

Perceived Influence of Performance Appraisal on Job Commitment of Library Personnel in Public Universities

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ABSTRACT

Influence of performance appraisal on job commitment of library personnel in public universities was investigated in this study. Specifically, it examined the consequence of employee performance appraisal on job commitment of the library personnel. Survey research design was used for the study while questionnaire was used in gathering data. A total of 238 librarians and library officers were used for the study. Findings of the study reveal a significant relationship between performance appraisal and job commitment of library personnel. Also, there is a direct relationship between performance appraisal and job satisfaction. The study concluded that the library personnel who were satisfied with the performance appraisal system were equally satisfied with their jobs and showed commitment in their jobs as well.

Key words: Library Personnel, Performance Appraisal, Job Commitment, Job performance, Public universities, Nigeria

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INTRODUCTION

Human resources are the most vital resources in organizations including university libraries. They play significant roles in the management of organizations; Human resources plan, coordinate and control other resources necessary for the attainment of organizational objectives. In University Libraries, human resources are made up of librarians, library officers, library assistants and other supporting staff. The performance and job commitment of these personnel are vital for the attainment of university libraries' objectives. Bratton and Gold (2012) observed that employee commitment is

relative to their attachment to the organization in which they are employed. However, the need to establish the extent of accomplishment made by the personnel in university libraries requires performance appraisal. Appraisal serves as a tool for identifying and correcting poor performance among staff (Grinsing-Pophal, 2002).

Performance appraisal is defined as a process of assessing and communicating with personnel on ways through which their job performance can be improved (Güngör, 2011). Nadeen, Naveed, Zeeshan, Qumna and Qurat (2013) defined it as a process for measuring staff and giving feedback on their qualities, performances and recognition of their potentiality to grow them in future. Personnel performance appraisal in university libraries is aimed at appraising the personnel past performance in relation to the level of performance expected in their jobs. Giving the dimension and importance of services they offer, libraries require well trained, cooperative, and highly motivated staff. One method by which high standard of performance can be encouraged is appraisal. Various kinds of appraisal techniques are in use, ranging from essays to absolute rating scales, forced comparisons or ranking of employees. Jackson and Schuler (2016) opined that both private and public sector utilize employee appraisal frameworks that are progressive in nature. These typically include assessing performance based on the judgment and opinions of subordinates, peers, supervisors and as well as the workers themselves (Alireza & Mchdi, 2014). It is a vital factor in distinguishing various talents and capacities. Performance appraisal results can make staff aware of advancement, plans and goals. Organizations equally need to detect the efficiency of the employees so as to help in improving the status of available manpower as a way of helping to increase the volume of production and services, as well as making positive changes in its trend (Mwema & Gachunga 2014). The success of any organization will therefore depend upon its capacity to measure precisely the job commitment and performance of its members and use its objectivity to advance them as an indispensable asset.

Employee commitment (or work attitude) is considered as an essential element in human resources management. It is oftentimes linked to annual performance appraisal exercises in terms of work values, motivation, and work involvement. Employee commitment is exceptionally affected by the level of motivation, which is basic in bringing out a positive attitude towards the job. It is significant because it determines whether employees are to stay on their job or not. This study therefore examines the influence of performance appraisal on the job commitment of library personnel in selected public Universities in Ogun State, Southwest Nigeria.

STATEMENT OF THE PROBLEM

Researches reveal that turnover intention of library staff is high in Nigeria (Olusegun, 2012). It is assumed that job commitment is inversely related to turnover intention; when job commitment is high, turnover intention will be low. There is the need to investigate the factors that could determine job commitment as a means of dealing with the causes of high turnover intention among library staff in Nigeria. Hence, this study examined the impact of performance appraisal on the job commitment of library performance in public universities. This is with an assumption that, if the performance appraisal is executed with an unambiguous rationale and links performance levels with rewards, then the

librarians and library officers' job commitment will be positively affected and, this would result in high productivity and low turnover intention (Ekenma, 2020). The study also fills the gap in literature, as little has been done on the direct impact of performance appraisal on employee job commitment in Nigerian University Libraries.

RESEARCH QUESTIONS

The specific research objectives are converted to research questions as follows to guide the study:

1. What is the perception of library personnel in public university libraries on performance appraisal?
2. Is there a relationship between performance appraisal and job commitment of library personnel in public university libraries?
3. Does performance appraisal affect the level of job commitment (affective, continuance and normative commitment) of library personnel in public university libraries?
4. What is the impact of performance appraisal on library personnel's motivation for job performance in public university libraries?

HYPOTHESES

The following hypotheses were tested at 0.05 level of significance:

- H₀₁: Performance appraisal system will not predict job commitment among library personnel in public university system.
- H₀₂: Personnel performance appraisal system will not determine job satisfaction among library personnel in public university system.

LITERATURE REVIEW

Performance appraisal might be defined as organized formal interaction between a subordinate and superior that generally appears as a periodic interview (yearly or Semi-yearly) The work performance of the subordinate is analyzed and examined, with the end goal of distinguishing weaknesses and qualities, thereby charting the part skill development. Jackson and Schuler (2016) opined that performance appraisal has to do with clarifying work expectation of employees, assisting with individual worker development and the aggregate development of the whole workforce, just as guaranteeing that the plan of pay structure consolidates execution. It guarantees that workers have a familiarity with how organizations anticipate that they should perform in connection to organizational goals after their performances are assessed. Besides, Collings and Wood (2013) observed that desirable employee performance as needed by organizations is reliant on positive job attitudes like job commitment and satisfaction. Boswell and Boudreau (2002) mentioned two regular purposes behind

performance appraisal. These are evaluative and formative purposes. Evaluative capacity covers using performance appraisal for typical human relations decisions like administration of payment and promotion, retention, termination, layoffs, acknowledging workers as appropriate and recognizing poor performance. This speaks to an amalgamation of two of the motivations behind performance appraisal as discussed by Gichuhi, Abaja & Ocheing (2013). It is likewise considered as an evaluative procedure in the light of the fact that it relies upon how an employee performs. The score achieved by every worker is communicated to that person. Boswell and Boudreau (2002) described developmental functions as geared towards improving individuals by utilizing the tool of appraisal evaluations to identify areas requiring training, giving workers a reasonable idea of what their strengths and weaknesses are. It likewise gives workers criticism about their performance. This is similar to what Cook and Crossman (2004) described as the enhancement of employees' skills with respects to making clarifications on the reasons for performance appraisal. The primary aim of appraisal is to measure and enhance employee performance. The other objectives include enhancing feedback, understanding the training needs clearing up jobs and duties and deciding how to distribute rewards.

There are various advantages accruing to organizations that carry out performance appraisal on their staff. There is a consensus about the positive effects of performance appraisal on the organizations and their staff (Olusegun, 2012). Performance appraisal can profit and positively affect an organization's performance. It frequently helps to give individual workers feedback about their performance. Subsequently, it spurs employees towards becoming more committed with their assignments.

Appraisal is faced with various challenges. Authors as well as researchers have also criticized it. The criticisms include issues on evaluation criteria, evaluation errors, etc. These challenges constitute bottlenecks on performance appraisal and its effectiveness. Maroney and Buckley (2012) affirmed that there is a gap between the theory and practice and went further to criticize HR specialists for failure to implore psychometric instruments in performance appraisal. Walters (2005) recognizes that one of the challenges facing performance appraisal is evaluation criteria. He observed that the criteria could be vague and therefore suggested that such criteria be designed in a manner such that it could be quantifiable and measurable. However, while performance appraisal holds a lot of benefits both for the staff and organization, its role in job commitment of employees has not been adequately explored. Job commitment has to do with the enthusiasm with which employees handle their tasks in a work place. Some factors have been identified as determinants of job commitment; these include job satisfaction, emotional intelligence, motivation and job stress (Animashaun and Oludemi, 2013). There is need to explore the influence of other factors like performance appraisal on job commitment. This study therefore fills this gap in literature.

METHODOLOGY

To facilitate a seamless explanation of the relationship between performance appraisal and job commitment of library personnel (i.e. librarians and library officers) in public university libraries in Ogun State, Nigeria, descriptive design was adopted. The population of the study consists of the entire

professional and para-professional personnel in the public university libraries in Ogun State. This is put at two hundred and thirty-eight (238) librarians and library officers. The instrument for data collection is a self-design questionnaire. Out of the 238 copies of the questionnaire administered, 220 representing 92.4% return rate was obtained. A test-retest method was used to establish the reliability of the instrument. The researchers administered the instrument on twenty (20) respondents, within a two-week interval, which did not form part of the study sample. Data obtained through the questionnaire were analyzed by a simple percentage. Hypotheses drawn for the study were analyzed with Regression analysis and t-test statistical tool.

Analysis of Data and Discussions of Findings

Table 1: Respondents' Demographic Characteristics

S/N	Age Range	Frequency	%
1	20-29	26	12
	30-39	96	43
	40-49	88	40
2	50 years and above	10	05
	Total	220	100%
3	Sex Distribution	Frequency	%
	Male	108	49
	Female	112	51
	Total	220	100
	Official Designation		
4	Librarian	116	52.7
	Library Officer	104	47.2
	Total	220	100
4	Marital status		
	Single	26	12.0
	Married	194	88.0
	Divorced	-	
	Total	220	100

Table 1 shows the age distribution of the respondents. 12% of them were between the ages of 20-29 years; 43% were within the range of 30-39 years; respondents were between the ages of 40-49 were 40% and; 5% of them were above 50 years. From this analysis, it can be inferred that age group 30-39 years has majority of the respondents. Their gender distribution revealed that 108 respondents (49%) were males and; 112(51%) were females. Their job designations reveal that 104 respondents (47.2%) were library officers and, 116 respondents (52.7 %) were librarians. Analysis of the respondents' job designation indicates that the majority of respondents are librarians. On the respondents' marital status, the table reveals that (12%) of them were single while (88%) were married. Further analyses in the study were done according to the objectives of the study.

Research Question 1: What is the perception of library personnel about performance appraisal in public university libraries?

Table 2: Library personnel perception of the appraisal system in their respective university libraries

S/N	Issues	Responses	F	%
1.	The frequency of performance appraisal	Monthly	Nil	
		Quarterly	Nil	
		Semi-Quarterly	Nil	
		Annually	220	100
		Total	220	100
2.	Mode of Performances appraisal	Verbal Interview	6	2.7
		Essay writing and examination	214	97.3
		Merit rating	Nil	-
		Peer Assessment	Nil	-
		Total	220	100
3.	Statement of purposes of performance appraisal	Considerably	150	68.2
		Moderately	25	11.4
		Minimally	30	13.6
		Not at all	15	6.8
		Total	220	100
4.	Appraisal exercises have been able to identify specific performance criteria	To a large extent	164	74.6
		Moderately	47	21.4
		To a little extent	9	4.1
		Total	220	100
5.	Development of Performance criteria in consultation with library personnel	Often times	190	75
		Occasionally	15	12.5
		Never	10	8.3
		I don't know	5	4.2
		Total	220	100
6.	Communication of appraisal exercise results	Occasionally	18	16.7
		Often times	202	83.3
		Never	Nil	
		Total	220	100
7.	Attitude toward work and performance appraisal	Yes	204	92.7
		To a little extent	12	5.5
		Not at all	4	1.8
		Total	220	100
8.	Invitation for discussion on performance appraisal	Yes	150	68.2
		At times	50	22.7
		Never	16	7.27
		Indifferent	4	1.8
		Total	220	100
9.	Below performance appraisal attracts which of the following	Recommendation for further training	205	93.2
		Demotion	Nil	-
		Issuance of query or punishment	Nil	-
		Reduction in salary	Nil	-

10. High-performance appraisal attracts which of the following	Transfer or redeployment	15	6.8
	Total	220	100
	Promotion	105	47.7
	Salary increment	100	45.6
	Commendation and recognition	15	6.8
	Nothing	Nil	
	Total	220	100

Field Survey (2019)

From Table, 2 the entire respondents indicated that performance appraisal was a regular exercise in their respective libraries. It involves a verbal interview, as indicated by 3% of the respondents and, writing of essays and tests as indicated by 97% of the respondents. The extent to which performance appraisal is outlined revealed that performance appraisal is clearly outlined, understandable and acceptable to a large extent. Performance appraisal exercise have been able to identify specific performance criteria such as attitude, behaviour, result and competencies, to a large extent. This was indicated by 79% of the respondents. Performance criteria are developed in consultation with personnel which favoured them and the results of appraisal communicated back to personnel often time. 83% of the respondents indicated this. Majority of the respondents (98%) affirmed that performance appraisal had brought about positive change in attitude towards work. The personnel are usually called for a dialogue about their performance before he or she signs the appraisal forms. Responses on the issue of consequences of appraisal exercise revealed thus: 93% of the respondents acknowledged that when the personnel feat is low, there is a suggestion in support of in-house and on the job training and, in some cases redeployment. On the other hand, when feat is high, there are suggestions for promotion and, for salary increment. The above analyses established the overall understanding of the respondents and it revealed that they were very much cognizant of the concepts of personnel performance appraisal.

Research Question 2: Is there a relationship between performance appraisal and job commitment of library personnel in public university libraries?

Table 3: Correlation between appraisal system and personnel job commitment

S/N	Issues	Responses	F	%
1.	Effect of good appraisal systems devoid of bias	Yes	197	89.6
		No	13	5.9
		Can't say	10	4.5
		Total	220	100
2.	Employees performance appraisal and job satisfaction	Yes	200	90.9
		No	20	9.1
		Total	220	100
3.	Poor appraisal method and job dissatisfaction	Yes	200	91
		To a little extent	15	7

	Not at all	5	2
	Total	220	100
4. Performance appraisal system without bias	No	6	3
	Yes	214	97
	Total	220	100
5. Does performance appraisal lead to job dissatisfaction	Agreed	204	93
	To a little extent	12	6
	Not at all	4	2
	Total	220	100

Field Survey (2019)

Table 3 indicates that 91% of the library personnel (respondents) affirmed that a good appraisal system without bias or favouritism has a direct impact on library personnel job satisfaction. The respondents (91% of respondents) further asserted the existence of a solid connection between performance appraisal systems. Obviously in the table 3, satisfaction with the performance appraisal system correlated with library personnel job satisfaction. In addition, poor appraisal method of an employee could easily gear up employee dissatisfaction toward their job 91% of the respondents agreed with this. However, 97% of the respondents indicated that there is the possibility of bias during the appraisal period. Appraisal method helps university libraries to identify personnel that would be compensated for greater achievement; 93% of the respondents indicated this. Majority of them, 91% of the respondents, agreed that they derived job satisfaction from the outcome of the appraisal exercise in their institutions. It can be inferred from the responses of the respondents that, to some extent, there is a relationship between the library personnel performance appraisal system and their job satisfaction/commitment.

Research Question 3: Does performance appraisal affect the level of job commitment (affective, continuance and normative commitment) of library personnel in public university libraries?

Table 4: Effect of appraisal on affective job commitment of library personnel in public university libraries in Ogun state

16	Do you have the intention to spend your remaining years of career in this University library?		
	Responses	Frequency	Percentage (%)
	Yes	150	68
	No	20	9
	Undecided	50	23
	Total	220	100
17	Do you feel a strong sense of "belonging" to this University library?		
	Yes	165	75
	Not at all	18	8
	To a little extent	37	17
	Total	220	100
18	Do you feel this University library problems are yours		

	No	5	2
	Yes	185	84
	Undecided	3	1
	To a little extent	22	10
	Indifferent	5	2
	Total	220	100
19	Do you feel at a time like "part of the family" of this University library?		
	To a large Extent	145	66
	To a little extent	50	23
	No	15	7
	Indifferent	10	5
	Total	220	100
21	Personally, do you think this University library has an enormous meaning to you?		
	To a large Extent	155	70
	To a little extent	46	21
	Not at all	7	3
	Undecided	12	6
	Total	220	100

Field Survey (2019)

It can be inferred from 4 that the respondents are willing to use up their entire career life with their respective university libraries. 160 respondents (68%) indicated this view and this makes them have strong feelings and sense of belonging to their respective university libraries, 165 (75% of respondents). However, 186 respondents (84%) indicated that they are indifferent to their respective libraries problem or feel not their university libraries' problems are theirs. Only 23 (10%) of the respondents indicated to a large extent on the issue. 145 (66%) respondents, to a large extent, always feel like part of the family of their respective university libraries; 50 (23%) of respondents indicated to a little extent and, 15 (7%) of the personnel responded negatively. Lastly, on affective commitment, the respondents indicated that their respective university libraries have a great deal of personal meaning to them; 155 (70%) respondents. The inference that can be drawn from Table 4 is that the library personnel have an affective commitment for their individual libraries. Their emotional attachment to, desire to identify with and their involvement in the university libraries were driven by affective commitment.

Table 5: Continuance job commitment of library personnel in public university libraries in Ogun state

20	Do you entertain fear on consequence of losing your job?		
	Responses	Frequency	Percentage (%)
	Yes	150	68
	No	50	23
	Undecided	20	9
	Total	220	100

21	Will it be very hard for you to quit this university library right now, even if you decide to do so?		
	Yes	170	77
	Not at all	10	5
	To a little extent	40	18
	Total	220	100
22	Will anything in your life be disorganized if you decided to leave this university library now?		
	To a little extent	190	87
	Not at all	25	11
	I can't say	5	2
	Total	220	100
23	Do you think you have too few options to consider leaving this university library?		
	To a little extent	70	32
	Yes	140	64
	Undecided	10	5
	Total	220	100
23	Do you consider working or staying with your library a matter of necessity?		
	Yes	200	91
	No	20	9
	Undecided	00	0
	Total	220	100

Field Survey (2019)

When availability of alternatives is few, continuance commitment is said to be the strongest. Library personnel in public university libraries in Ogun state intention to continue with their respective libraries is consequent on age, expectations from personal investment, employers conditional contractual obligations such as promotion and pension, all resulting from the length of service so far rendered to the organization. Table 5 reveals the feelings of the respondents on continuance commitment of the library personnel. Majority of the respondents agreed that they were afraid of the consequence of disengagement from their respective libraries without having a new offer elsewhere; that it will be very hard for them to quit their respective libraries right now, even if they decide to do so. 170 respondents (77%) indicated this. In addition, 190 respondents (85%) can't say whether their life will be in disorder if they decide to leave their respective libraries and 25 respondents (11%) cannot say whether anything in their life will be disorganised if they decide to leave. Furthermore, 140 (64%) respondents indicated that they have few options to consider if they want to leave their respective libraries and, 70 (32%) respondents indicated to a little extent. Lastly, 200 (91%) respondents thought staying with their respective libraries is a matter of inevitability as much as they yearning right now.

Table 6: Normative commitment of Library Personnel in Public Universities

24	Do you observe that personnel nowadays move from one university library to another very often		
	Responses	Frequency	Percentage (%)
	Yes	180	82.0
	No	40	18.0
	Total	220	100
25	Did you support the opinion that personnel must always be loyal to his or her university library?		
	Yes	170	78.0
	Not at all	10	5.0
	To a little extent	40	17.0
	Total	220	100
26	Is it ethically right to jump from one university library to another?		
	To a little extent	30	14.0
	Not at all	190	86.0
	Total	220	100
27	If you get a better offer elsewhere, will you feel it was right to leave this university library?		
	To a large extent	5	2.0
	To a little extent	25	11.0
	Undecided	20	9.0
	Not at all	170	78.0
	Total	220	100
28	Do you think that loyalty is vital and it is ethical responsibility to remain with your library?		
	Yes	200	90.0
	No	Nil	Nil
	Undecided	20	9.0
	Not at all	00	0.0
	Total	220	100

Field Survey (2019)

Normative commitment is a reaction of compulsion by employees to carry on with their service. Employees feel that they should stay put with their respective university library due to their perception of what the university library had invested in them from which they have derived enormous benefit. Analysis of responses on the normative commitment of library personnel revealed that the respondents were aware that people move from one university library to another very often in search of greener pasture and; they agreed with the truism that a personnel must always be loyal to his her university library. They also indicated that it is not ethically right to move from one university library to another and in the event of a better offer elsewhere, they feel it is not right for them to leave their university library

and join the new. This is reflected in the responses of 5 (2.27%) respondents of Yes, 25 (11.33%) respondents of to a little extent, while 20 (9.09%) respondents are undecided and 170 (77.27%) respondent not at all. The table further revealed that the library personnel's major reason they remain with their respective university library is that they think allegiance is vital and consequently feel the sense of conscientiousness to stay.

Objective 4: What is the impact of performance appraisal on library personnel's motivation for job performance in public university libraries?

Table 6: Performance appraisal and University library personnel Motivation for job Performance

S/N	Issues	Responses	F	%
1.	Rewarding person with cash, car and promotion make the personnel work harder in order to be rewarded again in the next appraisal	Yes	190	86.3%
		No	30	13.6%
		Indifferent	Nil	-
		Total	220	100%
2.	Appraisal systems help to identify personnel that would be rewarded for higher performance	Yes	200	90.9%
		To a little extent	15	6.8%
		Not at all	5	2.27%
		Total	220	100%
3.	Fear of redundancy motivates personnel to performance better	Yes	205	93.1%
		No	5	2.27%%
		Indifferent	10	4.5%
		Total	220	100%
4.	Do you think personal development and training is part of the overall performance appraisal system	Yes	190	86.3%
		No	30	13.6%
		Indifferent	Nil	-
		Total	220	100%

Field Survey (2019)

As presented in Table 6, 190 (85%) of the respondents believe that rewarding library personnel with cash, promotion, and other incentives can influence job commitment. In addition, performance appraisal is useful in identifying personnel necessary to be appreciated or commended for outstanding performance. 91% of the respondents agreed that with this while 15 (7%) of them agreed to a little extent and 5 (2%) disagreed. Fear of lay off or redundancy pushes library personnel to carry out their duties well. 205 (93%) of the respondents indicated this. Also from Table 6, respondents revealed that employees' development is part of the overall performance appraisal system; with 190 (86%) of the respondents affirmed this. From the analyses, it is evident that the performance evaluation has a considerable impact on the library personnel's job commitment.

Test of Hypotheses

H₀₁: Performance appraisal system will not significantly predict job commitment among library personnel in public university system

Table 7: Effect of Performance Appraisal on Job Commitment of personnel in university libraries

Model	R	R Square	Adjusted R Square	Std. The error of the estimate
1	.669	.636	.421	2.911

a. Predictors: (constant), Performance Appraisal. b. Dependent variable: Job Commitment

The results of the analysis in table 7 show that the correlation coefficient (R) has a value of 0.669; thus showing that as performance appraisal increase job Commitment increase. This means there is a direct correlation between performance appraisal and job commitment of library personnel in public university libraries in Ogun State. The R² has a value of 0.636 which indicates that approximately 64% variance in job commitment is explained by performance appraisal. 36% remainder is accounted for by factors not specified in the model i.e. error term or stochastic variable.

Table 8: ANOVA (b)

Model	B	Std Error	Beta	T	Sig.
1	5.397	571	.687	9.457	.
Const	565	033		17.023	000a

a. Predictors: (constant), Performance appraisal b. Dependent Variable: Job Commitment

The ANOVA indicates that there is a statistically considerable effect of performance appraisal on aggressive behaviour and that the regression model is statistically significant in terms of "goodness of fit" (F1, 324 = .425), (p-value=0.000<0.05); hence, the hypothesis is not accepted. It is therefore affirmed that there is a significant correlation between performance assessment and job Commitment.

H₀₂: Personnel performance appraisal system will not significantly determine job satisfaction among library personnel in public university system.

Table 9: Relationship between performance appraisal system and job satisfaction

Model	R	R Square	Adjusted R Square	Std. Error Mean
	.789	.472	.624	2.678

The results of the analysis as presented in Table 9 show that the correlation coefficient (R) is positive with a value of 0.789 showing that job satisfaction increases along with an increase in performance appraisal. The coefficient of multiple determination (R²) showed that performance

appraisal caused approximately 47% (0.472) variance in employee job satisfaction. In other words, an estimated 47% of job satisfaction (Dependent variable) is accounted for by performance appraisal, while the remainder of 53% is accounted by factors not specified in the model.

Table 10: Regression Analysis showing the effect of performance appraisal on job satisfaction among library personnel in public universities in Ogun State

Model	Sum of Squares	Df	Mean square	F	Sig.
Regression	3821.321	1	3821.312	546.449	.000a
Residual	2254.537	218	5.982		
Total	5918.896	219			

The results of the analysis on table 10 show that the correlation coefficient (R) has a value of 0.79. This indicates that as performance appraisal increases, job satisfaction increases. There is a direct correlation between performance appraisal and job satisfaction. This implies that the extent of job satisfaction is affected positively by performance appraisal. The R² has a value of 0.625 which indicates that approximately 63% variance in job satisfaction is accounted for by performance appraisal, while the remaining 37% is accounted for by factors not specified in the model i.e. error term or stochastic variable.

H₀₃: Performance appraisal management system will not significantly influence the job performance of librarians in public university system.

Table 11: Effect of Performance appraisal system on job performance

Model	R	R Square	Adjusted R Square	Std. The error of the estimate
1	.494(a)	.244	.421	.60044

a Predictors: (Constant), Performance appraisal management

ANOVA (b)

Model	Sum of Square	Df	Mean square	F	Sig.
Regression	29.589	1	29.589	82.070	.000
Residual	91.574	218	.361		.000a
Total	121.162	219			

a. Predictors: (Constant), Performance appraisal management. b. Dependent Variable: Employee performance.

From the table, we can observe that the extent to which the variance in job satisfaction can be explained by performance appraisal management is 24.4% i.e. (R square =0.244). The ANOVA table shows the Focal 82.070 at 0.0001 significance level. As such performance appraisal management affects job

satisfaction. This implies that there is a considerable correlation between performance appraisal management and job satisfaction. Consequently, hypothesis number three (H_{03}) is rejected.

SUMMARY AND DISCUSSION OF FINDINGS

The study examined the correlation between performance evaluation and job commitment among library personnel working in public university libraries in Ogun State. The study focused on the performance appraisal and job commitment among library personnel in public universities in Ogun State, Nigeria? Demographically, the university libraries studied have more staff that is librarians? Analysis of data on the research objective number one showed that the library personnel perceive that performance appraisal helps the libraries to measure the personal perception of the appraisal system. This is because fair performance appraisal goes a long way to improve the morale of personnel, encourages a harmonious atmosphere and reduces conflicts in libraries.

Objective number two revealed that there is there is a positive correlation between personnel performance appraisal and job satisfaction. Similarly, pitiable appraisal methods can result into employees' discontent. This may possibly be the reason the respondents in this study are of the view that performance appraisal leads to employee satisfaction. Furthermore, the difference in the level of job commitment in objective number three, normative commitment occurs when an organization invests time and resources to train its staff. The emotional or psychological connection for an organization makes them stay with the company even if the organisation is experiencing difficulty or other factors which could negatively affect the workplace. Also, continuance commitment is usually due to the fact that employers often confer more benefits on employees who have a long record with the organization. Such benefits as pensions, medical insurance or promotions are often regarded as reasons for elevated amount of continuance commitment

Finally, analysis of data on objective number four revealed that rewarding employees with promotion, car and cash makes them work harder to enjoy the benefits again; this inspires their job commitment. Also, fear of loss of job and redundancy makes or mars personnel to performance to a large extent. However, the expectation of incentives motivates them to higher performance, they also believe that training and staff development is part of the overall performance appraisal.

The result of the findings indicates that performance appraisal moderately enhances personnel's commitment to work. This is in tandem with Fakharyan et al (2012) finding. He reported that individuals who are either encouraged, challenged or contented in their jobs are much more likely to be dedicated to a given work setting, company or organization. Similarly, Daoanis (2012) noted that devoted workers experience a definite attachment with the organization, which, in the constructive appearance, makes them more enthusiastic to achieve. Also, Bahrija et al (2012) observed that performance criticism is effectual in shifting personnel work performance and enhances their job satisfaction and performance. He advised that supervisors can get better performance appraisals by relating with the employee regularly.

CONCLUSION

Personnel in the university libraries are aware of the concept of performance appraisal and there is a direct relationship between performance appraisal and job commitment among library personnel in university libraries in Ogun State. Further, job satisfaction increases along with an increase in performance appraisal and; there is a significant correlation between performance appraisal management and job satisfaction.

RECOMMENDATIONS

1. There should be a periodic review of the appraisal system. The university libraries should always be ready to make changes in the performance appraisal system if the system does not work exactly as planned.
2. The appraisal system should be as objectives as possible in order to realize the desired goals and objectives. Subjectivity and bias of any sort that can result in distrust between management and staff should be avoided as this can result in crises that may be difficult to manage or control.
3. The university libraries should raise the level of rewards and incentives for best performance as this will positively influence the personnel performance in the long run. This is because personnel who were satisfied with the performance appraisal outcome will also be satisfied with their job and demonstrate a commitment to the growth of the university libraries.
4. There should be periodic staff training and development of the librarians and library officers through seminars and conferences to raise the level of their job performance. Furthermore, staff training and development will make the librarians and library officers to understand that performance appraisal exercise should not be seen as a punishment but rather as a means of developing the librarians and library officers on their jobs in order to strengthen their strong points and to enable them improve on their weak points.
5. Appraisal should be carefully planned and executed as poor appraisal can lead to discontent among librarians and library officers. Provided that effective performance appraisal motivates the librarians and library officers and keeps them contented with their jobs and committed towards their university libraries.
6. There is a need for sincerity and commitment from the management of the university libraries and management of the universities. They need to be supportive of the system to make performance appraisal function properly. This is because the university libraries goals flow down into individuals goals.

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