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Full length research paper

Evaluation of the performance appraisal systems in KNUST and GIMPA libraries

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Academic libraries have a performance appraisal system comprising setting of goals, feedback, participation and incentives for performance. This study aimed at evaluating the performance appraisal system in the KNUST and GIMPA libraries in Ghana and give recommendations on improving the system. Questionnaires were randomly administered to 46 staff members of these libraries. Twenty three (50%) of respondents knew that the libraries operated a formal performance appraisal system. Sixteen (34.8%) had access to documentation on the current objectives and procedures of the system. Thirty one (67.4%) respondents on employment were given formal job descriptions of which 25 (80.6%) were supervised daily. For 34 (73.9%) respondents, their performances were assessed and evaluated within the academic year. Thirty one (67%) had formal meetings with their supervisors on their performance. Interestingly only four individuals had ever resisted appraisal results once or sometimes during the appraisal period. Overall, 42 (91.3%) do not find being evaluated by another person threatening. The preferred motivations were; promotion, study leave with pay, or commendation. Only 19 (41.3%) thought the current system was trustworthy. The existing performance appraisal systems in the libraries had inadequacies which created perception of inefficiency in the appraisal process.

Keywords: Corporate goals; organizational productivity; Academic libraries; Motivation; Employee job performance.

INTRODUCTION

Performance appraisal refers to a process, which studies and evaluates the job performance of personnel formally (Mondy, 2006). Appraisal is an effective instrument in the human resources management, which if performed correctly and logically, the organization will get its personnel to achieve their interest (Rezghi, 2000). Human resources are arguably the most valuable assets of any organization and obviously constitute the largest corporate investment (Roslander et al., 2009). Employees' skills and competencies have significant bearing on organizations' productivity, profitability and

continued survival (International Labour Contenence, 2008). Therefore, in order to achieve corporate goals and remain in business there is the need to assess employees' job performance and device strategies to manage them in an effective manner. Performance appraisals are indispensable for the effectual supervision and costing of staff (Jabeen, 2011). It is an important factor in identifying the people's talents and capacities and its results can make them aware of advancements, plans and goals (Hamidi, 2010).

The issue of employees' performance in relation to achieving organizational goals has occupied management's attention for a long time. Differences in levels of employees' performance are attributed to differences in skill and ability in one part and difference levels of motivation in another (Boachie-Mensah and Dogbe, 2011). Inadequate skills and ability are usually

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