INFLUENCE OF PERFORMANCE APPRAISAL ON JOB PERFORMANCE OF LIBRARY EMPLOYEES IN SELECTED UNIVERSITY LIBRARY AND INFORMATION CENTERS IN SOUTH-WEST NIGERIA

Chinyere N. Ikonne

Department of Information Resources Management,
Babcock University, Ilishan-Remo, Ogun State,
Nigeria

ABSTRACT: This study investigated the influence of performance appraisal on job performance of library employees in selected University library and information centers in South-West Nigeria. The survey research design was used for the study. Study population consisted of 133 library personnel in four university libraries. Sampling was purposive and enumerative as all members of the population were used for the study. Data collected were analyzed using frequency and percentage counts. Findings revealed that library personnel perceived performance appraisal as the routine evaluation of an employees' output; as a management tool aimed at improving the performance of employees; as a technique for determining staff compensation but not a management tool for strengthening superior - subordinate relationship. The study also revealed that performance appraisal could influence job performance as it improves and motivates personnel to work harder. Based on these findings, some recommendations like finding suitable appraisal scheme that will best suit the employees of the library in performing; giving a regular feedback to the employees after an evaluation; and gearing staff performance exercise towards staff productivity and performance were made.

KEYWORDS: Performance Appraisal, Job Performance, Library Employees, Libraries and Information Centers, South-west Nigeria Universities.

INTRODUCTION

Performance appraisal of employees is an essential instrument for management in every organization, including the library and information centers. Assessment of employees' performance is considered as one of the common practices in almost every organization. People are employed to get desired organizational results and consequently, employees' performance could be regarded as one of the major determinant factors in the success or failure of an organization. So, performance appraisal is necessary in organizations as it could be used as a mechanism to improve employees' performance.

Several criteria, according to [1], are needed in order to evaluate job performance of an employee accurately. Ivancevich, Olekans, and Matteson (in [2]) have identified some determinants of job performance and these they referred to as the concomitants of job performance. These concomitant are the capacity to perform, the opportunity to perform, and the willingness to perform. [3] notes that job performance represents behaviors employees engage in while at work which contribute to organizational goals. He further reiterated that job performance is a result of the interaction between declarative knowledge (knowledge of facts or things), procedural knowledge (knowledge of what needs to be done and how to do it), and motivation (reflective of an employee's choices regarding whether to expend effort, the level of effort to expend, and whether to persist with the level of effort chosen). These determinants factors appear to influence performance largely through the acquisition and usage of job knowledge and the motivation to do well.

---

[4] asserts that the performance of a person on a job can be considered as a function of two different variables namely the ability or skill of the individual to perform the job and the motivation to use this ability or skill in the actual performance of the job. For [5] job performance puts emphasis on the employee's productivity by examining the number of units of acceptable quality produced by an employee in a manufacturing environment, within a specific time period. Finally, [6] view individual job performance as a multidimensional idea consisting of many facets such as an employee's output (job result), employee mode of accomplishing his or her task (job behavior), and the employee's attitude towards his or her job (personal traits). So, the assessment of employees' performance is a necessary phenomenon as it could reveal job performance level of employees and organizations. Thus, organizational performance, its resultant efficiency and effectiveness can be achieved as individuals in the organization are appraised and evaluated.

STATEMENT OF THE PROBLEM

The aim of every organization is to achieve its objectives and goals successfully. The library and information centers are organization and as a result performance appraisal is critical as well as necessary. Without any performance assessment and feedback, the library and information centers might not be able to determine the level at which their employees perform their jobs and consequently, they might not have the basis for any improvement. It is on this premise that this study seeks to examine the influence of performance appraisal on the job performance of library employee in selected library and information centers in Nigeria.

OBJECTIVES OF THE STUDY

The aim of the study is to investigate the subject of performance appraisal in selected University library and information centers in South-West Nigeria. Therefore, the specific objectives are to:

1. discover who does the performance appraisal in the selected Universities library and information centers in Nigeria;

2. find out the perception of performance appraisal among the staff in the selected Universities libraries and information centers in Nigeria; and

3. investigate the influence of performance appraisal on job performance among the employees in selected universities libraries and information centers in Nigeria.

LIMITATIONS TO THE STUDY

This study is limited to the library employees at Babcock University, Federal University of Agriculture, and Olabisi Onabanjo University libraries. It is extended only to professional librarians, para-professionals, library assistants and administrative staff only.

REVIEW OF LITERATURE

Evaluation of employees' performance in organizations including library and information centers is not a new phenomenon. According to [7], the history of performance appraisal itself can be traced to Taylor's pioneering time and motion studies. It is believed that motivation theories are the theoretical basis for performance management and performance appraisal. Theories such as Vroom's expectancy theory and the goal setting theory of Edwin Locke are some of the theories that could explain how employees can be made to be more productive.

PERFORMANCE APPRAISAL

Information from the literature reveals that performance appraisal operates within the principles of goal setting theory of [8]. According to this theory, performance appraisal emphasizes the importance of individual's acceptance and commitment to goals. [8] believe that goals guide peoples' responses and action and also can direct work behavior and performance.

Many authors have given the meaning of performance appraisal. [9] define performance appraisal as the systematic evaluation of an individual employee's job related strengths and weaknesses. It is also seen as a method whereby employees' behaviors are evaluated in the work spot and this evaluation normally includes both the quantitative and qualitative aspects of job performance, [10]. [11] add that performance appraisal evaluates employees' work performance over a given period

of time. This definition first connotes judging a staff's performance as is measured against certain standards. Further, [12] asserts that performance appraisal identifies people's talents and capacities which could result in making them aware of advancements, plans and goals. As discussed by [13], the aim of performance appraisal is to identify the strengths and weaknesses of an employee and attempts to address these conditions in relations to how to improve or develop these areas. In addition, performance evaluation aims at motivating the employees thereby providing them with sufficient challenges and responsibilities in relation to the business objectives of the organization. [14] claims that if performance appraisal is performed correctly and logically, it could enable the organization to get its personnel to achieve their interests. Performance appraisal as noted by [15] provides three types of data for managerial actions in decision-making. It provides data that deal with the past, the present and the future. In their view, [16] and [17], further explain that appraisal of workers' performance provides adequate feedback to support employees' development; serves as a basis for modifying or changing behavior to produce more effectively for organization and provides useful information to supervisors.

Recognizing the importance of performance appraisal, [18] affirm that it is could be regarded as a determinant factor in the organization's success or failure. Workers' performance appraisal is an important aspect of the organizational development and productivity measures; as it is to intended to engage, align, and coalesce individual and group effort to continually improve overall organizational mission accomplishment, [19]. In spite of the benefits of performance appraisal, [20] contend that not much attention has been given to performance appraisal by library administrators, especially, in Africa south of the Sahara. Similarly, Banjoko (in [13, p. 90]) contends that many organizations in Nigeria perceive and conduct performance appraisal solely in relation to its evaluative aspect. He further explains that performance appraisal overlooks its use for facilitating growth and development in workers which could be achieved through "training, coaching, counseling and feedback of appraisal information." Banjoke expresses the fact that the Nigerian organizations have accorded a lesser role to performance appraisal as it places emphasis on given to "selection, training, development, and salary administration."

As has been discovered, the basic purpose of a performance appraisal system, according to [9] and [21] is to improve performance of individuals, teams, and the organizations. Having therefore identified these goals of appraisal, it is required that organizations seek a performance system that gives feedback to people of their future in the organization [22]. Based on this, [23] state that whatever method of appraisal that is used must be job-related for the fact that appraisals are created to provide an accurate picture of an individual's job performance. Job relatedness has to do with the fact that the system evaluates critical behaviors that constitute job success. To accomplish this objective or aim, appraisal system should therefore be practical, have standards, and use dependable measures. On other hand, a complicated appraisal approach may cause resentment and confusion and this can lead to inaccuracy which, in turn, reduces the effectiveness of the appraisal. There are various methods of performance evaluation approaches namely, written essays, critical incident method, rating scales, behaviorally anchored rating scales (BARS), management by objectives (MBO); 360-Degree feedback, The checklist, The Forced- Choice, group order ranking and APER system. However, studies done by Locher and Teel (in [23]) revealed out that the three most common appraisal methods in general use are rating scales (56%), essay methods (25%) and results-oriented or management by objective (MBO) methods (13%).

EMPLOYEE'S PERFORMANCE APPRAISAL AND JOB PERFORMANCE IN LIBRARY AND INFORMATION CENTERS

According to [24] and [25], employee performance appraisal in library is considered as a means of control through which library administrators monitor the job performance of subordinates by observing variances between set goals, actual performance, and taking corrective measures. [26] assert that after surveying library literature found out that it is apparent that most academic library administrators implement some kind of performance appraisal even though there may be disparities which probably exists regarding the process itself and the goals sought. According to [24], every library chooses the appraisal system that best suits the need of the library and the staff. [27] cites Arnold who has noted that University libraries perform staff evaluation in line with the rules and procedures mapped out by their parent institutions. Arnold further claims that for public academic libraries, the rules and procedures for appraisal are mapped out by the state/government, while the rules, methods, and procedures in privately owned libraries are determined by the owners of the library. In spite of the fact that disparity exists in various departments in the library, [28] expresses in disagreement that performance standards, whether for customer service or other unit, performance appraisal must be based on behaviors that are measurable.

Performance appraisals in libraries are usually carried out following specific rules and procedures. According to [27], the University of Georgia library conducts staff performance appraisal which serves a variety of purposes such as promotion of communication between subordinates and supervisors about the employee's work performance, policies and practices within the unit which affect that performance; as a forum for establishing goals and expectations for the coming year; and as a means of identifying ways in which the employee can develop his/her skills. It is also used as a method of making changes

to the employee's position description so that it accurately reflects the duties and responsibilities performed by the employee. However, a few studies have expressed their reservations about the suitability of the appraisal system particularly, in academic libraries.

Concerning appraisal in the libraries, [29] explains that the library is service oriented and sometimes difficult to evaluate performance. While this fact remains, there are some units, like the technical section which may have more quantifiable measures as the number of books catalogued in a day and this can be easily ascertained. It could also be the reference service department where, normally, performance may be difficult to evaluate and it can also be measured using the "number of customer complaints and traits such as willingness to serve and substantial knowledge of books." Slough (in [27]) adds that no matter what is appraised, evaluation can only be valid if it measures performance related behaviors and productivity; and the evaluation could only be reliable if it provides a consistent view of work performance. Evans and Rugaas (cited in [20]) also observed that in most cases, performance appraisals in libraries have focused on the process of conducting it at the expense of any distinct conclusions or objectives. In the view of [26] many library administrators rarely took performance appraisals seriously, and failed to understand the vital link that connected their personal goals with the organizational behavior.

Another issue highlighted by [27] is that performance assessment in the library starts from the University Librarian whose major role is to link the goals of the library to the strategic objectives of the parent institution. Professional librarians who work in information centers and libraries are categorized as academic staff and as a result, their mode of performance appraisal is based mainly on community service and on the number of publications rather than office performance. However, librarians in carrying out their professional duties, find themselves in positions where they are responsible for the allocation, supervision, and in the evaluation of the work performance of others.

In spite of the above mentioned observations, few studies on performance appraisal on job performance of library employees have been carried out in libraries. [30] conducted a study of staff appraisal schemes in three British University libraries in 1993 with the aim of discovering the extent to which staff appraisal influenced staff training and development. The result of the study revealed that the library using its own appraisal scheme devoted more time and attention to it against those who applied general appraisal schemes. In addition, the study revealed that when recommended follow-up activities, such as enabling attendance at training courses, was implemented, staff showed more interest in appraisals, but where there were disappointments on recommended follow-ups, staff become disillusioned about the appraisal process and viewed it as a waste of time. In their study of library employees' attitudes towards the measurement and appraisal of their work performance: study in Estonian university libraries, [31] discovered that in spite of the fact that the librarians evaluated performance measurement and appraisal as sources of information and feedback, improving their work performance, and seeking out their further training and education needs, they did not see any relation between performance improvement and their salary increase and career.

More, [32] conducted a research of librarians' attitude to performance appraisal. The result showed that eight seven (87%) percent of the respondents said that performance appraisal does not have any positive influence on job performance while thirteen (13%) percent said it has. In the same study, it was also revealed that ninety-seven (97.3%) percent of the employees (respondents) also said they do not think performance appraisal can improve or correct an employee's job performance while only 2.7% said it can. In a research done by [27] on the "perception of performance appraisal as a tool for enhanced productivity and career advancement in three University libraries in Ogun State, Nigeria," it was revealed that the library employees perceived performance appraisal as a routine exercise which can, however, improve job performance to a large extent. In his study of the "annual performance appraisal of practicing librarians: a study of academic institutions in Nigeria," [33] discovered that a higher number of the respondents opined that librarians should be evaluated based on their job specifications.

METHODOLOGY

The survey research design was employed through the use of structured questionnaire. The population comprised the following: Babcock University library 56, Federal University of Agriculture 27, and Onabisi Onabanjo University library, 50. Sampling was taken purposively and enumerative so as to ensure that all members of the population were used for the study. Data was analyzed using descriptive statistics of percentages and frequency count.

PRESENTATION OF FINDINGS

A total of 133 copies of questionnaires were distributed and all were returned.

Tables 1: Demographic information of the respondents

			Frequency	%	Valid %	Cumulative %
Gender	Valid	Male	66	49.6	49.6	49.6
		Female	67	50.4	50.4	100.0
		Total	133	100.0	100.0	
Position in the Library	Valid	Professional librarian	37	27.8	27.8	27.8
		Para-professional librarian	9	6.8	6.8	34.6
		Library Assistant	48	36.1	36.1	70.7
		Administrative staff	30	22.6	22.6	93.2
		7.00	9	6.8	6.8	100.0
		Total	133	100.0	100.0	
Section of Work	Valid	Reference	20	15.0	15.0	15.0
		Cataloguing	27	20.3	20.3	35.3
		Circulation	9	6.8	6.8	42.1
		Bindery	18	13.5	13.5	55.6
		Collection and Acquisition	19	14.3	14.3	69.9
		Other	40	30.1	30.1	100.0
		Total	133	100.0	100.0	

Table 1 above reveals that 66(49.6%) of the respondents are male, while 67(50.4%) are females. Regarding their position in the library, it is shown that 37(27.8%) f the respondents are professional librarians, 9(6.8%) are para-professional librarians, 48(36.1%) are library assistant, 30(22.6%) are library assistants, 30(22.6%) are administrative staff while 9(6.8%) are other

Table 2: Distribution of questionnaire

Valid	Name of library	Frequency	Percent	Valid Percent	Cumulative Percent
	Babcock University (BU)	56	42.1	42.1	42.1
	Federal University of Agriculture (FUNAAB)	27	20.3	20.3	62.4
	Olabisi Onabanjo University (OOU)	50	37.6	37.6	100.0
	Total	133	100.0	100.0	

Table 2 shows that 133 questionnaires were distribution out of which 56(42.1%) were returned from Babcock University (BU), 27(20.3%) from Federal University of Agriculture (FUNAAB), and 50(37.6%) from Olabisi Onabanjo University (OOU).

Table 3: Performance appraisal authority

S/N	Who does Performance appraisal?	Response
1	Library management	18(13.5%)
2	University Librarian	68(51.1%)
3	Immediate boss	47(35.3%)
4	Committee	30(22.6%)
5	Outside experts	0
6	Head of the university	20(15%)

Table 3 above shows performance appraisal authority and the findings indicate that the University librarian is the number one performance authority with 68(51.1%); followed by the immediate boss 47(35.3%), then the committee with 30(22.6%).

Table 4: Perception of performance appraisal

SN	Statement	SA	A	UD	D	SD
1	Performance appraisal is the routine evaluation of an employees' output	68(51.1%)	37(27.8%)	9(6.8%)	9(6.8%)	10(7.5%)
2	Performance appraisal helps organizations achieve their meaningful goals	39(29.3%)	48(29.3%)	0	28(21.1%)	18(13.5%)
3	Performance appraisal is a management tool aimed at improving the performance of employees	57(42.9%)	58(43.6%)	0	9(6.8%)	9(6.8%)
4	Performance appraisal is a technique for determining staff compensation	29(21.8%)	57(42.9%)	0	28(21.1%)	19(14.3%)
5	Performance appraisal is a management activity used in favoring some employees	18(13.5%)	37(27.8%)	19(14.3%)	29(21.8%)	30(22.6%)
6	Performance appraisal help to improve the behaviors of employees	28(21.1%)	67(50.4%)	9(6.8%)	10(7.5%)	19(14.3%)
7	Performance appraisal is a management tool for strengthening superior - subordinate relationship	19(14.3%)	18(13.5%)	19(14.3%)	47(35.3%)	30(22.6%)
8	Performance appraisal enables employees to be more responsible	58(43.6%)	57(42.9%)	0	9(6.8%)	9(6.8%)
9	Performance appraisal improves employees' motivation and job satisfaction	38(28.6%)	58(43.6%)	9(6.8%)	19(14.3%)	9(6.8%)
10	Performance appraisal helps one get formal feedback regarding performance	47(35.3%)	48(36.1%)	0	19(14.3%)	19(14.4%)
11	Performance appraisal helps to identify employees' hidden potential	37(27.8%)	47(35.3%)	10(7.5%)	30(22.6%)	9(6.8%)

Table 4 reports the perception of the respondents regarding performance appraisal. From this table, it is revealed that the respondents agreed that performance appraisal is the routine evaluation of an employees' output and that it is management tool aimed at improving the performance of employees. The study also showed that the respondents perceived performance appraisal as a technique for determining staff compensation and also that it enabled employees to be more responsible; and that it helps to improve the behaviors of employee. However, most of the respondents disagreed that performance appraisal is a management tool for strengthening superior - subordinate relationship and that it is a management activity used in favoring some employees. Some of the findings are in agreement with the findings of [28] who discovered in her study that the library employees perceived performance appraisal as a routine exercise. While this study revealed that the respondents agreed that performance appraisal is a technique for determining staff compensation, [31] study did not see any relation between performance improvement, salary increase and career.

Table 5: Influence of performance appraisal on job performance

SN	Statement	SA	A	UD	D	SD
1	Performance appraisal improves job performance	38(28.6%)	76(57.1%)	0	19(14.3%)	0
2	Performance appraisal motivates me to work harder	59(44.4%)	47(35.3%)	18(13.5%)	9(6.8%)	0
3	Performance goals are clearly defined in the process of appraisal	19(14.3%)	37(27.8%)	29(21.8%)	29(21.8%)	19(14.3%)
4	My performance is adequately monitored before and during performance appraisal	28(21.1%)	47(35.3%)	19(14.3%)	39(29(.3%)	0
5	Performance appraisal does not contribute to my job performance	10(7.5%)	0	46(34.6%	67(50.4%)	10(7.5%)
6	Performance appraisal helps in improving the productivity of the employees	10(7.5%)	57(42.9%)	9(6.8%)	28(21.1%)	29(21.8%)
7	I do not need appraisal to monitor my performance	58(43.6%)	10(7.5%)	9(6.8%)	36(27.1%)	20(15%)
8	The quality of my job performance improves as a result of performance appraisal	40(30.1%)	27(20.3%)	27(20.3%)	9(6.8%)	30(22.6%)
9	Performance appraisal makes me perform my job professionally	39(29.3%)	46(34.6%)	9(6.8%)	9(6.8%)	30(22.6%)
10	Performance appraisal effectively evaluates my job performance	29(21.8%)	56(42.1%)	9(6.8%)	19(14.3%)	20(15%)
11	Performance appraisal does not assess my job Description	18(13.5%)	30(22.6%)	0	28(21.1%)	57(42.9%)

Indication from Table 5 reveals the opinions of the respondents regarding the influence of performance appraisal on job performance. The respondents agreed that performance appraisal improves their job performance and that it motivates them to work harder. They also agreed that performance appraisal effectively evaluates their job performance. However, some of the respondents stated that performance appraisal does not contribute to their job performance; that they do not need appraisal to monitor their performance; and that performance appraisal does not assess their job description. Some of these findings are in line with the findings of Onuoha [28] who discovered in her study that performance appraisal as a routine exercise which can, however, improve job performance to a large extent. On the other hand, Evans [32] found in his study that performance appraisal does not have any positive influence on job performance and that they do not think it can improve or correct an employee's job performance. Okpe [33] also found out in his study that a higher number of the respondents opined that librarians should be evaluated based on their job specifications. This is also in agreement with the findings of this study where respondents opined that performance appraisal does not assess their job description.

CONCLUSION AND RECOMMENDATION

The aim of this paper is to determine the influence of performance appraisal on job performance of library personnel in library and information centers. One of the main objectives of performance appraisal is improve the employees' performance, which, in turn, leads towards the accomplishment of the organization's overall mission. Through appraisal, the appraiser will be able to discover what is expected of the employees, gain better understanding of their strengths and faults, adjust and set goals accordingly. Libraries and information centers are service oriented organizations and this makes it difficult to measure job performance. Therefore, it is recommended that libraries and information centers should ensure that their staff performance exercises are geared towards staff productivity and performance, especially due to the nature of the organization. The library and information centers should also find a suitable appraisal scheme that will best suit the employees of the library in performing their daily activities so as to ensure that they are properly guided in their job performances. Failure to find a good appraisal system might result in laxity among library workers which could negatively affect the way services are rendered to library and information centers' users. Further, a regular feedback should be given to each employee after an evaluation. Finally, since it is clear that performance appraisal exercise is inevitable as long as it continues to form the basis for managerial decision in issues that affect the wellbeing of the staff in libraries and information centers, it is also recommended that it is not just sufficient to point a staff's weakness. There should be a remedial plan put in place that could serve either as a source of motivation, encouragement or positive re-enforcement which will, in turn, help influence and improve future performances.

REFERENCES

[1] H. H. D. N. P. Opatha, "Performance Evaluation of Human Resource", 1st Ed. Colombo, Sri

[2] Lanka: the Author publication, vol. 2, no. 12, pp.170-183, 2002

[3] Khan, "Performance Appraisal's Relation with Productivity and Job Satisfaction", *Journal of Managerial Sciences,* vol. 1, no. 2, 2007.

[4] V. Vroom, "*Work and Motivation"*, 3rd Ed. New York: Wiley, 2000.

[5] M. S. Putterill and T. C. Rohrer, "A causal model of employee commitment in a manufacturing setting", *International Journal of Manpower,* vol. 16, no. 5/6, pp. 56-69, 1995.

[6] J. P. Campbell, "*Modeling the Performance Prediction Problem in Industrial and Organizational Psychology*", In M.D. Dunnette & L.M. Hough (eds.). Handbook of Industrial and Organizational Psychology, 2nd Ed., vol. 1, 1990.

[7] M. Wallace and A. Szilagyi, "*Managing behavior in organizations*", Illinois: Scot, Foreman & Company. pp 246 – 268, 1982.

[8] A. North, A. (2010). *Introduction to Performance Appraisal*, 2010, [Online] Available: http://www.performance-appraisal.com/intro.htm (October 30, 2015)

[9] E. A. Locke and G. P. Latham, "*A Theory of Goal Setting and Task Performance"*, New Jersey, U.S: Englewood Cliffs, Prentice Hall, 1990.

[10] R. D. Stueart and B. B. Moran, "*Library and Information Center Management"*, 7th Ed. Libraries Unlimited, Westport, 2007

[11] V. S. P. Rao, "*Human Resource Management: Text and Cases",* 2nd Ed, New Delhi: Excel Books, 2005

[12] C. C. Yee and Y. Y. Chen, "Performance appraisal system using multifactorial evaluation Model", *PWASET,* vol. 41, pp 231-235, 2009.

[13] Y. Hamidi, "The effect of performance appraisal result on personnel's motivation and job promotion." *Australian Journal of Basic and Applied Sciences, vol.* 4, no. 9, pp. 4178-4183, 2010.

[14] F. F. Asamu, "Perception of performance appraisal and workers' performance in Wema bank headquarters", Lagos, Global *Journal of Arts, Humanities and Social Sciences*, vol. 1, no. 4, pp. 89-101, 2013.

[15] J. M. Reitz, Online Dictionary for Library and Information Science (ODLIS), 2014 [Online] Copyright © 2004-2014 Availble: http://www.abc-clio.com/ODLIS/odlis_about.aspx (June, 10, 2014)

[16] S. Fajana, "*Human Resource Management: An Introduction", Lagos*, Labofin and Company, pp. 269–290, 2002.

[17] B. Erdogan, "Antecedents and consequences of justice perception in performance Appraisal", *Human Resource Management Review,* vol. 12, no. 4, pp. 555-578, 2002.

[18] D. R. Law, "Appraising performance appraisals: A critical look at external control Techniques", *International Journal Reality Therapy*, vol. 16, no. 2, pp.18-25, 2007.

[19] E. N. Makokha, G. Namusonge, C. Kanali, and A. C. Milgo, "Determinants of effectiveness of employee performance appraisal system in institution of higher learning: a survey of public universities in Nakuru County, *European journal of business and management*, vol. 6, no. 8, 2014.

[20] T. Grubb, "Performance Appraisal Reappraised: It's Not All Positive", *Journal of Human Resource Education* vol. 1, no. pp. 1-22, 2007

[21] R. B. Lamptey and K. Agyen-Gyasi, "Performance appraisal as effective management tool in the state owned university libraries in Ghana" *Proceedings of the 8th seminar CULD*, pp. 131-153, 2012, [Online] Available: http://www.academia.edu/4524078/PERFORMANCE_APPRAISAL_AS_AN_EFFECTIVE_MANAGEMENT_TOOL_IN_THE_ST ATE_OWNED_UNIVERSITY_LIBRARIES_IN_GHANA2). (October 15, 2014)

[22] R. Mondy et al., "*Human Resource Management*" 7th Ed. New Jersey: Prentice Hall, Inc, p. 336, 1999.

[23] L. A. Larry, "Ethical consideration of performance appraisal" *Management review, vol.* 83, p. 62, 1994.

[24] L. L. Byars and L. W. Rue, Human *Resource Management*, 7th Ed., McGraw Hill Education (Asia) Singapore, 2004.

[25] K. L. Karuru and B. Tarus, "An Assessment of the Performance Evaluation System Used to

[26] Evaluate Teachers in Secondary Schools in Meru Central District-Kenya", *Academic Journal of Interdisciplinary Studies*, vol. 3, no. 6, pp.199-204, 2014

[27] D. Schachter, "How to set performance goals: Employee reviews are more than annual critiques", *Information Outlook*, vol. 2, 2004.

[28] P. J. Kleiner, "*Ensuring quality reference desk service*: The introduction of a peer process, *RQ* vol. 30, pp. 349-361, 1991.

[29] R. G. Edward, C. I. Williams, "Performance appraisal in academic libraries: minor changes or major renovation?", *Library Review*, vol. 47, no. 1, p. 1419, 1998.

[30] U. D. Onuoha, "Perception of performance appraisal as a tool for enhanced productivity and career advancement in three university libraries in Ogun State, Nigeria", *Babcock Journal of Management and Social Sciences* (BJMASS), vol. 6, no. 2, 2008.

[31] P. Belcastro,"*Evaluating Library Staff: A Performance Appraisal System",* Chicago: American Library Association, 1998.

[32] R. Ologbonsaiye, "*Resource Management for Librarians"*, Lagos, Concept Publication Limited, pp. 35-40, 1994.

[33] E. Hansen, "Staff appraisal in university libraries: three case studies. *Personnel Education & Training*, vol. 1, no. 1/2, pp. 3-5, 1995.

[34] K-R, Kont, and S. Jantson, "Library employees' attitudes towards the measurement and appraisal of their work performance: Study in Estonian university libraries", *Library Management,* vol, 34, no. 6/7, pp. 521–537, 2013.

[35] E. G. Evans, *Management techniques for librarians",* New York: Academic press, pp. 204 –205, 1976.

[36] I. J. Okpe, "Annual Performance Appraisal of Practicing Librarians: A Study of Academic Institutions in Nigeria", *Arabian Journal of Business and Management Review* (OMAN Chapter), vol. 2, no. 5, pp. 10-19, 2012.