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Performance Management Approaches for Effective Service Delivery in Federal University Libraries in South East, Nigeria.

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Abstract

This study investigated performance management approaches for effective service delivery in university libraries. The main purpose of this study was to assess the performance management approaches used in federal university libraries in South East, Nigeria. The research design adopted was descriptive survey. The population of the study was 103 librarians in federal university libraries in South-East, Nigeria. No sampling was used as the number was considered manageable. The instrument used in gathering data for the study was 38-item questionnaire which was validated by three experts. Data collected from the questionnaire on the research questions were analyzed using mean and standard deviation. Findings revealed the patterns of performance management employed in federal university libraries which include performance appraisal, duties rotation, controlled activities and regulation of staff attendance. Result also showed that the performance management approaches for effective service delivery in federal universities are periodic appraisal of librarians' job performance, periodic rotation of librarians from one section of the library to another, through clear and well-defined rules passed down to all employees in the library and reward for outstanding performance. Result showed that performance management contributes to effective job performance by enabling librarians to understand their job expectations and encourages positive work attitude. Based on these findings, the researcher recommended that federal governments should encourage performance management in university libraries by providing enough funds capable of maintaining constant training and development of librarians and providing incentives to motivate librarians to work with full commitment.

Keywords: Performance management, service delivery, university libraries, South East, Nigeria.

Introduction

Performance management in the university is a very crucial measure for improving performance of librarians. It is an essential measure to set the skill and potential of librarians on high scale performance in their respective job descriptions. Performance management is an organized, careful and logical procedure to ensure progressive delivery of services. However, organizations record high performance when rightful measures implemented. University libraries are entrusted with abundant academic responsibilities to provide support for teaching, learning and scholarly research. As libraries strive to render effective services, librarians ought to be capable and service worthy in order to bring those objectives into reality. Realization of library goals and objectives is determined by the performance of librarians in their various duty posts. Asogwa (2014) affirms that for any organization to realize its goals for effective service delivery and development, capable workforce is required.

Performance management facilitates high job performance using control mechanisms that compel compliance with organizational plan, policies, procedures and objectives (Ugochukwu, 2012). Effective service delivery is an essential goal of the performance management matrix that compares plan with actual status, indicating deviations (if any), re-planning or corrective actions might result. It is a systematic effort by management to compare performance with plans. Performance management is of prime importance in the accomplishment of objective. The actual result is measured against plans, and if result is measured against plans, and if significant differences are not, remedial actions are taken (Hornby, 2006).

Effective service delivery can be maintained for a relatively long period if organizations take necessary procedures to avoid performance setback. However, Hornby (2006) opines that the performance of staff in a corporate world is somewhat "cynical" over a long period of time. The government officials, academics and economists have all stressed the importance of productivity because of its relationship with general economic health of a nation. Performance management continues to spread wider in early 1980's when total quality management programs received utmost importance for achievement of quality standards and performance (Asogwa, 2014).

In a similar sense, the health of the university library has much to do with the productivity of librarians that work in the library. In a bid to develop and maintain effective

service delivery, Olowu and Adamolekun (2005), state that it is more essential to secure and manage competent human resource as the most valuable resource of any organization, because of the need for effective and efficient delivery of goods and services by organizations, whether in public or private sector. Duru (2010) emphasizes the importance of managing employee performance in any given organization, whether profit or nonprofit oriented, government or private, big or small. According to Duru, many organizations agree that the principle of performance management is important for success in any organization and maintains that those who operate in government institutions where performance management is the norm and where organization systems are in place to support this norm are in a better position to make data-driven decisions than their counterparts operating without such systems and support. Nevertheless, while it is important to encourage formal, organization systems of performance management, it is also important to neither forget nor fail to encourage these more isolated and more individual efforts to use performance data to achieve high organizational performance. Performance management could be seen as a control measures adopted by the management of an organization to make the best of the constituting workforce of the organization toward achieving successful performance.

Performance management is the practice of optimizing production and services of an organization which incorporates the configuration and measurement of distinct output areas for its stakeholders (Ugochukwu, 2012). Furthermore, performance management significantly drives organizational performance, individual performance, career planning, succession planning, training, and transfer and business strategy. Adei (2006) posits that performance of personnel vary over a period of time in an institution. The foregoing holds credence to service optimization as a result of control (measures) system of management applied to translate personnel potentials into desired outputs.

Performance management has total effect on the whole areas of the organization. According to Armstrong and Baron (1998), performance management comprises result-oriented approaches in organizations by improving the performance and developing the capabilities of the organizational workforce. In agreement, McNamara (2007) opines that performance management entails goal setting, monitoring and evaluation of employees' achievement, sharing of feedback with the employee, rewarding of performance or firing of the employees. In a similar vein, Lunger (2006), maintains that performance management must originate from development

strategies, goals and values system, coordination of functions and the satisfaction of internal and external customers. Lunger also add that performance management focuses on group and team performance, the emphasis of cross-sector and cross-function appraisal, the performance monitoring and development and the evolution of performance measurement with time and sustained growth.

Performance is the function of output resulting from a given resource input at a given time which shows how progressive an organization is towards meeting its goals and objectives. According to Ewurum (2006), Performance management is concerned with calculated efforts to capture and coordinate all the issue that will make for the delivery of effective performance by organization members. Performance management also focuses on managers' support and manager-employee relationship. However, Adams (2006) asserts that performance management is not only about implementing performance management processes but also facilitates manager's interest in supporting high performance, and the relationship between manager and their people which shapes what happens between them every day. To this end, Onah (2004) asserts that achieving maximum productivity and efficiency of any organization should be the responsibility of executive manager or supervisor of the organization.

The forgoing stipulated that managers or supervisors are duty-bound to ensure the development of employees who have requisite knowledge and expertise. According to Armstrong (2006), performance management drives and equips managers and supervisors with the performance strategies which can be managed to drive high performance behaviors and improve decision making. It was revealed by Armstrong that performance management should focuses on the design and integration of a management framework which ensures alignment of people, process, and the use of information, to the organization's strategic objectives. As stated by Ugochukwu (2012), effective performance management benefits for the individuals, organization and the economy through increased efficiency, effectiveness and productive aggregates in terms of quality goods and services. Performance has to be managed in order to attain these goals.

Some organizations, such as university libraries seem to have an effortless practice of managing performance to enhance quality service delivery of librarians. While those libraries with effective performance management have developed a clear idea about what they realistically can and want to achieve. This clarity has allowed them to focus on a few numbers of

things like librarian training and development which turned out to strengthen the library to thrive in quality service delivery (Peterside, 2006). When librarians are provided with certain incentives their job performance becomes more effective. Several factors seem to be responsible for accelerated job performance of employees.

According to Asogwa (2014) and Nwachukwu (2011), three basic issues that inform employees' performance include motivation, method, ability, and job content. They further stressed that developing the ability of employees to do their jobs better can always be improved on. This necessitates in the first instance, finding and allocating the most suitable people to do the work. Improving the skills of those already employed are the purpose of its staff development and training by updating the content of the job, the recruitment methods employed in doing the job and the environment of the job.

It is no doubt, the job performance of librarians seemed to be enhanced when they receive adequate incentives, good working condition, adequate remuneration, on-the-job training, motivation in cash or kind, allowances, rewards and development programs. In a bid to develop and maintain effective and efficient job performance, the federal government of Nigeria introduced different kinds of allowances to serve as motivation to employees' performance which the university library is a beneficiary to some extent. For instance, Federal Republic of Nigeria Public Service Rules (2009) Chapter 13 on Allowances made provision for the following allowances payable to employees in the federal public service: kilometres allowance; disengagement allowance; hotel accommodation allowance; duty tour allowance; transport and local running allowance; estacode allowance; estacode supplementation allowance; warm clothing allowance; local course allowance; book allowance; projects allowance; overtime allowance etc.

On the other hand, the Nigerian Public Service Rules (2009) chapter 15 provides for reward for outstanding job performance. No. 150102 of the rule states that: The recipient of an award must have been considered as best on the basis of outstanding performance of duties and exemplary conduct during the year. No. 150103 states that each ministry or extra-ministerial office may make such award to deserving officers annually. No. 150104 states that the award may be in the form of medals, gifts of cash or kind. All these were designed by the government to encourage employees to deliver effective and efficient job performance.

For the fact that librarians are human beings and not objects that can be used today and scrapped tomorrow, Obi (2006), opines that librarians should be properly managed and developed in order to maximize their performance. It is expected that the management of any organization especial university libraries should provide adequate and comprehensive employee service/welfare programs such as health service programme (health Insurance policy), on-the-job health measures, safety and accident prevention programs, work hours/leave programs which includes annual leave, sick leave, maternity leave (for women) etc.

University Libraries strive to adopt several performance management approaches that lead to effective service delivery. Performance Management in university libraries has been seen as all encompassing, involving the interplay of various approaches to ensure that the library attains high level of effectiveness and efficiency in fulfilling the objectives and mission for which it is established. Central among other approaches for this study include performance appraisal approach, motivation approach, benchmarking approach, supervision approach, staff training and development approach and communication approach. Howell (2017) who stresses that no matter the type of library, some level of performance management must be applied including performance evaluation; duties rotation; benchmarking; duties segregation; internal audit; staff evaluation; controlled activities; supervisory control; internal control; organizational structure; internal check; performance management and penal system/sanction for breach of official rules and regulations and regulation of attendance register.

Performance appraisal remains an important approach for achieving effective job performance. It is a measure for assessment or review of staff performance on their designated duties usually over a period of time following the laid down principles. Performance appraisal is an approach by which a formal review of an employee's work performance is conducted. However, the essence of conducting performance appraisal is to achieve the objectives of the organization. Perhaps, Kuvaas (2006) defines performance appraisal as a performance management strategy of knowing if employees' behavior is consistent with the overall strategic objective of an organization. Ifidon and Ifidon (2007) opine that performance appraisal is an integral part of performance management in university libraries and most utilized approach in encouraging performance effectiveness.

In other hand, performance appraisal is a method of aligning the objectives of the individual employees with the organizational objective. Onah (2008) affirms that performance

appraisal is an official assessment that shows how well employees are performing their duties. Furthermore, Onah stresses that appraisal is a well designed procedure that involves setting performance standard, assessing the employee's key performance indications, and providing feedback to the employees with the aim of motivating them to eliminate performance deficiencies or to continue to perform above par.

Motivation Approach is a performance management approach that is used to encourage staff to work with full commitment towards achieving set goals and objectives of the organization. Daft (2000) defines motivation as a condition or forces that arouses or energizes behavior towards a course of action. Motivation is also an internal or external force that arouses enthusiasm and persistence to pursue a certain course of action. A cursory look on the meaning of motivation can suggest it to be calculated attempt of using incentives to direct individual's behavior toward a particular end. Individuals have different behaviors and these behaviors need to be directed to enable the individuals achieve a certain goal or objective. Bagraim (2003) define motivation as a driving innate force that propels definite behavior towards achieving a desired aim.

In other words, motivation is a kind of inner force which arouses a person's passion to do something in order to achieve a desired goal or objective. Motivation is that energizing instinct that induces or compels and stimulates the workers to contribute their best in a manner consisted with organizational goals and objectives. More so, motivation involves all the methods a manager can use to influence the direction of individual towards attaining goals. However, of all the several theories of motivation, on the job motivation strategy have remained one of the most complex issues, perhaps management consistently implements effective motivation tools for its personnel with a view to achieve staff commitment (Ozokoye, 2011).

Motivation has monetary and non – monetary undertone. However , Nwoye (2012) states that financial rewards and incentives are common in most organizations today even although most experts opined that money is not the best motivator because the motivational effect of most financial rewards does not last. Because people use money as a benchmark to measure achievement, money becomes an indicator to the person of how important he or she is perceived to be. The absence of salary increases and other financial rewards to outstanding employees discourages their performance as they perceive not valued within the organization which leads to

job dissatisfaction (Nwoye, 2012). Due to the fact university libraries are seen as non –profit organization does not mean that they don't partake in financial benefit of motivation.

Non-financial motivation is a performance management approach mostly used in non-profit organizations including university libraries. It goes beyond the financial compensation to appealing the employees' drive to work intelligently and be recognized. Employees seem to have been more motivated when they are directly empowerment and enabled to perform well. The following forms of non financial motivation are resources to drive employees' performance which include: goal setting, communication, autonomy, responsibility and flexibility.

Benchmarking is essential performance management tools relevance for enhancing job performance of workers and bringing innovation in product and services. Benchmarking is a performance management mechanism with the potential to improve service delivery. It is used for comparative measurement of organizational performance as to determine how well or bad an organization has done over a period of time. (Aimiuwu, 2007).

University libraries most times engage in comparative studies of individual libraries to determine which among them rank higher in quality in terms of resources and service delivery. Through benchmarking, library services and user satisfaction can be compared among others. Ugbaja (2008) opines that benchmarking introduces organizations to a world of new ideas, methods and techniques to manage their performance for a purpose of achieving organizational goals effectively and efficiently. Ugbaja adds that benchmarking helps to maintain flexibility in implementing other methods of solving problems than the one currently employed by the company. Through benchmarking, the university library produces and renders high quality services that meet user's information needs.

Benchmarking is a vital tool for policy makers. Ugochukwu (2012) posits that benchmarking is a management performance tool used by organizations to generate data for policy making and performance improvement and must be used properly. When data is generated and policy made, identified performance lapses become easily resolved. Fonta (2008) defines benchmarking as a systematic procedure used by institutions to identify strengths and weaknesses within its organization to compare its job performance with best practice and implements changes in order to bridge any identified lapses in performance. The central focus of benchmarking is both comparison between an organization with other similar organizations and measurement of performance in order to determine the areas the organization is lagging behind

and to find a way of mitigating the identified gap. In agreement with the foregoing, Nwatu (2005) who posits that benchmarking is the art of identifying which area in an organization needs to be improved on; what quality can make a positive or negative effect on the operation system; and what strategies can be used to achieve organizations' target.

Through benchmarking, the university library management initiates and implements measures that conform to global best practices and excellent job performance. Medrano (2007) encourages the university libraries to initiate and implement measures that will ensure that their performance conforms to the best practices consistent with the contemporary trend of the profession. With the use benchmarking, organizations can measure themselves against their institutional practices and other competitors. Oladunmi (2005) opines that a well implemented benchmarking promotes superior performance and provides an organised structure for organizations to learn what and how successful they have fared so far, understand how other organizations' methods differ from its own and then apply measures that will mitigate the gaps and therefore, improve its operational process. Although university libraries might have similar functions and objectives, their method of operations might differ from each other which may be as a result of the library environment, management system or core values of the library.

The use of benchmarking as performance management approach cut across different organizations. Ugochukwu (2012) affirms that through benchmarking, organizations like university libraries can maintain high performance over a long period of time, initiating and implementing measures that will ensure that its performance conforms to the acceptable best practices according to the laid down rules and regulation of the library system. This becomes attainable when there is effective performance management to enhance job performance. Benchmarking can be defined as a yardstick which measures those variables that ensure efficient and effective job performance in the organization. Variables that determine high job performance for which benchmarking is established must include skills, level of education, the availability of required facilities, leadership style, performance management system, internal control, staff training and so on.

Communication is a performance management approach to effective service delivery in the university libraries. Hartzell (2006) defines effective communication as the medium through managerial understanding is created. Furthermore, a good manager must have immense capacity to listen to others and know how to "be" or "enter" into field of others. Communication is an

inestimable treasure that creates mutual awareness, understanding and gravitates interpersonal competence. Akor and Udensi (2013) posit that communication is as old as human existence, an age long process through which man exchanges information with his fellow man in the society or in the organization. In other words, communication can be seen as a medium of information exchange between two people or among group of people. Ifeagwazi (2007) defines communication as the process by which meaning is exchanged between individuals through common system of symbols, signs, or behavior.

Communication is a process through which information, knowledge, idea, and messages are transferred from one source to another or the exchange of meaning between individuals through a common system of symbol. Communication is a process of sharing message between people through signs symbols, emotions, thoughts and knowledge with others or the process whereby one conveys ideas, opinions, attitudes, feelings, sentiments, beliefs and impressions on others. Through communication, information is sent and received. in order for communication to serve its purpose, it must be effectively transmitted in a way that conveys meaning to others (Ifidon and Ugwuanyi, 2013; Kemoni, 2004; Ojomo, 2004; Rothwell, 2004).

From the foregoing, it is clearly understood that communication is an indispensable process through which information is exchanged and feedback received. An effective communication should not be divorced from performance management which instigates high rate of employees' job performance. Human beings being emotional-driven, management of any organization including university libraries should not neglect that to get librarians deliver effective service, effective communication is needed. Through effective communication mechanism the objectives and core values of the organization are understood and also the ideas and opinions that will enhance the operational performance are generated or transmitted.

The importance of communication in the library cannot be overemphasized. However, Joyce, Ejirogbene and Michael (2009) indentified various use of communication process in university library. They opined that communication takes place while performing all the management functions including planning, organizing, leading and controlling. Those functions involve significant act of communication. Communication is also used to enhance librarians' job performance. Managers devote a major portion of their time to communication. Interpersonal relations among individual staff in the library and the management are maintained and developed only through the system of communication. Communication is also used to keep employees

informed of company's progress, make each employees interested in his or her respective job and in the work of the company as a whole thereby, resulting to effective performance; communication is used to reduce or prevent labor turnover and to instill each library staff with personal pride of being member of the library.

Training and development is one of the approaches in management approach that is well utilized in university libraries across the world. It is an indispensable element that has tremendous effect on services in the library. Hartzell (2010), training is an aspect of performance management concerned with making the best use of human resources in an organization by providing the best use of the human resources in an organization through provision of requisite skills for job effective job performance. On the other hand, Ugbokwe (1998) defines development as a continuous improvement of staff within organization. The two similar approaches are most times used interchangeable but the border line is that they target at enhancing the competence of the staff for effective job performance.

Jia-Fang (2010) affirms that continuous commitment to training and developing of human resources in any organization affects the performance capacity of the staff. To this effect, managers around the world are adopting this method to create a competitive edge and enhancing their performance through extensive training with the aim of achieving defined goals of the organization. While this contributes meaningfully to the organization, it also yields promotion to the employees and projects a positive image of the organization to the outside world.

Robert (2006) stated that in most organizations such as university libraries, librarians need to develop themselves on the use of information technologies to enhance their job performance. Further stated, Robert opines that training and development are resourceful in enhancing performance. Training has become more obvious given the growing complexity of the work environment, the rapid change in organization and technological advancement which further necessitates the need of training and development of personnel to meet the challenges. Many organizations have come to recognise that training offers a way of developing skills, enhancing productivity and quality of work and building workers confidence in the organization (Okechukwu, 2012).

Finally, through the training, the librarians become flexible to adapt to any occasional or long term variation. Jones, George and Hill, (2000) opine that the essence of training and

development is to teach organizational members how to perform their current jobs and helping them acquire the knowledge and skills they need to be effective performers.

Supervision in university library is a managerial function of regulating and controlling the activities of the librarians by the supervisor. Supervision aims at meeting the library's goals and objectives through effective guiding of the activities of the librarians. It is a performance management instrument used by the company's executives for the purpose of observing the attitude of the subordinates under various conditions in order to measure their job performance or potential (Hartzell, 2010). From the foregoing, supervision can be defined as a process of evaluating staff performance by controlling and observing staff approach and behavior in a given situation over assigned duties. Traditionally, when people talk about supervision, they are usually referring to the managerial or leadership function of overseeing the performance outcome and progress of employees typically, the employees who report directly to the supervisor (Omisore, 2014). The above definition of supervision in the case of university libraries involve the system of departmentalization within the library and designate the heads of the department with the responsibilities of overseeing the productivity and progress of their subordinates and report to the highest authority of the library management.

Supervision is a process which aims at supporting, assuring and developing the knowledge, skills and values of the supervisee, team or project group. It provides a medium for both the supervisor and supervisee in exploring potentials. It also enhances and provides evidence for annual performance review or appraisal alongside organization's performance management process with special focus on developing people in a way that leads to achieving better outcomes for people who use services and their careers (Scottish Social Service Council, 2017). Also, Supervision is a developmental process designed to support and enhance an individual's level of motivation, independence, self-awareness, and skills necessary to successfully execute the job at hand. Supervision can be very rewarding when rightly applied and detrimental when it is wrongly applied or when applied for the wrong reasons (Omisore, 2014).

When proper supervision is carried out in university libraries by the library managers and supervisors through proper instruction, guidance and regular training, the risk of unnecessary errors and irregularities are mitigated and the staff achieves high level of performance. Inadequate supervision affects a very important part of the employee support process, clearing

the chances for reference, safety and learning. After the initial training has been achieved, supervision remains necessary for maintaining skill and knowledge development among employees. It is for this reason that many organizations today interchange supervisors with coaches (Omisore, 2014)

The benefits of supervision in the university libraries cannot be over emphasized. The Social Care Institute for Excellence states how effective supervision serves as a key component of staff leadership and management which leads to the following improvements: greater individual motivation; an understanding of how work links into overall objectives of the library; more effective time management; the ability to plan workload; more effective coordination of work; better two-way communication; a reduction in conflict/misunderstanding; learning on the job and are reduction in stress levels. Despite the available performance management approaches, it is empirically unknown the extent university libraries in South East, Nigeria has utilized the approaches to improve the services of the library. Hence the study sought to investigate the performance management approaches for effective service delivery in university libraries.

Statement of the Problem

Excellent performance management approaches in university libraries is an essential ingredient to achieving effective service delivery. When performance of librarians is effectively managed, it positively affects every aspect of the library operations including proper organization of information materials for easy accessibility by users; charging and discharging of information resources on the circulation desk; dissemination of information to the right patrons; information literacy instruction; research and other services in the library.

If performance management were poor, the result would be low productivity thereby defeating the purpose of establishing the university library. These culminate into inability to easily locate information materials placed on the shelves, acquisition of relevant materials, lack of indexes to journal articles which consequently affect research; unfriendly work attitude of staff, late coming to work by staff, absenteeism from work without proper permission, and “I don’t care attitude of staff towards the library patrons”.

It was observed through personal observation that the attributes of low productivity manifested in federal government universities in South East, Nigeria, which may be attributed to lack of effective performance management approaches. If these issues are not properly addressed, university libraries stand the risk of losing the patronage of their users. This may lead to decline in the quality of teaching, learning and research. This is why this study is set out look into the performance management approaches for effective service delivery in federal university libraries in South East, Nigeria.

Purpose of the Study

The general purpose of this study was to assess the performance management approaches for effective service delivery in federal university libraries in South East, Nigeria. Specifically, the study sought to:

1. determine the performance management patterns employed for effective service delivery in the federal university libraries
2. examine the performance management application method for effective service delivery in the federal university libraries
3. determine the extent to which performance management contribute to effective services delivery in the federal university libraries

Research Questions

1. What are the performance management patterns employed for effective service delivery in the federal university libraries?
2. What is the performance management application method for effective service delivery in federal university libraries?
3. To what extent does performance management contribute to effective services delivery in the university libraries?

Methodology

Descriptive survey design was adopted in conducting the study. The area of the study is South East geo-political zone of Nigeria. The population of this study comprised total of 103 librarians in federal university libraries in South East Nigeria which were all studied without sampling as the population is small. The instruments that were used for this study were questionnaire which was arranged in 3 clusters and 38 items. The questionnaire was face validated by three experts and their observations and suggestions including rephrasing some questions, terms, options and formats were used to produce the final drafts of the instruments. The reliability of the instrument was trial- tested on librarians from another federal university library in different region who were not part of the population of this study. Upon analysis of the responses to the questionnaire, Cronbach Alpha method was used to determine the internal consistency of the items of the instrument. The instrument showed an overall reliability of 0.87 which was appropriate for the study. Copies of the questionnaire were administered to librarians in federal university libraries in South East, Nigeria, with the aid of two trained research assistants. The questionnaire was analyzed using mean and standard deviation. The mean was interpreted in line with the 4 point rating scale. Consequently, decision was taken based on real limit of numbers as follows:

0.50 – 1.49	Not Employed (NE, =1)	Strongly Disagree (SD, =1)
1.50 – 2.49	Less Employed (LE, =2)	Disagree (D, =2)
2.50 – 3. 49	Employed (E, =3)	Agree (A, =3)
3.50 – 4.0	Highly Employed (HE, =4)	Strongly Agree (SA, =4)

0.50 – 1.49	Not At All	(NA, =1)
1.50 – 2.49	Little Extent	(LE, =2)
2.50 – 3. 49	Great Extent	(GE, =3)
3.50 – 4.0	Very Great Extent	(VGE, =4)

Result Analysis

Research Question One

What are the performance management patterns employed for effective service delivery in the university libraries?

Table 1: Mean and Standard deviation of librarians on the performance management patterns for effective service delivery in university libraries

	Item	Mean	SD	R	D
1	Performance Appraisal system	3.56	.59	1 st	HE
2	Duties rotation system	3.40	.63	2 nd	E
3	Controlled activities system	3.33	.66	3 rd	E
4	Performance management system	3.32	.53	3 rd	E
5	Penal system/sanctions for breach of official rules and regulation	3.32	.58	3 rd	E
6	Duties segregation system	3.32	.56	4 th	E
7	Regulation of staff attendance	3.29	.62	5 th	E
8	Organization structure system	3.27	.64	6 th	E
9	Internal check system	3.26	.59	7 th	E
10	Staff evaluation system	3.22	.64	8 th	E
11	Internal control system	3.22	.54	8 th	E
12	Benchmarking system	3.19	.70	9 th	E
13	Supervisory control system	3.19	.64	10 th	E
14	Internal auditing system	3.17	.69	11 th	E
	Cluster mean	3.29	.55		E

Key, HE=Highly Employed, E= Employed, R=Rank, D= Decision, SD= Standard Deviation

Results in table 1 shows the mean ratings and standard deviation of librarians on the performance management pattern employed for effective service delivery in the federal university library. Using the principle of real limit of numbers, the results showed that performance appraisal

system had the highest mean rating of 3.56 followed by duties rotation system with the mean rating of 3.50; controlled activities system, performance management system and penal system/sanctions for breach of official rules and regulation with the mean ratings of (3.33, 3.32, 3.32). These mean ratings are within the range of 2.56 -3.17 set as a criterion for employed. The overall mean of 3.29 with a standard deviation of .55 showed that the librarians employ these patterns of performance management in university libraries. Finally, the respondents indicated that performance appraisal is mostly employed in federal university libraries in South East, Nigeria (mean 3.56).

Research Question Two

What is the performance management application method for effective service delivery in federal university libraries?

Table 2: Mean and Standard deviation of librarians on the performance management application method for effective service delivery in your library

Item	Mean	SD	R	D
15 Periodic appraisal of librarians' job performance	3.66	.53	1 st	A
16 Periodic rotation of librarians from one section of the library to another	3.58	.53	2 nd	A
17 Through clear and well-defined rules passed down to all employees in the library	3.43	.57	3 rd	A
18 Reward for outstanding performance	3.50	.52	3 rd	A
19 Through a clear description of employees' job responsibilities	3.36	.50	4 th	A
20 Through a good motivational scheme	3.35	.55	5 th	A
21 Through effective communication system	3.33	.51	6 th	A
22 Signing of staff attendance register	3.34	.52	7 th	A
23 Through close supervision of employees' activities	3.34	.53	8 th	A
24 Through a periodic rotation of duties	3.32	.53	8 th	A
25 Sanctions for breach of official rules and regulation	3.34	.60	8 th	A

26	Through organizing staff training and development programs	3.29	.59	9 th	A
27	Through a defined procedure for carrying out any library function	3.29	.57	9 th	A
28	Reviewing the work done by staff hence controlling performance and imposing sanctions where necessary	3.27	.58	10 th	A
Cluster mean		3.39	.55		A

Key, A=Accepted, R=Rank, D= Decision, SD= Standard Deviation

The data presented in Table 2 revealed that, the mean ratings of the responses of the respondents on the fourteen (14) identified items of performance management application methods for effective service delivery in the university library had mean values ranging from 3.66 to 3.27. Using the criterion mean of 2.50, the result showed the mean rating of the respondents on agreement that periodic appraisal of librarians' job performance, periodic rotation of librarians from one section of the library to another, clear and well-defined rules passed down to all employees in the library, reward for outstanding performance, clear description of employees' job responsibilities etc. were essential performance management application methods to be used to achieve effective service delivery in the library. The cluster mean has overall score of 3.36 and standard deviation values of .55 which implied that the respondents were not far from one another in their responses and that their responses were not far from the mean.

Research Question Three

To what extent does performance management contribute to effective services delivery in the university libraries?

Table 3: Mean and Standard deviation of librarians on the extent to which performance management contributes to effective services delivery in university library

Item	Mean	SD	R	D
29 Performance management helps librarians understand their job expectations	3.60	.53	1 st	VGE
30 It helps the librarians to achieve accuracy and reliability of records	3.54	.57	2 nd	GE
31 Performance management helps the librarians realize the objectives of the library	3.43	.52	3 rd	GE
32 It motivates librarians to utilize their best skills	3.41	.58	4 th	GE
33 Performance management enhances the behavior of librarians.	3.39	.51	5 th	GE
34 It facilitates librarians competency	3.35	.55	6 th	GE
35 It promotes the culture of honesty and ethical behavior	3.34	.50	7 th	GE
36 It helps to prevent and detect fraud	3.30	.50	8 th	GE
37 It encourages adherence to prescribed managerial policies	3.29	.50	9 th	GE
38 Performance management improves employees' attitude to work	3.22	.52	10 th	GE
Cluster mean	3.39	.53		GE

Key, VGE=Very Great Extent, GE= Great Extent, R=Rank, D= Decision, SD= Standard Deviation

Table 3 above shows the mean ratings of the respondents on the extent to which performance management contributes to effective job performance in university libraries. Using the principle of real limit of numbers, the results of the data analysis revealed that performance management to a great extent contributes to effective service delivery in university libraries in the following ways: it enables employees to understand their job expectations, it helps the employees to

achieve accuracy and reliability of records, it enables the employees realize the objectives of the library, it inspires employees' to put in their best and enhances the behavior of employees.

Also, the overall mean showed that performance management enables employees to understand their job expectations (mean=3.60) is ranked highest, while performance management improves employees' attitude to work (mean=3.22) is ranked lowest as extent performance management contributes to effective service deliver in university libraries.

The standard deviation values for the evaluated activities ranged from 0.58 to 0.50 which implied that the respondents were not far from one another in their responses and that their responses were not far from the mean.

Discussion, Recommendations and Conclusions

The discussion of findings was organized in line with the objectives of the study and the research questions.

Discussion of Findings

Performance management patterns employed in government owned university libraries in South East Nigeria

The research revealed that performance appraisal, duties rotation, controlled activities, performance management, penal system/sanctions for breach of official rules and regulation, duties segregation and Regulation of staff attendance are performance management patterns employed in federal university libraries in South-East Nigeria. The finding is in line with Howell (2017) who stated that no matter the type of library, some level of performance management must be applied including performance evaluation; duties rotation; benchmarking; duties segregation; internal audit; staff evaluation; controlled activities; supervisory control; internal control; organizational structure; internal check; performance management and penal system/sanction for breach of official rules and regulations and regulation of attendance register. In consonant with the finding, Ifidon and Ifidon (2007) opines that performance appraisal is an integral part of performance management in university libraries and most utilized approach in encouraging performance effectiveness.

The performance management application methods for effective service delivery in the university libraries

The result revealed performance management application methods for effective service delivery in university libraries which include periodic appraisal of librarians' job performance, periodic rotation of librarians from one section of the library to another, clear and well-defined rules passed down to all employees in the library, reward for outstanding performance, clear description of employees' job responsibilities, good motivational scheme etc. The finding is in line with Maharaja (2018) who asserted that performance management is a method used to facilitate job performance through a medium of clear and well defined rules passed down to the librarians, periodic job appraisal, close supervision of librarians, sanctions for breach of official rules and regulation, reward for outstanding performance, training and development programme.

The extent to which performance management contributes to effective service delivery in the university libraries

Result revealed the extent to which performance management contributes to effective job performance in government owned university libraries. The findings showed that performance management contributes to effective service delivery to a great extent by enabling employees to understand their job expectations, helping employees achieve accuracy and reliability of records, enabling the employees realise the objectives of the library, inspiring employees' to put in their best and also enhances the behavior of employees. In line with the finding, Asogwa (2014) opined that performance management connects individual employee objectives with the organization's mission and strategic plans and enable them achieve high performance rate. Therefore, the employee has a clear concept on how he contributes to the achievement of the overall business objective; focusing on setting clear performance objectives and expectations through the use of results, actions and behaviors; defining clear development plans as part of meeting job expectations. Also in agreement with the findings, Ben (2008) affirms that management control system is an essential process by which all members of the organization

work as partners for achieving a better output and improved service delivery. He further states that the primary contributions of management control system to the organization is to: enhance performance at all levels; to establish clear links between organizational development, the delivery of quality services and the development of employees at work; create a common bond of ownership among all employees as well as an environment where all individuals are developed, motivated and inspired to maintain a positive attitude to work and deliver a quality expectation.

Recommendation

1. Federal governments should encourage performance management in university libraries by providing enough funds capable of maintaining constant training and retraining of librarians.
2. University Authority should see that librarians are provided with incentives to motivate them to work with full commitment.

Conclusion

Performance management application method for effective service delivery in university libraries, which is the focus of this study, is very essential in the attainment of university library objectives. From the reviewed literature and result findings of this study, university libraries engage in performance management and utilize approaches such as periodic appraisal of librarians' job performance, periodic rotation of librarians from one section of the library to another, motivational scheme and reward for outstanding performance and many more approaches. These approaches have been proved to have contributed to a great extent to effective service delivery by helping librarians understand their job expectations, enabling them to achieve accuracy and reliability of records, and also to realize the objectives of the library. The study of performance management in university libraries becomes more compelling because of the growing size in library services, complexity, expectations and new roles of librarians in this era of information explosion. When university libraries combine a number of performance management approaches, librarians will all be affected positively and their services will improve significantly.

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