

Performance Appraisal Variables and Job Satisfaction of Library Staff of Tertiary Institutions in Imo State

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ABSTRACT

The study examined performance appraisal variables and job satisfaction of library staff of tertiary institutions in Imo State. The study adopted survey and correlational research designs. The population of the study is 189 library staff of the libraries studied which was also used as sample for the study. Out of 189 copies of instrument distributed, 154 copies were returned showing 81.5% return rate. The rating scale captioned "Influence of Performance Appraisal Variables on Job Satisfaction of Library Staff Scale" was the instrument used for data collection. Data collected were analyzed using mean (\bar{x}) scores, standard deviation and Pearson Product Moment Correlation (PPMC) for the research questions while the hypotheses were tested using t-test. Findings of the study show that library staff are satisfied to a high extent in the libraries studied and there is a relationship between reward, training, promotion and job satisfaction of library staff. However, the relationship of feedback and job satisfaction is to a low extent. The researchers recommended that: the academic library management should make every effort to improve upon the level of job satisfaction of library staff to a very high extent to ensure achievement of set goals and objectives; government and academic institution management should ensure that salaries, allowances and other incentives are paid as and when due to boost library staff job performance as well as job satisfaction; academic library management in collaboration with the academic institution management should ensure that library staff are sponsored to conferences, seminars and workshops regularly to keep them abreast with new trends in their profession for greater job performance and satisfaction, and academic library management and management of academic institutions should ensure regular promotion of library staff to enhance job satisfaction.

KEYWORDS: Performance, Appraisal, Reward, Training, Feedback, Promotion, Job Satisfaction, Library Staff.

INTRODUCTION

Every organization is established with the sole aim of achieving set objectives and goals. To achieve these objectives and goals, human resources are required. Human resources are very important aspect in the organization. They are very crucial to the growth and success of organizations like libraries and information centres. The staff of the library carry out so many functions which are beneficial to the library users. Their expected jobs include provision of services like reference services, lending, interlibrary loan, circulation services, Current Awareness Services (CAS), user education, reprographic services, Selective Dissemination of Information (SDI), Internet services, among others. They are also experts in providing access to information and in organizing the library resources through cataloguing, classification, preparing abstracts, bibliographies, indexes etc. The quality of library and information services rendered is determined by the nature and quality of facilities, information resources and library staff. In an academic environment, library staff occupy an important position for the strategic achievement of efficiency and productivity. Based on this, there is need for an occasional evaluation and assessment of activities and services being rendered in the organization (Okoye, Mbagwu, Abanum & Nwohiri, 2019). To measure the activities and services rendered by library staff from time to time, performance appraisal is required.

In every organization there is always a time for stock taking. Performance appraisal is one of the human resources management tools designed to assess job performance of personnel periodically in order to ascertain their strengths and weaknesses. Appraisal is a management tool used to promote continuous learning and improvement through the process of self assessment and reflection. Gardner cited in Idowu (2017) describes performance appraisal as the evaluation of an individual's work with the main aim of arriving at objective personnel decisions. It helps the management to identify and measure the performance of staff and exploit their full potentials in line with organizational goals. This is why Gomez, David and Robert cited in Rahahleh, Alabaddi and Moflih (2019) assert that performance evaluation is the management's practice of identifying and measuring staff performance in organizations.

The most essential purposes of performance appraisal practices are to aid and assist organisations to reach decisions and conclusions on salary, promotions, recognising training requirements, conveying feedback and recognition of employee for a job well done (Cheng, 2014). For the purpose of this study, emphasis will be laid on the following performance appraisal variables: reward, training, feedback and promotion to see if the library staff derive satisfaction from them when they are implemented.

Reward has been seen to be a vital instrument in employee performance. A well rewarded employee feels that he is being valued by the organization that he is working for. Reward as conceptualized by Noor and Giehinga (2016) is one of the methodologies utilized by human resource managers for drawing in and holding suitable employees and helping to show signs of improvement, inspiration and to obey the employment legislation and regulations. Reward includes both financial and non-financial reward. Financial reward may come in the form of pay, salary or wage, benefits, allowances, bonuses, cash incentives, among others while non-financial reward include employee recognition and other intrinsic reward.

Training involves the acquisition of skills, attitude, knowledge and experience that help to improve job performance for the achievement of organizational goals. The basic idea behind training is to empower employees with new

skills, abilities, knowledge needed to keep them abreast with current development in a profession as well as accomplish organizational goals.

Feedback is very important in management decision making. The feedback may focus on information about the performance of employees and how they could improve to enhance job performance.

Promotion occurs when an employee climbs an organizational ladder as well as gets an increase in salary. With promotion, an employee moves to a place of greater responsibilities. Ameen, Abdulkareem and Bello (2016) assert that promotion in an organisation is generally based on official principles such as merit, the extent of service (seniority), ability, performance and educational qualification. When properly used, these performance appraisal variables can serve as vital tools to get the best out of library staff as well as increase job satisfaction.

The level of employees' performance is dependent not just on their actual skills but also on the level of satisfaction. Employee satisfaction is one of the primary requirements of a well-run organization. Setiawati and Ariani (2019) citing Handoko defines job satisfaction as the attitude of workers regarding work, such as how happy they are seeing their work. It is very important to both employers and employees in an organization. It is the attitude displayed by employees towards their work environment, remuneration, training, promotion, recognition, performance appraisal, supervision, among others. No wonder Yaya (2019) opines that job satisfaction is linked to employer meeting the basic needs of employees in an organization. Therefore, through performance appraisal the basic needs of employees may be identified to enhance job satisfaction.

Hence these performance appraisal variables are subjected to test in this study to examine their influence on job satisfaction of library staff. In the light of the foregoing, this study sought to examine the influence of performance appraisal variables on job satisfaction of library staff of tertiary institutions in Imo State.

Research Questions

The research questions posed for this study are;

1. To what extent are the library staff of tertiary institutions in Imo State satisfied with their jobs?
2. What is the relationship between reward and extent of job satisfaction?
3. What is the relationship between training and extent of job satisfaction?
4. What is the relationship between feedback and extent of job satisfaction?
5. What is the relationship between promotion and extent of job satisfaction?

Hypotheses

The following hypotheses are formulated for the study and tested at 0.05 level of significance:

H01: There is no significant coefficient of correlation between reward and level of job satisfaction of library staff of tertiary institutions in Imo State.

H02: There is no significant coefficient of correlation between training and level of job satisfaction of library staff of tertiary institutions in Imo State.

H03: There is no significant coefficient of correlation between feedback and level of job satisfaction of library staff of tertiary institutions in Imo State.

H04: There is no significant coefficient of correlation between promotion and level of job satisfaction of library staff of tertiary institutions in Imo State.

LITERATURE REVIEW

Performance Appraisal

Performance appraisal is also called employee rating, employee evaluation, performance review, performance evaluation, and results appraisal (Mathis & Jackson, 2004). Obi (2016) stated that performance appraisal has been looked at as the method by which the performance and productivity of each worker is measured in order to determine his or her contribution to the effort of the organization towards the achievement of the set goals and objectives. Armstrong and Taylor (2014) described performance appraisal as a standard of practices that outline the kind of occupation and regulate the engagement relation in order to induce and maintain the appropriate worker, according to its demand.

Evans (2012) reported that the process of performance appraisal can supply the documentation on which to base decisions regarding individual employees in terms of promotions, salary increase, transfer, demotion and dismissal. Agyen-Gyasi and Boateng (2015) opined that performance appraisal is important in several ways. It is used in organizations as a basis for administrative and corporate decisions such as employee promotion, dismissal, transfer and allocation of financial rewards, employee development and personnel research.

Reward

Reward is very good in every organizational setting. It plays a key role in providing an incentive to employees to work hard (Ohene-Danso, 2015). The purpose of reward system is to contribute to the increased value of an organization and to motivate and encourage actions that are needed for an organization's success. Njanja, Maina, Kibet and Njagi (2013) reiterated that reward systems are aimed at providing a systematic way to deliver positive consequences and the fundamental purpose is to provide positive consequences for contributions to desired performance. Employee reward system according to Nnaji-Ihedinhmah and Egbunike (2015) refers to programmes by different organizations to reward performance and motivate employees on individual and/or group level. Yamoah (2013) viewed a reward system as consisting of financial rewards and employees' benefits, which is commonly called total remuneration. This reward system outlines the pay levels, pay structure base pay, employee benefits and all non-financial rewards. Here, reward policies should be well-communicated to the employees understanding and the reward should match market rate, qualification and skills. The three main components of reward system according to Puwanenthiren as cited in Nnaji-Ihedinhmah and Egbunike (2015) include; compensation, benefits and recognition, and these components encapsulate the total rewards in an organization which include transactional and relational rewards. Reward system can be classified into two namely; intrinsic rewards and extrinsic rewards.

Training

Training provides opportunities for employees to keep abreast with new development in their profession and as a result increases job performance as well as job satisfaction. According to Owuor (2005), performance appraisal is a useful means to identify training and development needs of staff at all levels. Agyen-Gyasi and Boateng (2015) stated that another reason for conducting performance appraisals in academic and research libraries is to ensure that staff training takes place on a regular basis. Omole (2020) recommended that in order to make library staff satisfied with their job, they should be allowed to go for training, whether in-house or on-the-job training to enhance and develop their knowledge in their field so that they will improve as the world does. Conversely, Javed, Rafiq, Ahmed and Khan (2012) discovered that training and development has a weak correlation with employee job satisfaction

which clearly indicates that training and development is not a strong driver of job satisfaction in public sector organizations of Pakistan. In another study by Awang and Yusuf (2020), they found out that training and development has a significant positive effect on job satisfaction.

Feedback

Feedback is a widely used concept by management theorists in management decision-making. Effective feedback is very important for the success of employees and organization. When properly executed, feedback can increase employee performance as well as job satisfaction. Girma, Lodesso and Sorsa (2016) affirmed that performance feedback is effective in changing employee work behavior and enhances employee job satisfaction and performance. Paul, Abeguku, Hezekeah and Dirisu (2014) see performance appraisal as a process that happens continuously as regards checking and measuring every employee input and through that, know their strengths and weaknesses. And of course, the results are communicated back to them (feedback).

Promotion

Appraisal of employee's performance in the current occupation is a method of evaluating the person's suitability or qualification for selection for a higher position (Atakpa, Ocheni & Nwankwo, 2013). Performance appraisal according to Cheng (2014) is significant to supervisors in making organisational judgments on the promotion and pay as well as retaining or terminations of the worker.

The performance appraisal system is usually written. It is given or distributed to staff to fill every year and it forms the basis for their promotion. Promotion is another motivating factor that inspires the employees. Promotions to positions that include more responsibility or authority are among the tools managers or library administrators have to motivate workers. Ameen, Abdulkareem and Bello (2016) assert that promotion in an organisation is generally based on official principles such as merit, the extent of service (seniority), ability, performance and educational qualification. When employees perceive that there is greater opportunity for promotion in libraries, they tend to be satisfied with their jobs. In view of this, Ikolo (2019) citing Mustapha and Zakaria revealed that there was a positive significant relationship between promotion opportunity and job satisfaction. Similarly, Awang and Yusuf (2020) discovered that there is a positive and significant association between promotion opportunity and job satisfaction among employees. Another study by Wong and Wong as cited in Nyaera and Momanyi (2020) discovered that promotion systems in place did not lead to job satisfaction. Akanwa and Udo-Anyanwu (2015) stated that the management that evaluates the performance of its staff and award marks periodically with a view towards promotion or other nice incentives would realize that their staff work effectively.

Job Satisfaction

Librarians' job satisfaction deals with how contented librarians are with the work they do, an emotional mind set which enables librarians perform their duty as librarians with every enthusiasm, energy and conviction and this also entails the tendency of librarians to execute their duty with joy and happiness being committed to the achievement of library goals and objectives (Igbokwe, 2011). Job satisfaction is needed in an organization because of the role it plays in the achievement of organizational goals. Reasonably, only a satisfied employee will commit to meeting the objectives of his/her employer or organization (Nwosu, Akunne & Oguegbe as cited in Ibegbulam, 2018). Supporting this opinion, Omole (2020) opined that an employee who is satisfied with his job would perform his

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duties well and be committed to his job, and subsequently to his organization. Several factors could boost job satisfaction of employees in an organization. Studies have revealed that factors such as good working conditions, promotion, training, recognition, regular and competitive remuneration, participative management, feedback, among others could enhance employee job satisfaction. There is a level of job satisfaction that is expected from employees to achieve organizational goals. In view of this, Ranaweera, Li and Bodhinayaka (2018) discovered that the employees were moderately satisfied with their jobs in university libraries in Sri Lanka. This shows that the library staff are not dissatisfied with their jobs. Opeke, Ikonne and Adewoyin (2019) revealed a high level of job satisfaction among library personnel in public universities in South-West, Nigeria. Whereas Idiegbeyan-Ose (2018) revealed that the level of job satisfaction of respondents was low. The reasons for their low level of job satisfaction were poor recognition and working environment provided by their libraries.

RESEARCH METHODOLOGY

The study adopted survey and correlational research designs. The population of the study is 189 library staff of the libraries studied which was also used as the sample for the study. Out of 189 copies of instrument distributed, 154 copies were returned showing 81.5% return rate. The rating scale captioned “Influence of Performance Appraisal Variables on Job Satisfaction of Library Staff Scale” was the instrument used for data collection. Data collected were analyzed using mean (\bar{x}) scores, standard deviation for research question one and Pearson Product Moment Correlation (PPMC) for the research questions two to five while the hypotheses were tested using t-test. Items with values of 2.50 and above respectively were positively interpreted, while items with values below 2.50 were negatively interpreted. The benchmark for rating is Strongly Agree (SA)/Very High Extent (VHE) = 3.50 – 4.0, Agree (A)/High Extent (HE) = 2.50 – 3.49, Disagree (D)/Low Extent (LE) = 1.5 – 2.49, and Strongly Disagree (SD)/Very Low Extent (VLE) = 0 – 1.49. For the correlation, any index 0.00 = no relationship, 0.01-0.19 = very low relationship, 0.20-0.39 = low relationship, 0.40-0.59 = moderate relationship, 0.60-0.79 = high relationship, 0.80-0.99 = very high relationship and 1.00 = perfect relationship. The acceptance or rejection of null hypotheses was based on the calculated value of the t-test. When the t-calculated value is greater than the t-tabulated value, the null hypothesis is rejected but if otherwise, the null hypothesis is not rejected.

DATA ANALYSES AND PRESENTATION

Research Question 1: To what extent are the library staff of tertiary institutions in Imo State satisfied with their jobs?

Table 1: Extent of Job Satisfaction

S/N	Item	Mean	SD	Remarks
1.	Reference services	3.07	0.78	HE
2.	Cataloguing and Classification	3.07	0.78	HE
3.	Referral services	2.88	0.79	HE
4.	Circulation services	3.21	0.72	HE
5.	Indexing and Abstracting services	3.01	0.79	HE
6.	Internet services	3.55	0.51	HE
7.	Selective Dissemination of Information (SDI)	2.95	0.76	HE
8.	Current Awareness Services (CAS)	2.98	0.79	HE

9.	Reprographic services	2.95	0.76	HE
10.	Supervising subordinates	3.16	0.74	HE
11.	User education	3.21	0.72	HE
Grand Mean		3.10	2.65	HE

Presented in Table 1 are the item-by-item mean scores on the extent of job satisfaction of library staff in the libraries studied. The result of the analysis in the Table shows that library staff are to a very high extent satisfied with internet services, and to a high extent satisfied with cataloguing and classification, referral service, circulation services, indexing and abstracting services, internet services, Selective Dissemination of Information (SDI), Current Awareness Services (CAS), reprographic services, supervising subordinates and user education with mean scores which are above the criterion mean of 2.50. Generally, library staff are satisfied to a high extent with their jobs in the libraries studied as shown in the grand mean of 3.10.

Research Question 2: What is the relationship between reward and extent of job satisfaction?

Ho₁: There is no significant coefficient of correlation between reward and level of job performance of library staff of tertiary institutions in Imo State.

Table 2: Relationship between Reward and Level of Job Satisfaction

<i>N</i>	<i>r</i>	<i>R</i> ²	<i>t</i> _{cal}	<i>p</i> – <i>value</i>	<i>t</i> _{crit}	<i>df</i>	<i>Decision</i>
154	.661	0.44	10.86	0.000	1.96	152	Reject H₀₂

Data analysed in Table 2 revealed the relationship between reward and extent of job satisfaction of library staff in tertiary institutions in Imo State. The coefficient of correlation between reward and job satisfaction is .661. This coefficient falls within the range of 0.61 – 0.80 for high relationship. This indicates that there is a high positive relationship between reward and level of job satisfaction of library staff. This means that as the reward of library staff improves, job satisfaction also improves at a high extent. The calculated t-value of 10.86 which is greater than the tabulated t-value of 1.96 and the p-value of 0.000 which is less than the significant value of 0.05 showed that the coefficient of correlation is significant. This shows that there is a significant high positive relationship between reward and level of job satisfaction of library staff. Hence the null hypothesis is rejected.

Research Question 3: What is the relationship between training and extent of job satisfaction?

Ho₂: There is no significant coefficient of relationship between training and extent of job satisfaction.

Table 3: Relationship between Training and Level of Job Satisfaction

<i>N</i>	<i>r</i>	<i>R</i> ²	<i>t</i> _{cal}	<i>p</i> – <i>value</i>	<i>t</i> _{crit}	<i>df</i>	<i>Decision</i>
154	.482	0.23	6.78	0.000	1.96	152	Reject H₀₂

Table 3 presented the coefficient of correlation between training and extent of job satisfaction. The coefficient of correlation between training and extent of job satisfaction is .482. This coefficient falls within the range of 0.41 – 0.60 for moderate relationship. This indicates that there is a moderate positive relationship between training and extent of job satisfaction of library staff in tertiary institutions in Imo State. This is interpreted to mean that as

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library staff are trained, their extent of job satisfaction increases at a moderate extent. Additionally, the calculated t-value of 6.78 which is greater than the tabulated t-value of 1.96 and the p-value of 0.000 which is less than the significant value of 0.05 showed that the coefficient of correlation is significant. Hence, we conclude that there is a significant moderate positive relationship between training and extent of job satisfaction.

Research Question 4: What is the relationship between feedback and extent of job satisfaction?

H₀₃: There is no significant coefficient of relationship between feedback and extent of job satisfaction.

Table 4: Relationship between Feedback and Extent of Job Satisfaction

<i>N</i>	<i>r</i>	<i>R</i> ²	<i>t</i> _{Cal}	<i>p</i> – <i>value</i>	<i>t</i> _{Crit}	<i>df</i>	<i>Decision</i>
154	.037	0.0014	0.46	0.646	1.96	152	Accept H₀₃

1.

In Table 4 the coefficient of correlation between feedback and extent of job satisfaction is revealed. The coefficient of correlation between feedback and extent of job satisfaction of library staff is .037. This coefficient falls within the range of 0.21 – 0.40 for low relationship. This indicates that there is a low positive relationship between feedback and extent of job satisfaction of library staff in tertiary institutions in Imo State That is, as feedback improves, job satisfaction improves but at a low extent. The calculated t-value of 0.46, which is less than the tabulated t-value of 1.96 and the p-value of 0.646 which is greater than the significant value of 0.05, showed that this coefficient of correlation is not significant. This shows that there is no significant relationship between feedback and extent of job satisfaction. Hence, the null hypothesis is accepted.

Research Question 5: What is the relationship between promotion and extent of job satisfaction?

H₀₄: There is no significant coefficient of relationship between promotion and extent of job satisfaction.

Table 5: Relationship between Promotion and Extent of Job Satisfaction

<i>N</i>	<i>r</i>	<i>R</i> ²	<i>t</i> _{Cal}	<i>p</i> – <i>value</i>	<i>t</i> _{Crit}	<i>df</i>	<i>Decision</i>
154	.507	0.26	7.25	0.000	1.96	152	Reject H₀₁

Table 5 reveals that the coefficient of correlation between promotion and extent of job satisfaction is .507. This coefficient falls within the range of 0.41 – 0.60 for moderate relationship. This indicates that there is a positive moderate relationship between promotion and extent of job satisfaction of library staff in tertiary institutions in Imo State. The calculated t-value of 7.25 which is greater than the tabulated t-value of 1.96 and the p-value of 0.000 which is less than the significant value of 0.05 showed that the coefficient of correlation is significant. This shows that there is a significant moderate positive relationship between promotion and extent of job satisfaction. The null hypothesis is therefore rejected.

Discussion of Findings

Extent of Job Satisfaction of Library Staff in the Libraries Studied

The findings of the study revealed that library staff are satisfied to a high extent in the libraries studied. The findings showed that library staff are satisfied with the jobs they perform in the library. The jobs mentioned are reference services, cataloguing and classification, referral services, circulation services, indexing and abstracting services,

internet services, Selective Dissemination of Information (SDI), Current Awareness Services (CAS), reprographic services, supervising subordinates and user education. The finding is in line with the findings of Opeke, Ikonne and Adewoyin (2019) who revealed that there is a high level of job satisfaction among library personnel in public universities in South-West, Nigeria. However, the findings contradict the findings of Ranaweera, Li and Bodhinayaka (2018) who discovered that the employees were moderately satisfied with their jobs in university libraries in Sri Lanka. Also contrary to the findings of this study, Idiegbeyan-Ose (2018) revealed that the level of job satisfaction of respondents was low.

Reward and Job Satisfaction of Library Staff in the Libraries Studied

The finding of the study on relationship between reward and job satisfaction of library staff in the libraries studied revealed that there is a relationship between reward and job satisfaction of library staff. The finding showed that as reward increases, the library staff job satisfaction also increases. This finding is in agreement with the ideas of Noor and Giehinga (2016) that reward is one of the methodologies utilized by human resource managers for drawing in and holding suitable employees and helping to show signs of improvement, inspiration and to obey the employment legislation and regulations. It also agrees with the opinions of Njanja, Maina, Kibet and Njagi (2013), Ohene-Danso (2015) and Nnaji-Ihedinmah and Egbunike (2015).

Training and Job Satisfaction of Library Staff in the Libraries Studied

The finding of the study on the relationship between training and job satisfaction of library staff in the libraries studied revealed that there is a relationship between training and job satisfaction of library staff. This finding of the study showed that training enhances job satisfaction of library staff. This finding is in line with the findings of Awang and Yusuf (2020) who found out that training and development has a significant positive effect on job satisfaction. Omole (2020) recommended that in order to make library staff satisfied with their job, they should be allowed to go for training, whether in-house or on-the-job training to enhance and develop their knowledge in their field so that they will improve as the world does. This finding is contrary to the findings of Javed, Rafiq, Ahmed and Khan (2012) that training and development has a weak correlation with employee job satisfaction which clearly indicates that training and development is not a strong driver of job satisfaction in public sector organizations of Pakistan.

Feedback and Job Satisfaction of Library Staff in the Libraries Studied

The finding of the study on the relationship between feedback and job satisfaction of library staff in the libraries studied revealed that there is no significant relationship between feedback and job satisfaction of library staff. The finding of the study showed that feedback enhances library staff job satisfaction to a low extent. The finding is not in consonance with the ideas of Girma, Lodesso and Sorsa (2016) that performance feedback is effective in changing employee work behaviour and enhances employee job satisfaction and performance. This can be attributed to the fact that most times, employees are not given feedback of the appraisal process.

Promotion and Job Satisfaction of Library Staff in the Libraries Studied

The finding of the study concerning the relationship between promotion and job satisfaction of library staff in the libraries studied revealed that there is a relationship between promotion and job satisfaction of library staff. The finding of the study showed that promotion enhances job satisfaction of library staff. This finding corroborates that

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of Ikolo (2019) citing Mustapha and Zakaria that there was a positive significant relationship between promotion opportunity and job satisfaction. Similarly, the finding is in line with that of Awang and Yusuf (2020) who discovered that there is a positive and significant association between promotion opportunity and job satisfaction among employees. On the contrary, the finding is not in line with Wong and Wong as cited in Nyaera and Momanyi (2020) who discovered that promotion systems in place did not lead to job satisfaction.

CONCLUSION

Performance appraisal has been seen as process by which employees are rated, evaluated and performance reviewed in order to ascertain the contributions made by every employee towards the achievement of organizational goals. This is because performance appraisal variables such as financial and non-financial reward, staff training, feedback and promotions, if properly used by libraries will greatly influence library staff job performance and invariably enhance their job satisfaction. However, the findings confirm that most of the performance appraisal variables in practice are fair enough to enhance job satisfaction of library staff in the libraries studied. Every effort should therefore be made to ensure that the performance appraisal systems are maintained and developed to keep the employees satisfied with the jobs they perform.

RECOMMENDATIONS

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

1. The academic library management should make every effort to improve upon the level of job satisfaction of library staff to a very high extent to ensure achievement of set goals and objectives.
2. Government and academic institution management should ensure that salaries, allowances and other incentives are paid as and when due to boost library staff job performance as well as job satisfaction.
3. Academic library management in collaboration with the academic institution management should ensure that library staff are sponsored to conferences, seminars and workshops regularly to keep them abreast with new trends in their profession for greater job performance and satisfaction.
4. The management of academic institutions and academic libraries should improve on their feedback mechanism and make it an effective part of the appraisal process.
5. Academic library management and management of academic institutions should ensure regular promotion of library staff to enhance job satisfaction.

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