

**PERFORMANCE APPRAISAL FOR LIBRARIANS
IN ALBASA-MEMBER UNIVERSITIES
IN THE VISAYAS**

A Thesis

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by

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CHAPTER 1

INTRODUCTION

Rationale of the Study

There is widespread agreement that performance appraisal is a key to maintaining a satisfactory level of employee performance.¹ It is the most valuable staff development tool in personnel work. Yet, of all the tasks of the human resource management, the performance appraisal is probably the most difficult to actually design and implement effectively and has been termed the "Achilles heel" of personnel.

Performance appraisal is practiced in most organizations for several reasons. It can provide the management with data which can serve as the basis for promotion, salary increases, special recognition, internal re-organization and retention or dismissal of an employee. Through performance appraisal, accomplishments by the human resource could be assessed effectively. The results will give information as to how well each of the individual employee perform and what potential the individual has for job with bigger responsibilities.

¹D.P. Schwab, H.G. Heneman, Jr., and T.A. Decoliis, "Behaviorally Anchored Rating Scales: A Review of the Literature," Personnel Psychology 28 (1975), pp. 549-562.

By conducting performance appraisal, the management of an organization will be able to see what is happening with the people within the organization and through it will know what to do to best utilize the existing job capabilities.

Performance appraisal can help diagnose organizational problems. Knowledge, abilities, skills and other desired characteristics which are considered in hiring personnel are identified, and more generally, it can provide a basis for distinguishing between effective and ineffective performers. Performance appraisal can also be useful as a check on the success of recruitment, selection, placement and training content and procedure.

Performance appraisal increases a supervisor's ability to judge his subordinate accurately. If appraisal is accurately done, it can mean better performance by employees, high morale, lower turn-over, lower rate of absenteeism and more realistic and positive development of an employee's potential.

An effective process of performance appraisal can foster an harmonious working relationship between the appraiser and the appraisee. It can eliminate any misunderstanding as to the job responsibilities and objectives and it will enable the appraisee to appreciate the relative importance of the different aspects of his job. Subordinates and managers are given the opportunity to set goals in the improvement of performance.

For an employee being evaluated, the performance appraisal provides information as well as feedback on how well expectations of him by the management are being met. Through the feedback interview, the employee will know where he stands in terms of the performance standards of the job and the changes needed to improve his performance. This results in a more productive and better motivated employee.

In the academic library, performance appraisal deserves a more serious consideration as a worthy expenditures of time and effort on the part of all levels of library personnel.

Professional staff is considered and the most valuable resource - more important than any other one component: books, card catalog, documents, etc.² If the library is to give a maximum level of service to its clientele, it needs a well-trained, highly motivated and cooperative staff to handle such services. It is in this respect that library staff members need to be evaluated since regular evaluation can help the library manager (1) document their professional growth, (2) give timely warning of their weaknesses or inadequate development and (3) show the areas where they excel.

²Dimity S. Berkner, "Library Staff Development Through Performance Appraisal," College and Research Libraries 40 (July 1979), p. 335.

To date, there are hundreds and thousand of appraisal methods used to evaluate employee's performance. The choices for the employer are not whether appraisal of performance will be or will not be undertaken as appraisal of performance is inevitable and must occur if an organization is concerned about improving and sustaining its productivity and efficiency and likewise in maintaining vital organizational programs and functions. The choices, in reality, are whether or not performance appraisal will be formal and systematic or will just be informal and casual. Whatever method will be used, one factor to be considered is whether the approach employed does indeed measure the person's key job attributes.

Realizing the importance of an effective performance appraisal system for the efficient management of a performance appraisal program in the library organization, it is felt appropriate to tap the Academic Libraries Book Acquisition System Association, Inc. (ALBASA) as the umbrella organization that should facilitate the development of a feasible Model Performance Appraisal Program. The undertaking would be in consonance with ALBASA's objectives of maximizing resources to improve and develop its different member libraries in general and library staff in particular.

ALBASA was organized on February 24, 1972 during the first Philippine Accreditation Association of Schools,

Colleges and Universities (PAASCU) sponsored Academic Librarian's Conference for the Visayas and Mindanao. It is a cooperative venture initiated by the thirteen pioneering academic institutions which grouped together into one and called itself "Lucky 13", whose head librarians consequently met to discuss common needs and problems and planned or identified solutions to help minimize or solve problems, maximize resources and work together for a common goal.³ At present, there are 42 colleges and universities that are members of the ALBASA in the Visayas and Mindanao area. Of these 42 institutions, twelve (12) universities that are found in the Visayas are covered by this study.

On the assumption that ALBASA-member universities in the Visayas have better library management program in terms of personnel, collection and services, with most of their curricular offerings being accredited, these institutions were considered for the study on the basis of similarity in characteristics, as previously mentioned. Since they have common goals and objectives toward effective library service for all⁴, it is assumed that these institutions have realized the need for a systematic and effective performance appraisal program for their librarians and they

³Rafael N. Borromeo, S.J., "ALBASA; An Adventure in Cooperative Library Development," (N.D.: n.p.), unpagued.

⁴Ibid.

would most likely cooperate towards the completion of this study. As members of this library cooperative endeavor (ALBASA), and as leading institutions in this part of the country in terms of library development program, they may in all likelihood adapt the model performance appraisal program which will be the output of this study and spearhead its implementation for smaller schools to follow.

In a preliminary survey among the subject universities, it was learned that only a few have systematic appraisal system for evaluating the performance of the library staff. Also, there is a long-felt need for an appraisal instrument that would measure the worth of the staff in the library organization.

These findings led the researcher to work on this particular study especially when the librarians expressed their strong desire to cooperate in the hope that they might benefit from it.

Although it is generally used in determining merit-based wage increases, it should emphasize more the identification of the employee's strengths and weaknesses which in turn, point to the kind of development that the employee needs. Thus, the employee who may not be adept in doing one type of job maybe transferred to another; the one whose current assignment does not amply challenge his abilities may be assigned a new one; and another who exhibits potential for advancement maybe elected for training or promotion.

The library staff is not an exception to the wrong concept of performance evaluation. To help the library managers or a administrators clarify and change this belief, a Model Performance Evaluation Program was designed after the existing practices of the ALBASA-member universities on appraisal was verified and examined. The administration of this program may seem to be time-consuming, but, it presents an opportunity to improve communication, performance and morale of the library personnel. With support from the library administration, the negative concept on performance evaluation will make positive impact on librarians and the library services.

Figure I shows the schematic diagram depicting the flow of the investigation conducted.

Statement of the Problem

This study aimed to conduct an investigation of the performance appraisal employed for librarians by the ALBASA-

member universities in the Visayas with the end in view of designing a model performance appraisal program for librarians.

Specifically, this study attempted to:

1. look into the status of appraising job performance of librarians in terms of:

1.1 purposes

1.2 scope

1.3 process

1.4 utilization of results

2. design a model performance appraisal program based on the findings of the survey.

Significance of the study

It is realized that performance appraisal is an important tool in assessing the accomplishment of goals. It is a needed control in shaping the direction of an organization in terms of measuring its accomplishments. One organization expresses the need:

The future of our country depends upon having a well-trained reserve of capable management personnel. The performance review program is designed to help accomplish this end by having each employee become engaged in a continuing program of self-development that has been mutually conceived and accepted by both the employee and his supervisor.³³

³³Ibid., p. 14.