

**PERFORMANCE MANAGEMENT IN LIBRARIES: EVIDENCE FROM
UNIVERSITY OF CAPE COAST LIBRARY, GHANA**

GLORIA BOSOMTWI-AMOAH*
PAULINA AFFUL-ARTHUR*
EBENEZER MARTIN-YEBOAH*

*University of Cape Coast, Ghana

Abstract

The study aimed at investigating how performance is managed in University of Cape Coast Library through the holistic combination of human resource practices such as motivation, feedback and work design. The descriptive survey design was used in collecting and analyzing data. Questionnaire and semi-structured interview were used to solicit information from respondents. The total population was two hundred and two (202) which included eight (8) management members, and 194 senior and junior staff. The census sampling technique was used for the study. Six out of the eight management members were interviewed. Also, 184 out of 194 copies of the questionnaires were retrieved and used for the analyses. Findings of the study indicate that elements of performance management were not effectively managed. It was also revealed that some factors that hindered performance in the library include unclear job description, limited staff competencies, poor organizational leadership style and inadequate reward system. Based on the findings, it is recommended that the Library engages a human resource expert to train management on how effective and holistic combination of human resource practices can be done. Also, Library Management needs to adopt an applicable model such as the Brinkerhoff's Performance Model which effectively integrates all the factors that lead to improved performance.

Keywords: Performance, Performance Management, Libraries, University of Cape Coast, Ghana

Introduction

The sprouting emphasis in the human capital concept by management, researchers and practitioners is a response to the impact of rising global competition and the information technology revolution (Lut, 2011). Technological advancements, a knowledge-based economy and globalization are some of the recent challenges that have caused many countries and organizations to explore new and efficient ways to maintain competitive

advantage. Gerhart (2007) suggests that Human Resource Theorists seek to establish a causal link between management of human resource and organizational performance. In addition, Bratton et al (2007) state that since every decision in organizations is taken by people, people then become the human capital due to their role in the organization. Human capital can therefore be seen as the abilities, learned skills and knowledge that an individual has. This suggests regular training and development of human resource in order to build on the earlier mentioned competencies for higher performance.

Subsequently, it is worthy to ascertain how performance has been managed to further position the individual and the organization in the right perspective for organizational goals to be achieved. Mathis (2006) defines performance management (PM) as composing of all the processes that are used in identifying, measuring, communicating, developing, and rewarding performance of employees. It is a necessary demand that employees are provided with information on their performance, clarification of organizational performance expectations and provision of a favorable work condition as well as motivation for achieving set performance objectives and organizational goals. Armstrong and Baron (as cited in Price, 2004) indicate that an individual, whether in a team or singularly, performs well when he knows and understands what is expected of him and is involved in establishing those expectations. Performance management is therefore an interconnected approach used to increase effectiveness in an organization through improving the performance of employees (Price, 2004). Accentuating the importance of performance management, Perry-Smith and Blum (2000) stated that a combination of human resource practices yields higher level effects than when single policies are focused on.

Several researches have been executed in libraries globally, in Africa and Ghana (Edwards & Williams 1998; Afful & Antwi, 2001; Martey, 2002; Jain, 2005; Chan, 2006; Igun, 2006; Emojorho, 2013; Lamptey & Boateng, 2013; Owusu-Ansah & Ashirifia, 2014), albeit these studies focused on single aspects of human resource practices for increased performance. However, human resource practices are concepts that interplay to achieve organizational goals. This implies that for organizational goals to be attained, a holistic approach needs to be used for improvement in performance of employees (Brinkerhoff & Apking, 2001). The University of Cape Coast Library is an academic library whose main function is to support the teaching, learning and research pursuits of the University. All categories of staff (junior staff, senior staff and senior members) help to drive the mission of the library. Due to technological advancement and the demand for quicker and accurate

information, several objectives have been set by the library in order to meet the changing needs of the clientele. This necessitates regular staff training and provision of the necessary equipment for high productivity.

Problem Statement

Issues pertaining to staff performance have gained the attention of library management the world over (Evans, 2005; Chan, 2006). In Ghana, extensive research in the area have focused on individual elements of performance such as motivation, performance appraisal and human capital development (Edwards & Williams, 1998; Martey, 2002; Dartey-Baah & Amoako, 2011; Aforo & Antwi, 2012; Arhin, 2012). Studies which combined the various human resource practices for increased performance are almost nonexistent.

However, Perry-Smith and Blum (2000) and Stiles (2003), in their studies on performance, indicated that higher levels of results are achieved with a combination of Human Resource practices. Through observations by the researchers, it has been realized that although several measures are put in place to ensure the development of human capital in UCC Library, not much has resulted in the achievement of organizational goals. It thus calls for a scientific study to ascertain why the attempts to achieve organizational goals through human capital development have not yielded the desired results. The study thus attempts to assess how elements of performance are effectively managed to improve staff performance in the University of Cape Coast Library.

Objectives of the study

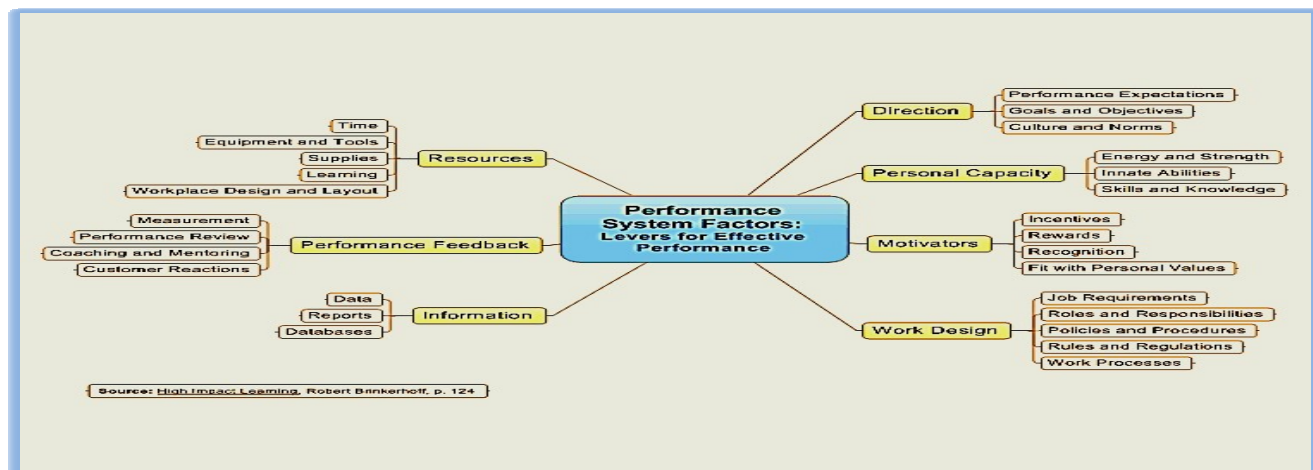
1. Identify the factors that affect staff performance in UCC library;
2. Ascertain how human resource practices are combined to improve performance in the library;
3. Find out the challenges to Performance Management;
4. Offer recommendations based on findings

Theoretical Framework

Indicating how effective human resource practices can be combined, Brinkerhoff (2001) identified seven essential components that lead to high performance in every organization. Brinkerhoff (2001) stressed on the need for management to devote equal attention to all the elements that lead to high performance (direction, resource, and personal

capacity, work design, motivators, information and performance feedback). Each element captures several facets that should be of concern to organizations including libraries. If organizations including libraries are able to effectively undertake these activities stated in each element equally, then high performance will always be achieved. This study therefore adopts the model for effective performance designed by Brinkerhoff (2001). This is shown on the figure 1 below.

Figure 1: Performance System Factors: levers for effective performance



Source: Brinkerhoff(2001)

LITERATURE REVIEW

Concept of Human Capital Development

Gupta (2001) defines Human Capital Development as the processes through which individuals in an organization are assisted in a planned and continuous manner to attain and improve their capabilities needed to undertake their duties in relation to their present and future job roles. Developing the competencies of librarians and library staff is of great importance to the library profession, especially in the information technology era (Asante & Alemna, 2015; Igun, 2006). For effective service delivery, especially in a knowledge-based economy where the needs of patrons keep on fluctuating, libraries are to have competent and eminent staff who are well trained to attend to the needs of their patrons (Asante & Alemna, 2015). Similarly, Kont and Janston (2013) indicate that for libraries to ensure quality service delivery to patrons, the availability of qualified and effective as well as highly performing staff is fundamental. Training and development in libraries should be geared toward efficiency so that both the library system and library users will benefit (Asante & Alemna, 2015). Staff performance in all organizations is of key concern to the organizational productivity. Meeting the goals and aspirations of libraries is termed as performance (Hiller

& Kyriallidou, 2008). Baldwin (2003) believes that in order to assess employee performance in libraries, goals and objectives of the library must be conspicuous to staff. In the view of Mwita (2002), an increase in an employee performance centers on several interconnected factors (job description, motivation, feedback, direction and equipment) which should be given equal attention. Employee performance could be measured using several pointers including quality, quantity, timeliness, efficiency and cost effectiveness through performance appraisal (Hakala, 2008). This, in the view of VanScotter (2008), helps to reward high performers than low performers, and thus recommends that performance of employees and for that matter library staff is to be incessantly assessed so as to reward and develop where necessary.

Mansor et al. (2012) emphasize that performance management is a critical aspect for extreme effectiveness in an organization, and is considered to be the building block of human capital management. Mathis and Jackson (2006) define performance management as comprising all the processes that are used to identify, “measure, communicate, develop and reward” the performance of employees in an organization. The most basic and essential objective of Performance Management is to increase as well as enhance the effectiveness of an employee in order to promote growth in an organization. Performance management is not only an annual performance review but also a continuous process of setting objectives, assessing progress and providing on-going coaching and feedback to ensure that employees are meeting their objectives and career goals. It is therefore a systematic approach to manage and develop performance which centers on successful and unsuccessful completion of job duties by recording the factual detail, offering recognition where necessary as well as provision of formal and informal course-correcting conversations.

Mathis and Jackson (2006) indicate that efforts of performance management are to be driven by occupational strategies. Laying credence to this, Price (2007) discovered in a study of human resource that individuals, whether in a group or singularly, work hard if they know and clearly understand what is anticipated of them and have had an involvement in stipulating those expectations. The fundamental objective of performance management is to improve employee effectiveness. Performance management is therefore a continuous process of identifying, measuring, and developing the performance of employees whilst aligning their performance with the goals of the organization. For employees to perform, there is the need

to set standards and highlight them, since in the absence of a reference point it will always be difficult to measure results to ascertain whether there is an increase or not (Dessler, 2013).

Performance management in libraries

Performance management in libraries takes many forms. To Chan (2006) it includes the setting of goals for a single unit in a whole library or yearly performance that library management uses to improve the performance and effectiveness of employees. Chan further indicates that every library that wishes to improve on the organizational effectiveness and enhance the performance of staff is supposed to adopt 'a more structured process' for managing the performance of staff. Owusu-Acheaw (2007) (cited in Babalola, 2014) further reiterated that libraries are to vigilantly study the environment, identify and apply the tools that could be used to motivate staff to perform effectively. All the elements in performance management (performance monitoring, provision of feedback and staff development) are used to communicate the focus of the organization to patrons. Performance management is therefore a continuous process which needs to be regularly assessed and changes made where necessary. However, in a study conducted by Tutu (2012), it was stated emphatically that literature on Human Resource Management has given more attention to the Western countries whilst little literature exist in Ghana. This gap in literature continues to exist even though there have been some progress in areas such as motivation, appraisal and staffing.

Factors affecting performance management

Maila, (2006) shows that effective performance management can only be achieved when there is regular monitoring and evaluation of performance in organizations. Performance goals should always be measurable, clear, achievable, and associated to individual careers, organizational objectives and legislative requirements.

Management of performance in all organizations is affected by many factors. Lockett (1992) identifies some factors that affect performance management. Firstly, he indicates that performance of employees needs to be managed continually. He explains that individuals need to have regular reviews in order to be able to support those who may have less experience in performing a particular task. This is the fundamental aspect of individual performance and if not sufficiently dealt with, it may cripple the overall performance of an organization because the latter is contingent on collective contributions made by individual employees. Another challenge to PM, as identified by Christian (2015), is the complex nature of the PM concept itself. He explains that due to the several dimensions that are associated

with PM there is no best methodology or approach that all organizations are to strictly follow. Even organizations of the same kind may have multiple alternatives for undertaking similar task. Again, Christian (2015) identified lack of understanding and communication as one of the challenges to PM. It can be observed that oftentimes, managers of organizations are not able to explain the benefits of PM to other members of staff due to the fears associated with being overly transparent. This inadequate understanding and communication can be removed when there is a strong emphasis on design and implementation of PM, as well as support and coaching.

Methodology

The descriptive survey design was used for the study. The target population of interest was the entire staff of University of Cape Coast Library. Since every employee performs a particular task towards the attainment of the library's goals, all the staff members (202) who perform library duties were engaged in the study. This means that the entire population (senior members, senior staff and junior staff) of interest became the sample size for the study (census sampling technique). This helped the researchers to elicit information from all the categories of staff with respect to the topic under study. Two main instruments were used to elicit information for the study – interview and questionnaire. Semi-structured one-on-one interview was used for senior members who form the Management of the Library in order to obtain first-hand information from interviewees. On the other hand, senior staff and junior staff completed a questionnaire made up of both open and close-ended questions. The Statistical Product and Service Solution version 21 was used to analyze the questionnaire whilst thematic analysis was used for the data collected from senior members. Direct quotations were used where necessary.

Data Analysis

Factors affecting staff performance

The study found out from respondents about the factors which affect staff performance. Table 1 shows the number of respondents who Strongly Disagree (SD), Disagree (D), Neutral (N), Agree (A) and Strongly Agree (SA).

Table 1: Factors that impede performance

Factor	SD n(%)	D n(%)	N n(%)	A n(%)	S A n(%)
Poor evaluation of performance	0(0.0)	15(8.2)	10(5.4)	90(48.9)	69(37.5)
Inadequate reward system	0(0.0)	15(8.2)	0(0.0)	76(41.3))	93(50.5)
Poor organizational leadership style	0(0.0)	0(0.0)	20(10.9)	84(45.7)	75(40.8)
Inadequate communication between supervisors and Subordinates	0(0.0)	15(7.2)	20(10.9)	66(35.9)	83(45.1)
Unclear job description	0(0.0)	6(3.3)	27(14.7)	120(65.2)	31(16.8)
Unsupportive work environment	6(3.3)	52(28.3)	0(0.0)	69(37.5)	57(31.0)
Inadequate skills	0(0.0)	20(10.9)	56(30.4)	61(33.2)	47(25.5)
Unequal treatment of staff	0(0.0)	41(22.3)	0(0.0)	76(41.3)	67(36.4)
Inadequate training opportunities	0(0.0)	14(7.6)	21(11.4)	57(31.0)	92(50.0)

Source: Field data, 2017

From Table 1, 86.4% of respondents (48.9 agreeing and 37.5% strongly agreeing) fundamentally sided with the view that poor evaluation of performance is a factor which impedes performance. This is against less than a tenth of respondents (8.2%) who disagree that poor evaluation of staff hinders performance.

It also emerged that around half of respondents (50.5%) strongly agreed that inadequate reward system was to blame for poor performance. With another 41.4% agreeing to this issue, it thus could be seen that nine out of ten of the respondents shared in this stance.

It was also seen that inadequate reward system was another factor that impedes the performance of respondents. It was found out that ninety three (93) respondents, representing 50.5% strongly agreed, seventy six (76) respondents agreed and fifteen (15) respondents rather disagreed. It is also worthy of note, as could be seen from Table 1, that no respondent opposed the view that poor organizational leadership style impede performance. That is, apart from the 20 respondents (10.9%) who remained neutral, all others were of the view that performance in the workplace is hampered by poor organizational leadership styles.

Regarding poor organizational leadership style, seventy five (75) respondents, representing 40.8% of the total respondents strongly agreed, and 84 (45.7%) agreed that it obstructed performance of employees. This stance is against 20 respondents (10.9%) disagreed.

It again emerged from the study, as shown by Table 1, that inadequate communication between and among the various categories of employees in an organization impedes organizational development. Eight out of 10 respondents (35.9% agreeing and 45.1% strongly agreeing) sided with this proposition, with 20(10.9%) remaining neutral. Only 15 respondents, representing 7.2% thought otherwise.

Another factor identified was unclear job description. From the table, it could be seen that one hundred and twenty respondents, representing 65.5% agreed with the assertion, thirty one (31) strongly agreed, and twenty seven (27) respondents were neutral whilst six (6) respondents, representing 3.3% disagreed to the fact that unclear job description was capable of impeding the performance of staff.

Again, as can be seen on Table 1, sixty nine (69) respondents, representing 37.5% agreed that unsupportive work environment impeded the performance of staff. Secondly, fifty seven (57) respondents strongly agreed, fifty two (52) respondents disagreed and six (6) respondents representing 3.3% of respondents strongly disagreed that unsupportive work environment impede performance in the library.

Further, almost half of the respondents strongly agreed that inadequate training opportunities was a factor that impeded staff performance. This was followed by fifty seven (57) respondents who agreed, twenty one (21) respondents were neutral and fourteen (14) respondents representing 7.6% disagreed that inadequate training opportunity was a factor that impeded staff performance.

In general, it could be deduced from the responses that poor evaluation of performance, inadequate reward system, poor organizational leadership style, unclear job description and inadequate training opportunities were the most important factors impeding the performance of staff at the library.

Interview with management revealed that logistical constraints (insufficient computers and bandwidth), inadequate provision of feedbacks and superior-subordinate relationship are some of the factors that affect performance in the Library. Further, laziness on the part of staff, absenteeism and limited staff competencies were also indicated by management. One senior member was emphatic that “*Some staff did not know what to do exactly*”, connoting staff did not have a clear job description and it did affect the performance.

Management of human resource practices

Perry-Smith and Blum (2006) confirm that higher results are always achieved when an effective combination of human resource practices is undertaken. Management of all establishments including libraries need to give equal attention to all factors that lead to increased productivity. This section examined how library management has been able to effectively manage human capital development and other elements of performance management such as recognition, feedback and clear job description for effective performance in the library.

Figure 2: Effective management of staff development and other elements of performance



Source: Field data, 2017

From Figure 2, one hundred and forty one (141) respondents, representing 76.6% of the respondents indicated that management has not managed staff development and performance effectively. Further, twenty six (26) respondents, constituting 14.1% of the respondent indicated it has been somehow managed. On the contrary, only 6% of the respondents claimed that management of the library has adequately managed staff performance. It could be deduced from the above findings that effective performance management is seen by employees to be deficient.

Interview with management revealed, as indicated by a senior manager, that:

“Performance management has not been so effective in the library, since the library alone does not have its own documented performance management system in place”.

It was also revealed categorically by another interviewee that:

“Management has been able to develop human capital but performance management aspect is a problem. [This is]because there is no system to guide the library, it becomes very difficult. Even though management is trying, it is not good enough”.

It was further indicated that the elements of performance management such as supervision, recognition and clear job descriptions were not adequately taken care of, especially recognition and feedback.

“Effective management of staff development and performance in the library is absolutely non-existent because management depends on reports from sectional heads and these reports are not consistent and highly coaxed”

The statement above was another response given by another management member.

Management further reiterated that because attention had not been paid to all the elements that would lead to high performance, it can be said that management have not been able to manage these elements effectively.

“For example, the reward and provision of equipment aspect of performance is not adequately taken care of. Appraisal was done but even that one was on yearly basis and not consistent. Again, there is a communication gap between management and staff and that makes it difficult for staff to get feedback on their performance”.

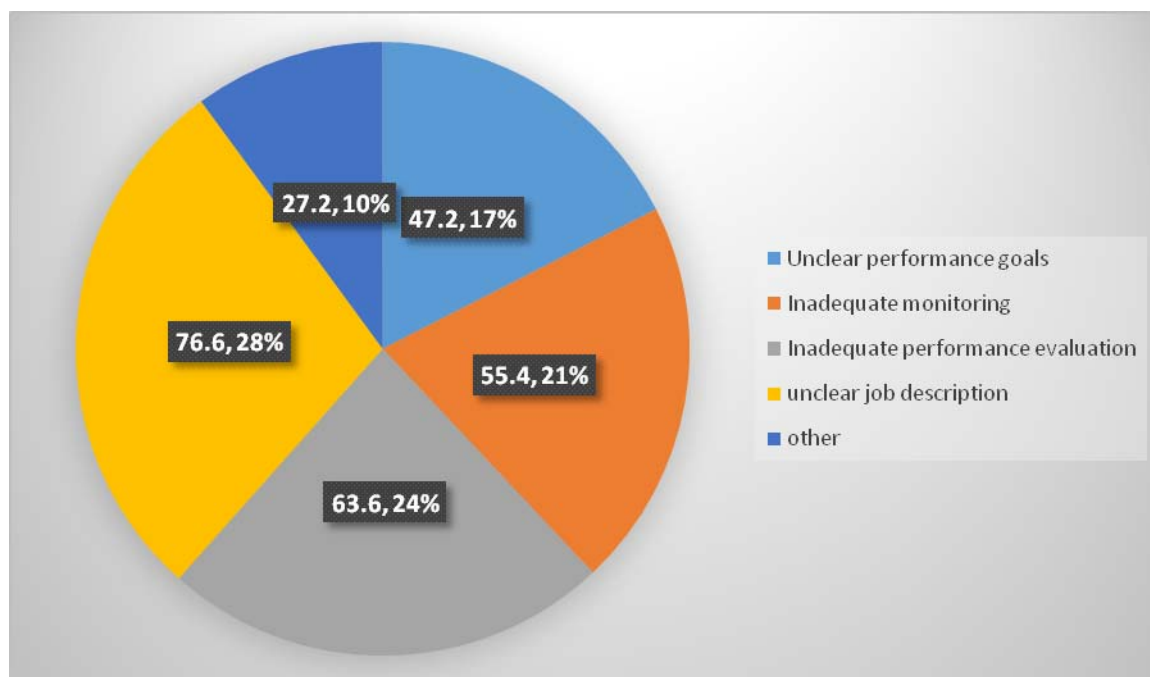
In explaining why the library has not been able to effectively combine human resource practices, it was indicated that *“management has not sat down to think about it”*. Also due to the fact that there is no laid down system to guide the library it becomes very difficult. It was also added that management did not have adequate knowledge on performance management and how it could be applied.

This finding confirms the findings obtained from the quantitative analysis. Staff also indicated that management has not been able to combine effectively the human capital development and other elements of performance management such as motivation, job description and feedback. It was suggested by management that a performance Management System has to be developed for the library which will take care of all these problems.

Challenges to performance management

The researchers again assessed the challenges that confronted performance management in the library. Respondents were given the opportunity to choose more than one answer. Responses are shown on Figure 3.

Figure 3: Challenges to performance management in the library



Source: Field data, 2017

As shown on Figure 3, over three out of four respondents (76.6%) claim that unclear job description was a challenge to performance management of staff. One hundred and seventeen respondents, representing 63.6% also indicated that inadequate performance evaluation was another challenge to managing performance of staff of the library. One hundred and two (102) respondents representing 55.4% of the total respondents maintained that inadequate monitoring of staff activity or work is one of the challenges to staff performance. Other challenges stated by respondents were unclear performance goals in the library, favoritism on the part of management and communication gap between management and subordinates.

In relation to challenges associated with performance management, it was realized through the interview that;

“There was the challenge of inadequate knowledge on performance management system by management of the library”.

Another challenge to performance management that was identified was that adequate attention had not been paid to performance management, with the reason being that management of the library had not sat down to think about performance management.

DISCUSSION

Factors affecting staff performance

Performance in libraries may be affected by several factors. One objective of the study was to find out the factors that affected performance of library staff. The analysis of data for the study revealed that a number of factors affected staff performance. One such factor was poor performance evaluation. In a research conducted by Ninh et al (2010), it was stressed that library management should effectively evaluate staff performance in order to validate the importance of the library to stakeholders especially in the university. This is because in the view of Ninh et al (2010), the library is to justify that the funds allocated to them by the university management are used appropriately. However, findings from the study revealed that performance was not effectively managed. Libraries that are able to effectively evaluate performance are able to justify their existence in the university community. Effective measurement of performance in libraries will support management to acknowledge their weaknesses so as to plan for performance progress.

Another factor identified was inadequate rewards system. This endorses a study by Jankinthong and Rurkkhum (2012) who reported that fair wages was one of the factors that affected performance of employees in universities. Recognizing the performance of staff with adequate reward system is of great importance to the growth of the library. It again affirms the assertion of Babalola and Nwalo (2013) that recognizing and motivating the librarian is a necessary input towards the realization of the goals of the library.

Poor organizational leadership style was also a factor that affected the performance of staff. Similarly, Tinoferei (2011) identified leadership style as one of the factors that affected performance of staff in non-profit organizations in South Africa. In a study made up of 103 respondents, only four participants agreed that they liked the ease of communication between the leader and the subordinate. He further suggested that organizations should adopt a leadership style which will assist in creating a conducive work environment for staff to develop and also assess the overall policies on rewards which are acceptable in the non-profit sector.

Further, even though management indicated that enough training was being undertaken, staff on the other hand indicated that these training opportunities were inadequate. This finding agrees with a number of studies. Saka and Haruna (2013) conducted a study in the branch libraries of University of Maiduguri in Nigeria and found out that there were limited opportunities for staff development in libraries. Management of the library also mentioned of inadequate equipment and absence of a job description, laziness on the part of staff, unwillingness to learn and absenteeism as factors that impeded the performance of staff.

It could be deduced from the findings that, in as much as management wants staff to do their best in terms of performance, staff also expect management to provide the necessary tools (both tangible and intangible) that could lead to increased performance. It is therefore essential for management to consider the objectives of staff and fuse them together with the goals of the library. Factors other than these frustrate and impede the performance of staff. It can also be inferred that factors that may influence the performance of employees may be employee's ability (the skills and knowledge of employees), effort (the energy that an employee is ready to use on a job), motivation, equity (treating people equally in organizations) and environmental factors (the factors that the individual has no control). It is also not out of place to mention that regular appraisal of employees contributes to the successful performance of staff. Management identified provision of needed equipment, giving feedbacks, and good superior subordinate relationship as some factors that when given attention, may improve performance in the library.

Managing elements of performance

Organizations with fully developed performance systems use clearly stated job descriptions, regular performance appraisals, constructive feedback, good systems of recognition and good supervision. These afore-mentioned elements are very critical to maintaining a workforce that is well motivated to perform (Wairrach, 2013). According to Herzberg (1959) and Brinkerhoff (2001), it is imperative to encourage staff to perform by placing equal importance on all the levers of performance. The findings however revealed otherwise. Majority of the respondents maintained that the library had failed woefully in the area of holistically managing elements for effective staff performance, and as such, this resulted in gaps in the performance of staff. This was confirmed by a management member who specified that performance management had not been effective in the library because it had not taken in to consideration the parts which lead to increased performance. This assertion

syncs with that of Brinkerhoff (2001), Aderinto and Obadare (2009) and Wairrach (2013) who pointed out that several performance components or elements are supposed to be managed effectively and continuously in order to achieve organizational goals. There is the need for libraries to also comprehend the importance of human resource management to the progress of libraries and as such incorporate all the elements that lead to higher performance to yield higher productivity through highly performing staff.

Challenges to Performance Management

One of the objectives of the study was to find out the challenges to performance management in University of Cape Coast Library. Unclear job description, lack of cordial relationship between management and staff, inadequate logistics/equipment, lack of commendation or rewards were some of the challenges to performance management. Again, irregular monitoring and evaluation was another challenge identified. In the view of Maila (2006), if performance is frequently evaluated and monitored, it becomes very easy to identify areas that need attention. This is because Management would be able to set clear and achievable goals for staff whilst making sure that other factors that would lead to this achievement are also provided.

There is also the challenge of inadequate knowledge on performance management system by management of the library as well as the inability to regularly evaluate and monitor the performance of staff by management. This confirms the statement by Christian (2015) that one of the main challenges to PM is the complex nature of the concept and its numerous dimensions that are associated with it. This, according to him, makes it difficult to be understood by individuals who do not possess the required knowledge in human resource practices. Again, Tutu (2012) indicates that communication, whether formal or informal, is a very useful tool in managing the performance of staff. The need for employees to know how well a particular task is being performed can only be active with effective communication. However, findings of this study revealed a communication gap between staff and management of the library and that also affected performance management greatly.

Conclusion

It is worth stating that libraries see the worth of integrating these performance management concepts (resources, feedback, information, work design, motivators, personal capacity and direction) for increased performance. It is clear that the importance of these

concepts lead to employee satisfaction and by extension boost the performance of staff of the library. Unfortunately, academic libraries and particularly those in Ghana, do not place much premium on integration of human resource practices. This has resulted in lapses in performance of staff in libraries. It is incumbent on library management to try as much as possible to combine these human resource practices effectively so as to yield maximum results.

RECOMMENDATIONS

Based on the findings the following recommendations are made:

- Library Management should devise a regular system to evaluate performance. This should be done by sectional heads of all sections of the library on a regular basis to ascertain the challenges and solutions provided for them on a timely basis. There is the need to ensure that proper systems of recognition are used to prevent lackadaisical conduct of staff.
- The Library Management, should document all the elements that lead to increased performance of staff and apply them effectively for the library's goals to be attained.
- Again, a human resource expert should be hired to deal with the lapses that exist in managing staff performance in University of Cape Coast Library.
- The library should further adopt a performance model such as Brinkerhoff's (Performance System Factors) to manage the performance of staff in the library.

Reference

1. Aderinto, C. O., & Obadare, S. O. (2009). Working environment of cataloguers: An investigative research of academic libraries in south western Nigeria. *OzeanJournal of Social Sciences* 2(3), 1-10.
2. Afful, P. Y., & Antwi, I. K. (2001). Motivation and productivity in academic libraries: A case study of University of Cape Coast, Ghana. *Ghana Library Journal*, 13(2), 10-12. Retrieved from <http://hdl.handle.net/123456789/330>
3. Aforo, A. A., & Antwi, K. A. (2012). Evaluation of the performance appraisal systems KNUST & GIMPA Libraries. *Journal of Business Management and Economics*, 3(8), 301-306.
4. Armstrong, M. & Baron, A. (1998), *Performance Management Handbook*. London: IPM
5. Arhin, L. (2012). *Human capital development and performance management in Ghana Water Company limited, Cape Coast* (Unpublished). Thesis submitted to University of CapeCoast.
6. Asante, E., & Alemna, A. A. (2015). Training and development issues: Evidence from Polytechnic Libraries in Ghana. *Library Philosophy and Practice*, paper 1221. Retrieved from: <http://digitalcommons.unl.edu/libphilprac/122>
7. Babalola, G. A., & Nwalo, K. I. N. (2013). Influence of job motivation on the productivity of librarians in colleges of education in Nigeria. *Information and Knowledge Management* 3 (5) 70-75.

8. Bratton, J., Callinan, M., Forshaw, C., & Sawchuk, P. (2007). *Work and organizational behaviour: Understanding the workplace*. London: Palgrave Macmillan.
9. Brinkerhoff, R. O., & Apking, A. N. (2001). *High impact learning: Strategies for leveraging business results from training*. Cambridge: Perseus Publishing.
10. Chan, D.C. (2006). Core competencies and performance management in Canadian public libraries. *Library Management*, 27(3), 144-153
11. Christian, E. (2015). Performance management challenges. Retrieved from www.monitae.com/performance-management-challenges/
12. Dartey-Baah, K., & Amoako, G. K. (2011). Application of Frederick Herzberg's two factor theory in assessing and understanding employee motivation at work: A Ghanaian perspective. *European Journal of Business and Management*, 3(9), 1-8.
13. Dessler, G. (2013). *Human resource management*. London: Pearson Education Limited.
14. Edwards, R. G. & Williams, C. J. (1998). Performance appraisal in academic libraries: Minor changes or major renovation. *Library Review*, 47(1), 14-19. Retrieved from: www.emeraldinsight.com/doi/abs/10.1108/00242539810368982
15. Emojorho, D. (2013). Assessment of academic libraries in knowledge management of human capital development in tertiary institutions in Delta State Nigeria. *International Journal of Library and Information Sciences*. 5 (10). 426-431. Retrieved from: <http://www.academicjournals.org/journal/IJLIS/article-fulltext-pdf>
16. Evans, R. W. (2005). The role of performance management amongst administrative staff at the university of the North from the period 1990-2000. Unpublished master's dissertation. Turfloop: University of the North (Limpopo).
17. Gerhart, B. (2007). *Modelling HRM and performance linkages: The Oxford handbook of human resource management*. Oxford: Oxford University Press.
18. Gupta C.B. (2001), *Human Resource Management*. New Delhi: Sultan Chand and Sons Educational Publishers.
19. Hakala, D. (2008). Sixteen ways to measure employee performance. Retrieved from <http://www.hrworld.com/features/16-way-measure-performance-021908>
20. Herzberg, F., Mausner, B., & Snyderman, B. B. (1959). *The motivation to work* (2nd ed.). New York: John Wiley & Sons.
21. Hiller, S., & Kyriallidou, M. (2008). Performance measurement in libraries. Retrieved from: https://www.researchgate.net/profile/steve_Hiller/publication/265998638
22. Igun, S. E. (2006). Human capital for Nigerian libraries in the 21st century. *Library Philosophy and Practice (e-journal)*. 82. Retrieved from: <http://digitalcommons.unl.edu/libphilprac/82>
23. Jankingthong, K., & Rurkkhum, S. (2013). Factors affecting job performance: Review of literature. *Silpakorn University Journal of Social Sciences, Humanities and Arts* 12(2), 115-127
24. Kont, K., & Janston, S. (2013). Library employees' attitudes towards the measurement and appraisal of their work performance: Study in Estonian university libraries. *Library Management* 34(6/7), 521-537. Retrieved from: www.emeraldinsight.com/0143-5124.htm
25. Lamptey, R. B., Boateng, M. S., & Antwi, I. K. (2013). Motivation and performance of libraries in public universities in Ghana. *Library Philosophy and Practice (e-journal)* 911. Retrievable from: 911. <http://digitalcommons.unl.edu/libphilprac/911>
26. Lockett, J. (1992). *Effective Performance Management: A strategic guide to getting the best from people*. London: Kogan Page.
27. Lut, D. M. (2011). Human capital development: New challenges in the context of knowledge-based economy. *Euromentor* 2(4) 127
28. Maila, H. M. (2006). Performance management and service delivery in the department of water and forestry. University of South Africa. Retrieved from: <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.534.6> & type=pdf
29. Mathis, R. L. & Jackson, J. H. (2006). *Human resource management* (11th ed.). Australia: South- Western.

30. Mansor, N. N. A., Chakraborty, A. R., Yin, T. K., & Mahitapoglu, Z.(2012). Organizational factors influencing performance management system in higher educational institution of South East Asia. *Procedia-Social and Behavioral Sciences* 40, 584-590. Retrieved from: www.sciencedirect.com
31. Martey, A. K. (2002). Appraising the performance of library staff in a Ghanaian academic library. *Library Management*, 23(8/9), 403-416. Accessed October, 3, 2017, from: <http://dx.doi.org/10.1108/01435120210/439889>
32. Mwita, J.I. (2002). The role of motivation in performance management: A case of performance-related pay schemes in British local authorities. School of PublicPolicy, University of Birmingham. Retrieved from: <http://etheses.bham.ac.uk/49/1/Mwita03PhD.pdf>
33. Ninh, T. K. T., Tanner, K., Johanson, G., & Denison, T. (2010). Systematic performance measure for university libraries in Vietnam. *Library Management* 31(8/9), 702- 716. Retrieved from: www.emeraldinsight.com/0143-5124.htm
34. Owusu – Acheaw, M. (2007). Staff development and employee welfare practices and their effect on productivity in three special libraries in Ghana. *Ghana Library Journal* 19 (1) 83–89. Owusu-Ansah, S. & Ashirifia, G. G. (2014). Effects of performance appraisal system on staff performance in Ghanaian academic libraries. *Journal of Information Engineering and Applications*, 4(7), 1-8
35. Perry-Smith, J. E. & Blum, T. C. (2000). Work-family human resource bundles anperceived organizational performance. *Academy of Management Journal*, 43(6), 1107-1117.
36. Price, A. (2007). *Human resource management*. London: South-Western
37. Saka, K. A. & Haruna, I. (2013). Relationship between staff development and job performance among personnel in branch libraries, University of Maiduguri, Nigeria. *Mediterranean Journal of Social Sciences* 4(5), 9-17.
38. Smith, S. A., & Mazin, R. A. (2004). *The HR answer book: An indispensable guide for manager managers and human resources professionals*. New York: American Management Association.
39. Stiles, P. (2003). *Human capital and performance: A literature review*. Cambridge: The Judge Institute of Management
40. Tinofirei, C. (2011). The unique factors affecting employee performance in non-profit organizations. Retrieved from: uir.unisa.ac.za/handle/10500/5732
41. Tutu, A. D. (2012). An investigation into performance management practices: A case study of Oti-Yeboah Company Limited. (Doctoral dissertation, Department of Managerial Science, KNUST). Retrieved from: ir.knust.edu.gh/handle/123456789/7382
42. Van Scotter, J., Motowidlo, S.J., & Cross, T. C. (2000). Effects of task performance and contextual performance on systemic rewards. *Journal of Applied Psychology*, 81, 525-531.
43. Wairrach, N. F. (2013). Motivational preferences of LIS professionals in University Libraries of Pakistan *Library Philosophy and Practice (e-journal)*. 1026 Retrievable from: <http://digitalcommons.unl.edu/libphilprac/1026>