognize the role of both financial and non-financial incentives in boosting the morale of their employees for efficiency and optimum productivity in the libraries.

Equally, Emmanuel [10] examined the impact of motivational factors on job productivity of library staff of Rivers State University (RSU), Port Harcourt, Nigeria. The study revealed that

there is positive relationship between motivational factors variables: financial incentives, training, appraisal and job productivity of library staff of Rivers State University (RSU). It showed that both professional and nonprofessional library staff hold the same views that the motivational factors such as good remuneration, harmonious working relationship, good working conditions and training are utilized to enhance job productivity among library staff of Rivers State University. The study showed that library staff of Rivers State University (RSU) have a high level of job productivity, and concluded that promotion, and salary increment are some of the ways to improve the job productivity of library staff of Rivers State University. Based on the findings, the study recommended that government should increase library staff salary to enhance optimum productivity in the University library.

Okoye et al. [14] investigated the influence appraisal has on the job performance of librarians in academic libraries in South East, Nigeria. The study showed that appraisals can influence the performance of librarians for various reasons: when it exerts undue influence and pressure on the job and when it does not reflect the services rendered. It indicated the extent of influence on the job performance of librarians increases whenever the policy is reviewed and decreases when there was an element of partiality during the exercise. It also showed that performance appraisal has no significant influence on the job performance of librarians in the academic libraries in South-East Nigeria. It recommended that library management should develop a format that will ensure that services are reflected in the tool, and should be followed adhesively during the exercise to truly find out the staff to be placed ahead of the other.

Similarly, Yaya et al. [8] investigated job satisfaction as correlates of librarians' productivity in public universities libraries in Nigeria. The study indicated that there is a significant relationship between job satisfaction and productivity of librarians in public university libraries in Nigeria. It revealed that the degree of job satisfaction of librarians in the public university libraries understudy is high and depends on the librarians' satisfaction with performance appraisal, promotion opportunities, remuneration, conducive work environment, and career advancement opportunities. The study also showed that the librarians' level or extent of productivity in the public university libraries is high judging from their contributions to the academic success of students, universities' success in getting more courses accredited, innovative research works in the university, as well as increase in the number of papers published by them as the greatest measures of their productivity in the university library system. It recommended that university library management should continue to promote values such as improved employee recognition, good leadership style and improved human capital development programmes that would increase job satisfaction and productivity of the librarians.

Agyen-Gyasi & Boateng [11] studied performance appraisal systems in academic and research libraries in Ghana. The study revealed that academic and research libraries practice performance appraisal on an annual basis in order to promote cooperation and team work, reduce grievances among employees, improve personnel skills, identify employees' strengths and weaknesses, manage employees' counseling needs, decide employees' training needs, increase employees' motivation, as well as make decisions about transfer, demotion, suspension and dismissal of employees in the libraries. The study showed that the institutions investigated did not have a common appraisal format for appraising their library staff. It also showed that performance appraisal is important and serves as a yardstick in promotion in the libraries. It revealed the challenges affecting appraisal in the academic and research libraries to include: victimization of workers, too much bureaucracy or delays in the process, appraisal being done by the head librarians who are not always in touch with the library staff instead of their respective supervisors. Based on the findings, the study recommended that library staff should be appraised by their heads of

department, and the results of such appraisal be made available to help them know their strengths and weaknesses for possible improvement.

Ijewereme and Olaniyi [33] investigated goal setting and performance appraisal in Nigerian public enterprises in Nigeria National Petroleum Corporation (NNPC) and found that subordinate staff are not given the opportunity to mutually set goals with their superiors rather goals are imposed on them by the management and their superiors. It revealed the weaknesses diagnosed from employees' appraisal forms are not linked to employees' training and development. The study also showed that goal setting and performance appraisal are symbiotically related and give direction to any organization if effectively designed and practiced. It recommended that management and superiors should set goals clearly in order to guide performance appraisal and improve overall productivity.

However, throughout the literature available and accessible to these researchers, no study investigated the relationship between the various components or determinants of performance appraisal and staff productivity in university libraries in Akwa Ibom State, Nigeria. Thus, this study was conducted to fill the gap.

3. METHODOLOGY

The correlational research design was adopted for this study. The population of the study consisted of one hundred and ninety-nine (199) library staff, cutting across all categories from four (4) university libraries. The university libraries and their library staff include: Akwa Ibom State University (62), University of Uyo (121); Ritman University (7); and Topfaith University (9). The justification for investigating all categories of library staff was because they all go through performance appraisal process as mandatory requirement for various managerial decision making in the university libraries. The sample size was 101 library staff, representing 50% of the study population across the various institutions. The sampling technique was proportionate stratified sampling technique, which was considered to give every member of the study population, equal chance of being selected for the study. A two-set of researchers'-developed questionnaire, with 4-point-rating scales and 37 item statements was used for data collection. Each set of the questionnaire was used to establish the relationships between the independent and dependent variables. The questionnaire designed to examine the independent variable was titled "Performance Appraisal in University Libraries Questionnaire (PAULQ)", whereas "Staff Productivity in University Libraries Questionnaire (SPULQ)", was the questionnaire used to investigate the dependent variable. The instruments were subjected to face validation by three (3) research experts, and tested using Cronbach's Alpha formula, which yielded reliability indices of 0.82 and 0.79 for **PAULQ** and **SPULQ** respectively. These indicated that the internal consistency of the instruments was high enough. The 101 copies of questionnaires were distributed physically to the respondents by the researcher and one (1) research assistant, each from the university libraries. Out of the 101 copies distributed, a total of 88 copies representing 87% response rate were completed and retrieved with valid information for the data analysis.

Data to be collected for this study were analysed using Pearson Product Moment Correlation (PPMC) Coefficient for the research questions while the corresponding hypotheses were tested at 0.05 level of significance using the linear regression statistics. The results of the analyses were presented in table to show the relationship between the study variables. This was based on the decision rules, which held that the null hypotheses (H_0) were rejected if the p-value is less than 0.05, otherwise it was accepted. The interpretation of "r" was based on the recommendations of Nwana (1974), which provided the decision benchmarks as 0.80 and above to indicate "very high"; 0.60 - 0.80 as "high"; 0.40 - 0.60 as "medium"; 0.20 - 0.40 as "low"; and 0.00 - 0.20 as "very low".

4. RESULTS AND DISCUSSION OF FINDINGS

RQ1: What Relationship exists between Clearly Defined Goals in Performance Appraisal and Staff Productivity in University Libraries in Akwa Ibom State?

Table 1: PPMC Coefficient between Clearly Defined Goals and Staff Productivity in University Libraries in Akwa Ibom State

		CDGs	SP	P-Value	Sig (Alpha Value)
Clearly Defined Goals (CDGs)	Pearson's Correlation Sig. (2tailed)	1	0.187	0.000	0.05
	N	88	88		
Staff Productivity (SP)	Pearson's Correlation Sig. (2tailed)	0.187	1		
	R ²	0.035			
	N	88	88		

CDGs = Clearly Defined Goals; SP = Staff Productivity

N = No. of Observations

R = Correlation Coefficient

R² = Coefficient of Determination

Data in Table 1 shows that there was a low degree of correlation between clearly defined goals in performance appraisal and staff productivity in university libraries in Akwa Ibom State. This is indicated by the correlation coefficient ($r = 0.187$) which is positive and falls within the coefficient limit of $\pm 0.00 - 0.20$. The coefficient of determination ($r^2 = 0.035$) reveals that 3.5% of the variance observed in staff productivity in the university libraries is accounted for by clearly defined goals in performance appraisal. This means that clearly defined goals in performance appraisal to a low degree relates with staff productivity in the university libraries.

Hypothesis 1: There is no significant relationship between clearly defined goals in performance appraisal and staff productivity in university libraries in Akwa Ibom State.

Data in Table 1 showed a p-value 0.000 which is less than Alpha value of 0.05. Hence, the null hypothesis which states that, there is no significant relationship between clearly defined goals in performance appraisal and staff productivity in university libraries in Akwa Ibom State., was rejected. This implies that there is a strong positive significant relationship between clearly defined goals in performance appraisal and staff productivity in university libraries in Akwa Ibom State. This finding is partially in line with Ijewereme and Olaniyi [33], which investigated goal setting and performance appraisal in Nigerian public enterprises and found that though subordinate staff are not given the opportunity to mutually set goals with their superiors, but goal setting and performance appraisal are symbiotically related and give direction to any organization if effectively designed and practiced.

RQ2: What Relationship exists between Staff Growth Plans in Performance Appraisal and Staff Productivity in University Libraries in Akwa Ibom State?

Table 2: PPMC Coefficient between Staff Growth Plans in Performance Appraisal and Staff Productivity in University Libraries in Akwa Ibom State

			Staff Growth Plans	SP	P-Value	Sig (Alpha Value)
Staff Growth Plans	Pearson's Correlation (2tailed)	Sig.	1	-0.156	0.042	0.05
	N		88	88		
Staff Productivity (SP)	Pearson's Correlation (2tailed)	Sig.	-0.156	1		
	R ²		0.024			
	N		88	88		

SP = Staff Productivity

N = No. of Observations

R = Correlation Coefficient

R² = Coefficient of Determination

Data in Table 2 reveals that there was a very low degree of relationship between staff growth plans in performance appraisal and staff productivity in university libraries in Akwa Ibom State. This is indicated by the correlation coefficient ($r = -0.156$) which is positive and falls within the coefficient limit of $\pm 0.00 - 0.20$. The coefficient of determination ($r^2 = 0.024$) reveals that 2.4% of the variance observed in staff productivity in university libraries in Akwa Ibom State is accounted for by staff growth plans in performance appraisal. This means that staff growth plans in performance appraisal to a very low extent relates with staff productivity in university libraries in Akwa Ibom State.

Hypothesis 2: There is no significant relationship between staff growth plans in performance appraisal and staff productivity in university libraries in Akwa Ibom State.

Data in Table 2 showed a p-value 0.042 which is less than Alpha value of 0.05. Hence, the null hypothesis which states that, there is no significant relationship between staff growth plans in performance appraisal and staff productivity in university libraries in Akwa Ibom State, was rejected. This implies that there is a strong positive significant relationship between staff growth plans in performance appraisal and staff productivity in university libraries in Akwa Ibom State. This finding agrees with Fred and Kpurunne [24], which investigated the relationship between performance appraisal and career development, and discovered that there is a relationship between performance appraisal and career development, as organizations carry out regular performance appraisal to help employees grow and meet the organizational target in service delivery. It also partially affirms Agyen-Gyasi & Boateng [11], which revealed that university libraries practice performance appraisal on an annual basis, to among other reasons, identify library staff's strengths and weaknesses in order to decide the staff's training needs.

RQ 3: What Relationship exists between Staff Feedback in Performance Appraisal and Staff Productivity in University Libraries in Akwa Ibom State?

Table 3: PPMC Coefficient between Staff Feedback in Performance Appraisal and Staff Productivity in University Libraries in Akwa Ibom State?

			Staff Feedback	SP	P-Value	Sig (Alpha Value)
Staff Feedback	Pearson's Correlation (2tailed)	Sig.	1	0.094	0.980	0.05
	N		88	88		
Staff Productivity (SP)	Pearson's Correlation (2tailed)	Sig.	0.094	1		
	R ²		0.009			
	N		88	88		

SP = Staff Productivity

N = No. of Observations

R = Correlation Coefficient

R2 = Coefficient of Determination

Data in Table 3 reveals that there was a very high degree of relationship between staff feedback in performance appraisal and staff productivity in university libraries in Akwa Ibom State. This is indicated by the correlation coefficient ($r = -0.094$) which is positive and falls within the coefficient limit of ± 0.80 and above. The coefficient of determination ($r^2 = 0.009$) reveals that 0.9% of the variance observed in staff productivity in university libraries in Akwa Ibom State is accounted for by staff feedback in performance appraisal. This means that staff feedback in performance appraisal to a very high degree relates with staff productivity in university libraries in Akwa Ibom State.

Hypothesis 3: There is no significant relationship between staff feedback in performance appraisal and staff productivity in university libraries in Akwa Ibom State.

Data in Table 3 above showed a p-value 0.980 which is greater than Alpha value of 0.05. Thus, the null hypothesis which states that, there is no significant relationship between staff feedback in performance appraisal and staff productivity in university libraries in Akwa Ibom State, was accepted. This implies that there is a weak relationship between staff feedback in performance appraisal and staff productivity in university libraries in Akwa Ibom State. This finding disagrees with Audu and Dickson [13], which studied the impact of performance appraisal scheme on employee's performance, and found that performance appraisal feedback has significant effect on employees' performance. The finding however, aligns with Akwang [12], which reported a different situation whereby managers and superiors often fail to deliver negative feedback to subordinates as they find it uncomfortable due to the fear of adverse effect on the well-being of the employees.

RQ 4: What Relationship exists between Reward for Excellence in Performance Appraisal and Staff Productivity in University Libraries in Akwa Ibom State?

Table 4: PPMC Coefficient between Reward for Excellence in Performance Appraisal and Staff Productivity in University Libraries in Akwa Ibom State

			Reward for Excellence	SP	P-Value	Sig (Alpha Value)
Reward for	Pearson's		1	0.185	0.028	0.05

Excellence	Correlation (2tailed)	Sig.		
	N		88	88
Staff Productivity (SP)	Pearson's Correlation (2tailed)	Sig.	0.185	1
	R ²		0.034	
	N		88	88

SP = Staff Productivity
N = No. of Observations
R = Correlation Coefficient
R2 = Coefficient of Determination

Data in Table 4 reveals that there was a very low degree of relationship between reward for excellence in performance appraisal and staff productivity in university libraries in Akwa Ibom State. This is indicated by the correlation coefficient ($r = -0.185$) which is positive and falls within the coefficient limit of $\pm 0.00 - 0.20$. The coefficient of determination ($r^2 = 0.034$) reveals that 3.4% of the variance observed in staff productivity in university libraries in Akwa Ibom State is accounted for by reward for excellence in performance appraisal. This means that reward for excellence in performance appraisal to a very low degree relates with staff productivity in university libraries in Akwa Ibom State.

Hypothesis 4: There is no significant relationship between reward for excellence in performance appraisal and staff productivity in university libraries in Akwa Ibom State.

Data in Table 4 showed a p-value 0.028 which is less than Alpha value of 0.05. Thus, the null hypothesis which states that, there is no significant relationship between reward for excellence in performance appraisal and staff productivity in university libraries in Akwa Ibom State, was rejected. This implies that there is a strong positive significant relationship between reward for excellence in performance appraisal and staff productivity in university libraries in Akwa Ibom State. This finding agrees with Emmanuel [10], who investigated the impact of motivational factors on job productivity of library staff, and discovered that motivational factors such as financial incentives, training, good working conditions, and harmonious working relationship greatly affect job productivity of library staff. The finding also corroborates Yaya et al. [8], which revealed that there is a significant relationship between librarians' satisfaction with performance appraisal, promotion opportunities, remuneration, conducive work environment, and career advancement opportunities and productivity of librarians in university libraries. It also aligns with Oludipe and Otonekwu [15], which revealed that both financial and non-financial incentives influenced staff productivity in public libraries, with non-financial incentives having a greater influence on staff productivity.

4.1 Implications of the Findings

The findings of this study have serious implications for consideration, as follows:
Clearly defined goals in performance appraisal have a strong positive relationship with staff productivity in university libraries in Akwa Ibom State. This implies that clearly defined goals and targets for library staff serve as the benchmarks or parameters for measuring the individual staff's contributions toward the attainment of the overall objectives of the university

libraries in relation to supporting the teaching, learning and research objectives of the universities. This further implies that better understanding of the goals of the university libraries and how individual library staff are expected to carry out their assigned duties are essential in enhancing staff performance appraisal and overall staff productivity.

Staff growth plans in performance appraisal have a strong positive significant relationship with staff productivity in university libraries in Akwa Ibom State. This implies that if staff growth plans are given more attention in the performance appraisal processes, it will motivate library staff to contribute more towards increasing their individual productivity and the overall productivity of the university libraries in terms of better services delivery to the satisfaction library users' needs.

Staff feedback in performance appraisal has a negative relationship with staff productivity in university libraries in Akwa Ibom State. This implies that staff feedback in performance appraisal is obviously lacking in the university libraries under investigation. This has a strong negative implication on staff productivity in the sense that the library staff may not have the opportunity to re-examine, correct or reinforce their behaviours, skills, and competencies in order to enhance their overall productivity in tandem with the objectives of the university libraries. It also implies that negative staff feedback in performance appraisal may deny library staff the opportunity to correct their inadequacies and weaknesses to reinforce appropriate behaviours and skills for improved future performance appraisal and productivity in the university libraries.

Reward for excellence in performance appraisal has a strong positive significant relationship with staff productivity in university libraries in Akwa Ibom State. This implies that reward for excellence in performance appraisal such as increase salary, regular promotion, conducive office environment, training sponsorship, scholarship for further education, etc., greatly motivate library staff for improved productivity in the university libraries. It further implies that lack of reward for excellence in performance appraisal may distort the commitment of library staff in putting their best and by so doing, reduce their productivity in the university libraries.

5. CONCLUSION

Performance appraisal is seen as a critical and strategic management technique for enhanced staff and organizational productivity in the university libraries. It helps in discovering the strengths and weaknesses of library staff in order to enable them put in their best skills, attitude, attention and time to facilitate the overall productivity of the university libraries. In this study, it was specifically found that clearly defined goals in performance appraisal, staff growth plans in performance appraisal, and reward for excellence in performance appraisal have strong positive relationship with staff productivity in university libraries. On the contrary, the study discovered that staff feedback in performance appraisal has a weak significant relationship with staff productivity in university libraries. Thus, managers and various heads of departments in university libraries as those responsible for appraising the performances of library staff are by these findings, required to set clear goals, achievable staff growth plans and rewards for excellence systems for all categories of library staff in order to promote staff productivity in the university libraries. It equally requires managers and heads of departments in university libraries to deploy a system of encouraging friendly staff feedback in performance appraisal process in order to achieve a higher level of staff productivity through improved performance appraisal rating in the university libraries.

6. RECOMMENDATIONS

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

- i. Management of university libraries should set more-specific, clear and challenging goals for library staff and the timeframe for executing such goals in order to guide them in their responsibilities and enhance their productivity toward attainment of the mission of the university libraries.
- ii. Management of university libraries should develop clear staff growth plans and career development agenda for staff in order to boost their commitment for enhanced productivity in the university libraries.
- iii. Superiors and those responsible for performance appraisal in the university libraries should endeavour to give regular feedback by way of discussing the results of the appraisal with their subordinates at the end of each appraisal exercise in order to enable library staff improve their areas of strengths and work on areas of weaknesses to aid behavioural change and improve skills for enhanced overall productivity.
- iv. Management of university libraries should ensure that library staff whose actual performance meets the desired performance standards are effectively motivated through rewards for excellence in order to boost their contributions towards encouraging higher productivity in the university libraries.

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