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MOTIVATION FOR JOB PERFORMANCE OF LIBRARY STAFF IN FEDERAL UNIVERSITY LIBRARIES: AN APPRAISAL

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ABSTRACT

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The study investigated the motivation of job performance of library staff in federal university libraries. The researcher asked three research questions. The study adopted survey design and simple linear correlational design involving Pearson Product Moment Correlation approach. The study was conducted in South-East, Nigeria. The population of the study is 332 library staff working in the federal university libraries in South East, Nigeria. The sample of the study is 332 using census enumeration technique. The instrument used for data collection is a researcher-made rating scale. Data for this study was analyzed using mean, standard deviation, Pearson Product Moment Correlation (PPMC) and t-test statistics. The major findings of the study are as follow: The coefficient of relationship between use of confidential report and job performance of library staff in tertiary institutions is significant. The coefficient of relationship between use of graphic rating scale and job performance of library staff in tertiary institutions is significant and the coefficient of relationship between the use of 360 degree appraisal and job performance of library staff in tertiary institutions is significant. The study recommended that the government at the State and Federal levels should ensure regular use of confidential report of library staff during staff appraisal, tertiary institutions managements should regularly expose library management to use of graphic rating scales to improve their job performance and the government and tertiary institutions management should ensure alternating of the appraisal methods.

Keywords: Job performance, Library Staff, Appraisal, Graphic Rating Scale, Confidential Report

INTRODUCTION

Libraries play important roles in the Nigerian education system. The main function of an academic library is to provide materials for teaching, learning and research for the members of the academic community. The above functions cannot be carried out without the university library. The university library is the nerve centre and educational focal point in every university environment. It is devoted to the academic activities of its parent institution to ensure that the educational objectives of the host university are actualized. University libraries all over the world are saddled with exceptional duty of providing information services to a target populace. However this task cannot be achieved without sound and adequate provision of library and information services by the library human resources.

The human resource of the university library is expected to perform some functions and equally provide certain services which are geared towards the achievement of the institution's objectives. The objectives of the university involve mainly transmission of knowledge through teaching and research and the library helps in achieving this through provision of library resources and services. No matter how automated an organization or a library may be, job performance assesses whether a person performs a job well. Good job performance is also related with achieving the quality, quantity co-operation, dependability and creativity. Staff or employee performance is considered as the measures of the quality of human capital which was held by the institution and organization and is a key thrust in the organization plan (Fauzilah, Dzulkifli, Abdullah & Yaakob, 2011).

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, user education, reprographic services, Selective Dissemination of Information (SDI) etc. They are also experts in providing access to information and in organizing the library resources through cataloguing, classification, preparing abstracts, bibliographies, indexes etc. In this era of Information Technology and Communication (ICT), there is need for librarians who are proficient enough in providing online information services to the university students who are now becoming more of "screen readers" than "paper readers"

In every organization there is always a time for stock taking, The ability of any organization to perform effectively and efficiently depends to a large extent on the optimum utilization of its resources which include material, financial and human resources of which the latter is regarded as the most important of them all.

Appraisal is a management tool used to promote continuous learning and improvement through the process of self-assessment and reflection. Performance appraisal has become a strategic tool for improving organizational effectiveness. Performance appraisal is often used interchangeably with performance assessment, evaluations, performance review, employee appraisal or staff appraisal. Mathis and Jackson (2000) saw performance appraisal as the process of evaluating how well employees perform in their jobs when compared to the set standard, and then communicating that information to those employees. Performance appraisal in academic libraries is therefore a means of control through which library administrators monitor the job performance of subordinates by observing variance between set goals, actual performance and taking connective actions (Kleiner, 2006).

An effective and efficient appraisal scheme should therefore help develop the future performance of staff. When employees realize that if they put in their best to the organization in carrying out their tasks and duties responsibly well, they would be promoted, have an increase in wages, better opportunities are opened to them, but, in situations where their performance is woeful, they attract penalties that cannot be avoided, this consciousness would push them to strive towards putting in their best to avoid negative reward and being more creative. Employees will begin to think outside the cycle to generate ideas and which will lead to organizational productivity (Chang & Birtch, 2010).

Though the purpose and effect of performance appraisal is largely positive, there is available literature to the effect that performance appraisal could have unintended negative or adverse effects on the appraised staff. Quite a number of challenges have been identified as confronting the effective and efficient practice of the performance appraisal system which includes the effect of reward and its turnout in commitment and loyalty of employees which triggers productivity within the organization.

There are many methods of appraising staff before promotion is considered. These methods are the traditional methods which include; graphic rating scales, ranking method, paired comparison method, forced distribution method, checklist method, essay or free form appraisal, confidential reports while the modern methods are; behaviourally anchored rating scales, assessment center, human resources accounting, management by objectives, behaviour observation scales, psychological appraisal, results method, group appraisal, productivity measures and balance score card. Amin, Hossain and Islam (2015) state that most organizations have a formal performance appraisal method in which employee job performance is rated on a regular basis, usually once a year. There are different types of performance appraisal methods such as - Critical incident method, Weighted checklist method, Graphic rating scale, Behaviorally anchored rating scales (BARS), Essay Evaluation, Paired

comparison analysis, Performance ranking method, Management by Objectives (MBO), confidential report, 360 degree performance appraisal, Forced ranking (forced distribution) method etc. In some organisations one method is used while in others promotion is based on a combination of two or more methods. Some of these methods will be x-rayed to examine their influence on job performance.

The main aim of the annual staff appraisal carried out in organizations is to assess how far the employees performed the duties assigned to them. Job performance is directed to organizational goals that are relevant to the job. It is a very important aspect and imperative for organisational success. Nwokike and Unegbu (2019) describes job performance as a set of employees' behaviour that are perceived to be in agreement with organizational goals that can be measured, monitored and assessed as an achievement at an individual level. Job performance is of interest to the library because of the role it plays in the achievement of the library's objectives. This is why Razak (2011) asserts that job performance is one of the most important activities that reflect both the goals and the means necessary to achieve it. Evans (2012) carried out a study on performance appraisal and discovered that performance appraisal is necessary for good supervision and there are situations when performance appraisal influenced job performance and there are also situations when it does not have any relationship. It is based on this background that this research on appraisal motivation for job performance of library staff in federal university libraries.

Statement of the Problem

The major functions of the university are teaching, learning and community service. These cannot be fully carried out without a functional university library. The university library is manned by personnel – professionals, para professionals and support staff, who are assigned different jobs based on their levels. These jobs are expected to be performed effectively so that the objectives of the university library will be achieved. Periodically the jobs performed by the library staff are assessed to match them with the objectives of the library. Various methods of appraisal exist and libraries use one or a mixture of these methods to ascertain the level of jobs performed. These methods may produce different results. This will give room for inequity which will bring crisis in the workplace. A scenario like this can only be avoided if the best method of appraisal is employed. The big problem is to identify the best method of appraisal that will yield the best result. The researcher therefore wonders if the method used such as confidential report, graphic rating scale or 360 degree methods have relationships with the level of job performance of library staff in federal university libraries.

Purpose of the Study

The general purpose of this study is to examine appraisal motivation for job performance of library staff in federal university libraries. Specifically, this study seeks to:

1. investigate the coefficient of relationship between the use of confidential report and the extent of job performance of library staff;
2. investigate the coefficient of relationship between the use of graphic rating scale and the extent of job performance of library staff;
3. ascertain the coefficient of relationship between use of 360 degree appraisal method

Research Questions

The following research questions are posed for this study:

1. What is the coefficient of relationship between the use of confidential report and the extent of job performance of library staff?
2. What is the coefficient of relationship between the use of graphic rating scale and the extent of job performance of library staff?
3. What is the coefficient of relationship between the use of 360 degree appraisal and the extent of job performance of library staff?

Literature Review

Motivation plays a critical role in influencing job performance, especially within the context of higher education institutions. Library staff in federal university libraries, who are tasked with ensuring the smooth operation of library services, face unique challenges that require sustained motivation to maintain high performance and job satisfaction. Understanding the factors that drive their motivation is essential for fostering an environment that promotes productivity, job commitment, and service quality in these libraries.

Research on employee motivation has grown significantly, with scholars emphasizing various theoretical frameworks to explain motivation, such as Maslow's hierarchy of needs, Herzberg's two-factor theory, and Vroom's expectancy theory. These models offer valuable insights into how intrinsic and extrinsic factors affect an individual's commitment to their work, job performance, and overall satisfaction. For library staff in academic settings, these factors may range from professional development opportunities and job security to the quality of workplace environment and management support (Aziri, 2011; Deci & Ryan, 2008).

In the context of federal university libraries, understanding what motivates library staff is especially crucial due to the increasing demands for quality service

delivery, technological advancements, and the evolving role of libraries in supporting academic research and learning (Mohammad & Chelliah, 2017). Previous studies have highlighted the impact of motivation on library staff's job performance, noting that motivated employees are more likely to demonstrate high levels of commitment, efficiency, and innovation in their work (Parker & Griffin, 2003).

Staff Performance Appraisal

From time to time the job performed by staff of organizations are assessed to see if they are carrying out their duties as expected. Khanka (2007) affirmed that to appraise is to assess the worth or value of an employee. He goes further to explain that performance appraisal is a systematic and objective way of judging the relative worth or ability of an employee in performing his or her task. Performance appraisal is the process of evaluating how well employees perform their jobs when compared to a set of standards, and then communicating that information to those employees. 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.

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). Bateman and Snell (2002) also claim it is the assessment of an employee's job performance. To them, performance appraisal has two basic purposes. First, an appraisal serves an administrative purpose that is, it provides information for making salary, promotion, and layoff decisions as well as providing documentation that can justify these decisions in court and the developmental. According to Owuor (2005), performance appraisal is a useful means to identify training and development needs of staff at all levels. Kato (2010) established that performance appraisal provides important information for the management of human resource to create fair and correct decision regarding promotions, transfers, compensations, incentives programmes and career management. Wilson (2012) agreed that performance appraisal is a logical means to develop and effectively utilize employee's knowledge and capabilities. Evans (2012) carried out a study on performance appraisal and discovered that performance

appraisal is necessary for good supervision and there are situations when performance appraisal influenced job performance and there are also situations when it does not have any relationship. He further 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.

Performance appraisal has been proven to be a useful instrument that could enable organisations to achieve employee efficiency (Mollel, Mulongo & Razia, 2017). Performance appraisal is expended for a multiplicity of motives such as job promotions, wage increases, comprehensive and useful feedback, and progression of career. 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. It provides a unique opportunity for employees and supervisors to communicate on a one-on-one basis about their goals and general direction of their institutions. In addition, performance appraisal helps professional librarians observe their subordinates to effectively coach, develop and motivate them. Good performers through performance appraisal important to know that their efforts are valued, while poor performers also know that their lackluster performance needs improvement. Another reason for conducting performance appraisals in academic and research libraries is to ensure that staff training takes place on a regular basis.

Workers' assessment, otherwise known as performance appraisal, is a distinct, official, organisationally authorised affair, typically not happening regularly more than once or two times in a year, which obviously specified performance standards that are employed in the appraisal procedure (Bloom, Genakos, Sadun & Van Reenen, 2012). Mathis and Jackson (2000) stated that performance appraisal is conducted once or twice a year, most often annually. Paul et al. (2014) see performance appraisal as a process that happens continuously as regards checking and measuring every employee input and through that, the organization can know their strengths and weaknesses. And of course, the results are communicated back to them (feedback). 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. The performance appraisal system is usually written. Staff are given it to fill every year and it forms the basis for their promotion.

Smith (2003) reports that there is cause and effect relationship on which employment and labour policies are based and the routine process of evaluation of staff motivate them while discharging their duty. For good

performance appraisal, Messmer (2000) stated several elements of a good performance assessment:

- i. Formulation of the goals that will be done by workers and leaders at the end of the assessment.
- ii. A list of specific competencies or skills to be done by workers or leaders,
- iii. Scale ranking and rating is right for the organization. The space of workers in assessing themselves.
- iv. The space for the assessment supervisors/managers
- v. Space for special events from the manager about performance of their employees.
- vi. Encourage the development of workers/employee.
- vii. The goal to align with the valuation date.

From the above assumption, it can be said that appraisal centers on job performance, if an employee performs below expectation, he will be forced to put his best in his job in order to be rewarded accordingly. Onuoha (2008) in his study found out that the majority of the respondents felt that performance appraisal has positive influence on job performance and enhances career growth. The study further argues that performance appraisal can only be meaningful if employee job descriptions are reviewed to include job performance.

The issue of poor employee performance could be linked to the defected performance appraisal system (Adler, et al., 2016). Prejudice and bias can never be completely removed in appraisals, and in the absence of training, may completely distort an individual's judgment. There have been concerns about its objectivity, its relevance and its validity. In many cases the complaint is that the appraisal system simply does not work. Poorly done appraisals lead to disappointing results for all concerned, thus serving as a de-motivator of performance. Performance appraisals that are coupled with appraiser biases demoralize staff in putting in their best and create some form of distrust between the appraiser and the appraised. Once workers realize that their efforts will not be appreciated even if they put in their best performance, they will not be motivated to accomplish great tasks or even go the extra mile in meeting deadlines. The appraiser's biases will overshadow the essence of the appraisal if care is not taken. This would then be a wasted effort on the part of the essence for carrying out performance appraisal (Falila, 2013).

The areas of performance for which an individual is suitable are often unclear and evaluation tend often to be based, not in measurement of actual performance, but on the perceptions and judgments of an employee's immediate boss. Performance appraisal, most of the time, suffer from the subjective judgment of the immediate boss. The situation becomes worse in a

situation where the staff being appraised is not in the good book of the appraiser. These vague and ambiguous judgmental characteristics of performance appraisal in organizations are unavoidable because of the complexity of managerial jobs and the difficulties inherent in clearly defining concrete criteria of effective performance. At the same time however, a considerable proportion of the vagueness and ambiguity associated with the appraisal process can be attributed to inadequate attention being paid by organizations to the design and functioning of its performance appraisal system. The fact that there are scarcely few employees who would not like to know exactly what their manager thinks of their performance makes performance appraisal schemes a controversial subject. In small organizations with few employees, the level of interaction between the manager and employees is so close that employees generally know what their boss thinks of them (Obi, 2016).

However, in large organization, the degree of interaction is so remote that many employees find it difficult to predict precisely what their managers think of them and what the outcome of their performance appraisal would be (Donli, 2008). Obi (2016) identified the problems of performance appraisal as: strictness and leniency, central tendency, halo effect, regency, personal bias and contrast effect. Superiors with a leniency bias would tend to rate all their subordinates more positively than the subordinates performance actually warranted. Such a bias is undesirable since it results in subordinates appearing to be more competent than in fact they are (Agarwal, 2011).

Performance appraisal reports should not be the only yardstick for determining suitability for [promotion](#), salary increment as well as training and development of employees. This is because some managers do not produce objective and true report about an employee. A good number of managers use performance appraisal report to punish an employee who is not in their good book (Obi, 2016). Lind and van den Bos (2002) pronounce that in indeterminate circumstances observed practical fairness influence how personnel respond. This is specifically so in promotions, as career progression influence personnel psychologically and financially. Observed practical fairness in the upgrade of employees is likely to affect workers that are not promoted. Therefore, it will definitely affect the performance of employees. Wan, Sulaiman and Omar (2012) lamented that devoted workers who have done their best for the firm that eventually are not being promoted would observe that the firm is not viewing after their wellbeing. Dissatisfaction may be established and the output of staff that are not promoted could fall. However, there is a smaller amount of commitment and slight effort is likely, as it is doubtful that employees that do not satisfy would be inspired to offer their best to the organisation. Motivation is a fundamental driver of job performance, especially in environments where employee engagement directly impacts the quality of service and the overall

success of an institution. Federal university libraries are no exception, where staff motivation is critical to maintaining high service standards, improving productivity, and contributing to academic development. Library staff are central to the functioning of academic libraries, providing essential services such as resource management, user support, and research assistance, all of which require high levels of motivation to ensure their effectiveness.

Theories of motivation, such as Maslow's Hierarchy of Needs (Maslow, 1943), Herzberg's Two-Factor Theory (Herzberg, 1966), and Vroom's Expectancy Theory (Vroom, 1964), have been widely applied to understand what drives employee motivation in various sectors, including educational institutions. These theories suggest that a combination of intrinsic and extrinsic factors influences an individual's performance, commitment, and job satisfaction. For library staff, intrinsic motivators such as personal growth, job autonomy, and job satisfaction play an important role, while extrinsic motivators such as job security, compensation, and workplace environment cannot be overlooked (Deci & Ryan, 2008).

In the context of university libraries, motivation is particularly important due to the evolving demands placed on library staff. Academic libraries are increasingly seen as hubs for research support, digital resources, and student learning, which requires staff to adapt to new technologies and diverse user needs (Berkely & Katt, 2017). As such, understanding the motivational factors that influence library staff's performance becomes crucial in ensuring their engagement and productivity.

Previous studies have examined motivation in the context of library staff in higher education. For example, Mohammad & Chelliah (2017) highlight that adequate professional development opportunities, recognition, and a supportive work culture are significant motivators for library staff in universities. Similarly, Ahmed (2014) and Mackenzie (2015) emphasize the importance of leadership support and career advancement opportunities in fostering motivation among library employees. Motivated staff are more likely to engage in innovative practices, provide high-quality service, and exhibit commitment to organizational goals (Parker & Griffin, 2003).

However, despite the recognized importance of motivation in academic libraries, the specific factors influencing job performance among library staff in federal universities remain underexplored. Sternberg (2018) argues that contextual factors such as institutional culture, management style, and resource availability play an important role in shaping motivation. Additionally, Duncan & Ghosh (2019) assert that different generations of library staff may have varying motivational drivers, which further complicates the understanding of motivational dynamics.

This literature review aims to synthesize existing studies on the motivational factors affecting job performance among library staff in federal university libraries. By analyzing both intrinsic and extrinsic motivators, it seeks to identify trends, gaps, and potential strategies for improving motivation and job performance in this specific context. Understanding these motivational dynamics is vital for library administrators, policymakers, and researchers striving to optimize staff performance and service delivery in higher education libraries.

Research Methods

In this study, the researcher adopted survey design and simple linear correlational design involving Pearson Product Moment Correlation approach. This design is considered appropriate for this study because it enables accurate description and detailed analysis of facts in the areas of study. Survey research is a type of study which aims at collecting data and describing in a systematic manner, the characteristic features or facts about a given problem (Nworgu, 2015). Secondly, the analyses are based on the views and annual reports of the respondents as well as the records available in the areas of study. A correlational study determines whether or not two variables are correlated. The study was conducted in South-East, Nigeria. South-East, Nigeria is one of the geo-political zones in Nigeria. The South-East Geo-political Zone comprises of Abia, Anambra, Ebonyi, Enugu and Imo States and it is situated east of the River Niger and south of the River Benue. For the purpose of this study attention was focused on the federal universities (federal government owned universities) in South-East, Nigeria made up of Michael Okpara University of Agriculture, Umudike; Nnamdi Azikiwe University, Awka; Alex Ekwueme Federal University, Ndufu Alike; University of Nigeria, Nsukka and Federal University of Technology, Owerri. The choice is based on the fact that it will be convenient for the researcher to study.

The population of the study is 332 library staff working in the federal university libraries in South East, Nigeria. This is made of professionals and para professionals in these libraries. The population of the study which is 332 served as the sample since it is small and can be conveniently studied by the researcher. Hence, the adoption of census enumeration technique for the study. The instrument that used to collect data for this study is a researcher-made rating scale developed based on the research questions. The researcher administered the instrument to the respondents. One library staff from each of the institutions library assisted in the administration of the copies of the instrument to the library staff. They were instructed on the modalities for the completion of the copies of the instrument. The administration and collection of the copies of the instrument lasted for six weeks. This was to ensure the total distribution and collection of the instrument.

In analysing the data collected for the study, the researcher used descriptive statistics such as mean and standard deviation to analyse research question one. The bases for the decision for the research questions' conclusion is the criterion mean of the cluster. Pearson Product Moment Correlation (PPMC) was used to identify the level of relationships. For the correlation analyses, the decision is as follows: 0.00 – 0.20 = very low relationship, 0.21 – 0.40 = low relationship, 0.41 – 0.60 = moderate/fair relationship, 0.61 – 0.80 = high relationship and 0.81 – 1.00 = very high relationship. The test of significance for the hypotheses was done at 0.05 alpha level using t-test statistical tool. **Decision Rule:** If $p\text{-value} \leq 0.05$, reject null (H_0) and accept the alternative (H_A).

Results and Data Analysis

Research Question 1: What is the relationship between the use of confidential report and the extent of job performance of library staff?

Table 1

Variable	<i>n</i>	<i>r</i>
Job Performance		
Positive & VHER	332	0.967
Use of confidential report		0.935

As presented in Table 1, the coefficient of correlation between use of confidential report of library staff and the same library staff job performance is 0.967, while the coefficient of determination is 0.935. The coefficient of correlation positive and is within the range 0.81 – 1.00 for very high extent of relationship.

Research Question 2: What is the relationship between the use of graphic rating scale and the extent of job performance of library staff?

Table 2

The Coefficient of Correlation between Use of Graphic Rating Scale and Library Staff Job Performance

As shown in Table 2, the coefficient of correlation between use of graphic rating scale and library staff job performance is 0.851. The coefficient of determination is 0.724. The coefficient of correlation is positive and within the range 0.81 – 1.00 for very high extent of relationship. The coefficient of determination on the other hand indicates that 72.40% of the variations in library staff job performance is explained by the same use of graphic rating scale.

Research Question3: What is the relationship between the use of 360 degree appraisal and the extent of job performance of library staff?

Table 3

The Coefficient of Correlation between Use of 360 Degree Appraisal and Library Staff Job Performance

Variable	<i>n</i>	<i>r</i>	<i>r</i> ²
Job Performance			
332	0.851	0.724	
Use of graphic rating scale			

Table 3 presented the coefficient of correlation and the coefficient of determination for answering research question five. Data in the table shows that the coefficient of correlation between use of 360 degree appraisal and library staff job performance 0.743 is within the range 0.61 – 0.80 for high extent of correlation. Therefore, there is a positive and high extent of relationship between use of 360 degree appraisal and the same library staff job performance.

Findings

Having analyzed the data, the following findings were made:

1. The coefficient of correlation is positive and is within the range for very high extent of relationship. The coefficient of relationship between use of confidential report and job performance of library staff in tertiary institutions is significant.
2. The coefficient of correlation is positive and within the range for very high extent of relationship. The coefficient of relationship between use of graphic rating scale and job performance of library staff in tertiary institutions is significant.
3. There is a positive and high extent of relationship between use of 360 degree appraisal and the same library staff job performance. The coefficient of relationship between use of 360 degree appraisal and job performance of library staff in tertiary institutions is significant.

Conclusion and Recommendations

The study investigated appraisal motivation for job performance of library staff in federal university libraries. The researcher asked three research questions. The study adopted survey design and simple linear correlational design involving Pearson Product Moment Correlation approach. The study was conducted in South-East, Nigeria. The population of the study is 332 library staff working in the federal university libraries in South East, Nigeria. The sample of the study is 332 using census enumeration technique. From the results of data analysis and discussion of findings the researcher concludes that all the staff appraisal methods confidential

report, graphic rating scale, 360^o can significantly influence staff job performance. Based on the findings of the study the following recommendations were made.

1. The government at the State and Federal levels should ensure regular use of confidential report of library staff during staff appraisal.
2. Tertiary institutions managements should regularly expose library management to use of graphic rating scales since this will significantly improve their job performance.
3. The government and tertiary institutions management should ensure alternating of the appraisal methods and most especially the use of 360-degree method since this influences staff job performance.

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