THE RELATIONSHIP BETWEEN MANAGEMENT STYLE AND STAFF PERFORMANCE: A CASE STUDY OF FEDERAL POLYTECHNIC BALI LIBRARY, TARABA STATE

Kefas Gilbert
Library Department
Federal Polytechnic Bali, Taraba State, Nigeria
Email: kefasgilbert@gmail.com

ABSTRACTS

The aim of this research is to investigate the relationship between management style and staff performance in Federal Polytechnic Bali Library (FPBL) Taraba state-Nigeria. Four objectives of the study were raised to investigate the relationship between management style and staff performance in FPBL .To investigates the management style of library manager in federal polytechnic Bali library. To investigate the existing relationship between the manager and the staff of federal polytechnic Bali library, To examine the style employ in the effective channels of communication and the relationship between manager and the staff of FPBL and to investigate the motivational style use to encourage staff performance of FPBL. This study will be useful to libraries in carrying out managerial activities. It will be helpful to librarians of similar organisations such as information centres. It will equally be useful to improve the relationship between the super-ordinate and subordinate in the FPBL. This study has been conducted to help researchers in the area of management on personnel performance. This study is expected to provide additional literature on FPBL for future researchers. Using a survey design and random sampling method, with a well-structured questionnaire, to the library staff was used to investigate the relationship between management style and staff performance. The conceptual framework used was the content theory of motivation-hygiene theory by Fredrick Herzberg (1959). Despite this theory now been of some age, it remains relevant for use in this current study. Data were collected from 100 respondents comprising of all staff of FPBL that constituted sample for the study. The study reveals that the Staff of the FPBL was not satisfied with the motivational style for staff in the library, nor the management style employed in the library, and generally the staffs

of the FPBL was not happy with the style employed in channels of effective communication in the library. It was recommended that the library management of FPBL should encourage staff by offering positive incentives; the management of FPBL should consider the employment of appropriate management style to encourage staff performance is fundamental. The management of FPBL should employ various motivational styles which can encourage staff to improve their performance.

Keynotes:

INTRODUCTION

Management is an act of controlling and organising people for work effectiveness. Griffin (1990) defined management as the process of planning, organising, leading and controlling of an organisation, human, financial, physical and information resources to achieve organisational goals in an efficient and effective manner. Thus, management is therefore concerned with people working together to achieve goals. According to Henri (2011) "management is to manage, is to forecast and to plan, to organize, to command, to coordinate and to control". From the definition of management it shows that this includes the activities of setting objectives or goals, the strategy of an organisation or library, and coordinating the efforts of its desired objectives through the uses of available wealth, this includes natural, finance and other   human and technological resources. Management is the art of getting things done through and with the uses of people in formally organised groups. In order to achieve these services or objectives, it also requires the specialisation, intellect and professional services of staff who have trained for such purposes.

These different definitions of management relate to the context of libraries and how they are managed as they include the activities of setting objectives or goals, the strategy of the library, coordinating the efforts or labour of its desired goals through the uses of available or obtainable resources, which include natural, finance and other human and technological resources. The library is an organisation or is an institution whose major purpose is to select, acquire, organize and disseminate or make the resources obtainable or available to its users. Academic Libraries are located in an

institution of higher learning such as university, polytechnic or colleges of education. Their functions are to select, acquire, organise process and disseminate informational materials in all its ramification and formats with a view of facilitating research, teaching and the learning process of academic environment, Brown (2011).

With the below managerial techniques Implementation by federal polytechnic libraries, it resultant effects on staff performance include the following:
Bukar (2004) opines that staff members who have relevant qualifications, in term of job specification (library) perform well on the job or work. Basso (2001) mentions that the motivational packages instituted by management for all employees in the library work or job goes a long way to enhance the quality of services provided, Lack of logistics as mention by Aliyu (2012) greatly affects the output of work done by staffs in the library.

The aim of this research is to investigate management style employed in the library by the manager (librarian) in federal polytechnic Bali library, Taraba state. This will also help to examine the existing relationship between the library management and the staff of the federal polytechnic Bali library, Taraba state, Nigeria. How does this management style influence the expected staff performance of the staff or the productivity of the staff? this is aim at providing a basis or platform or foundation for the large study by given the measurable indicator within which to carry out or within which to evaluate the desired objective or outcome of the staff, and also to supply the management with the related information sources that will assist them in effective decision making for the library administration. The theory used for this research was anchored on the theory of motivation-hygiene by Fredrick Hertzberg of (1959). Despite this theory now been of some age, it remains relevant for use in this current research. The theory pointed out that certain factors tend to lead to job satisfaction, whereas others lead frequently to job dissatisfaction. There is also Hertzberg theory of hygiene and motivation. Hertzberg argues that other conditions of services provided by management or administration in a library or in any organisation like salaries, fringe benefit and alike are only

hygiene factors which do not essentially motivate the workers or staff. The motivator factors are the staff or workers sense of attainment, accountability and acknowledgement of the work or activities he or she does. Later on the other theories, they came up with what they called it as the process theory of motivation. Among the scholars that developed the theories are; V.M vroom (in Koontz 2008), porter and Lawler, 1968. In Hertzberg's two-factor theory, positive motivators and hygiene factors (or satisfiers and dissatisfiers) are distinguished. According to him, the hygiene factors include the physical environment, salary, job security, corporation policy or library policy and management. These factors exist outside the work itself and their presence does not necessarily motivate employees. However, they are needed to maintain at least, a level of "no dissatisfaction". The positive motivators, on the other hand, include an opportunity for advancement or changing status through promotion, recognition or being singled out for praise, achievement or completing an important task successfully, responsibility for one's own and the intrinsic nature of the work itself. According to him, the more any of these factors are provided, the greater the motivation and level of job performance. Hertzberg concluded that motivation has increased job satisfaction may only be achieved via the positive motivations. The existence of adequate hygiene factors will prevent job dissatisfaction and their absence will promote dissatisfaction. In a materialistic country like Nigeria where workers attach supreme importance to economic considerations in accepting employment, Ubeku (1975) observed that, we must recognise the larger family responsibilities which are attached to wage and salary earner in Nigeria. While one is aware of the social science findings in Europe and America which tends to play down the importance of wages and salaries as motivating factors, there is no doubt that in Nigeria context, it has a large motivating element in it.

The library is an institution whose main function is to select, acquire, organise and make information resources available to its users (customers). The federal polytechnic Bali library which forms part of this research study is managed under the leadership of polytechnic librarian who is responsible for the quality of the services offered to users by library staff. This study intends to

investigate the relationship between the various management style adopted by management of Federal Polytechnic Bali Library and its corresponding effect on staff performance hence, work output.

LITERATURE REVIEW
The theory used for this research was anchored on the theory of by Herzberg (1959) motivation-hygiene. It pointed out that certain factors that tend to lead to job satisfaction, whereas others lead frequently to job dissatisfaction. Cole (2004) observed that several critics of Hertzberg motivation-hygiene theory pointed out that the theory was not developed from scientific empirically study it derived data on the basis of try to discuss it as an "armchair" theory that lacks scientific proof or credibility. On the other hand, some have found it as the best theory that provides a helpful framework for research that links between organisations and human behaviour at work. For example, McGregor (1960) dwell deeply on Maslow's and Hertzberg's concept of motivation. Despite their lack of scientific proof or credibility, Hertzberg's theory of motivation is very significant for all administrators. The rationale behind the adoption of this theory of motivation as the theoretical framework of this research is that the motivation styles are key gear for management whose attendance in human resources use in any given library improve performance and attainment of goals. It is clear from the preliminary review of related literature that the staff or workers join library, which they see as being able to fulfil their expectations and goals. The moment such library or an organisation no longer meet their needs the staff or workers needs, dissatisfaction come in and frustration sets in, then staff morale becomes low and finally, the consequence of the turnover. Okpara (2006) argued that the" middle level personnel in Nigeria government or libraries service" can be encouraged or motivated through chances or opportunities for production, participating in setting objectives, assigning of responsibilities, in his model it shows or implies that the existence of lower performance which he exemplifies by such things as salaries, and material profits or benefits.

In discussing work satisfaction and job productivity issues in Nigerian library managers, Anikpo (1999) discussed the problem of

work satisfaction or happiness and employee productivity as it relates to Nigerian surrounding or environment. He argued that all means or efforts to improve employee productivity by consecutive or successive Nigerian government were met dismal breakdown or failure. Therefore, He contended that the failure to progress on the present low productivity of Nigerian employees might be as a result of the insufficiency of theoretical representation or models and organisation that use nature, drive, and training or conditioning to understand or interpret job motivation or encouragement that are currently utilized in Nigeria. In addition, he criticized the contending motivation theories in the government of Nigeria as Euro-American in direction or orientation. He consequently recommended what he refers or calls a "Goal setting supervision model" As an option or alternative to contending motivation theories. Even though it is a contrary subject or issue, his objectives setting administration or supervision model is nothing other than the classical approach to organisation or management which in itself is a Euro-American point of reference or orientation.

The theoretical framework for this research was anchored on the theory of motivation-hygiene theory by Herzberg (1959). Hertzberg's theory was on workers or staff satisfaction at work or duty. The theory critical or pointed out that certain factors may or tended to lead to job or work satisfaction, while others frequently to job dissatisfaction. The theory mentioned that the factors giving rise to job satisfaction are called or mentioned as motivators. While those that giving rise to job dissatisfaction are called hygiene factors. Buba (1999) mentioned that the groups of needs such as business or company policy and management or administrator, interpersonal relationship, supervision, working conditions, salary, job security, position and personal life are all considered as dissatisfies. He further confirms that they were established by Herzberg to be only dissatisfier's and not motivators. In another hand, if they exist in a work or duty environment in high quantity and quality they provide on job dissatisfaction. Their present do not motivate in the sense of yielding satisfaction. Their non-existence would, nevertheless, result in dissatisfaction. He further stated that the Hertzberg theory has a group of motivators, which was regarded the first group of needs or wants. These include; achievement,

acknowledgement or recognition; work or duty itself, responsibility and progression. According to him, these groups intimated from those related to the content of work. He further mentioned that they are the most significant hygiene dissatisfies or factors. Hertzberg noted that these factors are more related to the content or work environment of work or duty than its content. When in line with workers or employee needs, such factors will clear the path of working life, but taken for granted. Therefore, when they are out of line with workers or employee's prospect or prospect, they could be the sources of difficulty and complaints, and definitely will give a basis for dissatisfaction at duty or work. Consequently, the difference between the motivators and hygiene factors is that while motivators can bring or carry about positive satisfaction, then the hygiene factors can only provide or serves to prevent dissatisfaction. Herzberg's theory of motivation is therefore applicable to administrators or management of staff in a library or in an organisation because a lot depends on the management styles adopt in the library to encourage or motivate staff so as to draw staff effective performance.

A management style are set of ways or manners manager or librarian plans, coordinate and uses the staff of a library or in an organisation so as to get optimistic staff performance. Koontz (2008) defined management techniques as the ways or manners managers adopt some functions such as delegating, coordinating, training of staff and controlling of staff through which staff are motivated (encouraged) to perform. Thus, management techniques are strategies adopted on staff to motivate them on their places of work or assignments. These include harmonizing the workers or staff provision of incentives, adequate training of staff and then proper job assignment. Bukar (2004) assertion that management techniques such as training of staff (development) is considered very much significant because any worker that has additional qualification is expected to perform marginally well. He concluded that there is a need for qualitative staff in a library. Successful library need staff that are committed (loyal) and dedicated to meeting their aims and objectives through the provision of adequate developments and motivating them so as to achieve their maximum full potential. He further explains that librarians should provide

development (training) opportunities, fair communication among staff and the use of good and effective management procedures.

Management is the organisation and coordination of the activities of a business or organisation in order to achieve defines objectives or business. According to Stuart and Levine (1994) manager, librarian or leadership "is about listening to people, supporting and encouraging them and involving them in the decision-making and problem-solving process. It is about building teams and developing their ability to make the decision."As the name implies it includes the activities of setting the strategy of an organisation and coordinating the efforts of its objectives through the application of available resources, such as financial, natural, and technological and human resources. It is the art of getting things done through and with people in formally organised groups. Henri (2011) the services that are carried out need specialisation, and intellectual and professional services of staff that have been trained for such purposes. Griffin (1990) defines management as the process of planning, organising, leading and controlling of an organization, human, financial, physical and information resources to achieve organisational goals in an efficient and effective manner. Thus, management is therefore concerned with people working together to achieve goals. The concept of organisation or management in spirit refers to organising, planning, controlling of staff, motivating and leading of people, communicating or talk and decision making performance or activities carry out by any business or organisation in order to direct the diverse resources of venture or enterprise to fetch about a competent creation of some product Sule (2008).

Mayo (1960) came up with their experiment at the Hawthorne place confirmed that the payment of salaries or higher wages is not the answer to their complaint or agitations; neither does it create the needed result of higher production. This experiment indicated that the most significant issue in any production circumstances is the working relationship among staff or workers as well as with the administration or management. This Hawthorne plant experiment increase speed of workers 'and Scholars' thinking about workers or employees' job happiness resulted in the increase of the Human Relation School of management which put down emphasis on the

human issue or factors in production. The rise of human relations school of thought bring it to the growth or development of numerous theories on human motivation such as Maslow's theory of motivation Maslow,(1954) Maslow came up with the theory of hierarchy of needs which mentioned that all human beings have equal basic needs which encourage or motivate them to do one thing or the other. Maslow, a human being (Man) always has needed to please or satisfy and these needs are divided or classified in a hierarchical order, it starting from the basic needs to the higher – order ones. He also observed that once a particular need is satisfied, it ceases to be a motivator of behaviour and other needs emerge. These needs are divided or classified as follows: physiological, safety, social, esteem and self-actualization needs. This Maslow theory is that needs are grouped or arranged in a hierarchy and the smallest level needs the physiological while the highest level ones are the self-actualization needs. These needs are assumed to mean the following:

- Physiological: the need for food, water, shelter and rest.
- Safety needs: the need for freedom threats, i.e security from threatening events and.
- Belongingness and love need the need for intimate, relationship and interaction.
- Esteem needs the need for self-esteem and esteem from others.
- The Self-actualization: the need to fulfil one's self by maximising the use of his abilities, skills and potentials.

Maslow has succeeded in a grouping or classifying human wants as a help or aid in thinking for management. Maslow did not develop a specific theory of work motivation as such but the implication of his theory for the design of incentives system by management is obvious.

In Herzberg's two-factor theory, positive motivator and hygiene factor (or satisfier and dissatisfies) are distinguished. According to him, the hygiene factors include the physical environment, salary, job security, library policy or company policy and administration. These factors exist outside the work itself and their presence does not necessarily motivate employees. However, they are needed to maintain at least a level of "no dissatisfaction". The positive

motivators, on the other hand, include an opportunity for progression or changing position through promotion, acknowledgement or being singled out for praise, attainment or achievement or completing a significant task successfully, responsibility for one's own and the intrinsic nature of the work itself. According to him, the more any of these factors are provided, the greater the motivation and level of job performance. Herzberg recommended that motivation can increase job satisfaction may only be achieved through the positive motivations. This shows that Herzberg's two-factor theory is the grossly over-simplified representation of the mechanism by which job or work satisfaction or dissatisfaction can live in the job context, the job content or both. Thus, it is staffed that manage the services of the library and they are the major interface with the users. Therefore, their motivation or encouragement is critical in influencing the excellence of this interface.

Basso (2001) identified salaries, fringe benefits, promotion, the leadership style of the supervisor, fairness as some of the incentives that motivate staff to perform; Dauda (2010) is of the opinion that motivating workers is one of the utmost challenges confronting librarian and information managers in developing countries, especially in Nigeria. Hence there is needed to make the best use of library workers to boost their morale and productivity levels. In a study "Employee motivation", long (2015) concluded that among others that:
(1) Employees are motivated to labour efficiently by demanding joy which allows a feeling of attainment, responsibility and progression.
(2) Workers are satisfied mostly by factors which are peripheral to the job, and
(3) Workers became unhappy when chances for meaningful attainment are eradicated or eliminated.

It is obvious that effective management style can encourage staff by motivating staff in a library could be in many ways: such as rewards. Rewards as an aspect of motivation play a prominent role in staff performance and satisfaction. Watson (1999) explained that rewards are all forms of financial income, tangible services and

profits workers receive as a component of an employment or service relationship. Thus, the beneficiaries of such usually motivated and thereafter satisfied and perform more. Thus, staff being promoted is considered rewarded by the management. Ahmad (2012) observed that it is important for management to consider appropriate ways of motivating staff through rewarding them, while library should be interested in reward administration or management for two significant reasons:

(1) It is considered about the total cost of the reimbursement because of its bearing or project utility, which is in library situation, encourages staff performance.

(2) The library or organisation opinion pays as a determinant of worker work behaviour and attitude. Pay may influence person's decision to join an organisation to labour efficiently, to undertake development or training, to join a trade union or to accept additional responsibilities.

Ahmad (2012) he explained that there are three (3) main objectives of reward administration or management as an aspect of motivation:

(1) To attract and keep appropriate employees.
(2) To obey employment legislation and rules.
(3) To maintain levels of workers performance.

Though the three principal objectives are applicable to reasons why staff were rewarded in libraries, the most accepted reason however could be that the library management is encouraged to maintain or improve levels of employee performances by rewarding them in various ways such as sponsorship for additional qualification, promotion privileges to all categories of staff and so many kinds of rewards. Watson (1999) opined that commitment to goals is a purpose of reward, linked with their attainment. Thus, the most important of such rewards e.g. the self-actualization and satisfaction of ego need can be straight products of efforts directed towards organizations goals.

Incentives involve the total provision of a favourable atmosphere for staff performance. These incentives are not only in term of materials but often non-materials in nature and once they are provided, the behaviour will be positively influenced and sustained.

The magnitude of incentives given to workers, therefore, has a corresponding effect on their performance.

The term incentive is used to explain wages payment strategy which ties wages directly or indirectly to productivity principles. Some incentive plans bind wages to the productivity of the persons, others to the productivity of groups or the productivity and abundance of the total library or an organisation. For most of the library or a business, incentives are used as motivating factors. Robinson (2017) examined the basic fundamentals of good wage incentives scheme and noted that:

(a). the scheme must be fair and just to both employer and employees, to make sure complete trust on both sides

(b). the workers must be paid in direct proportion to the personal effort, rather than as a group

(c). the scheme has to be simple in operation so that employees can calculate their wages easily

(d). the scheme must be flexible and intimately linked to other management controls; and it must be so intended as to protect quality,

(e). it must have a reasonable degree of permanence, and it should have much incentive for the slow worker as well as for the fast worker.

He further enumerated other fringe benefits like insurance, house purchase, car and furniture loans, and others which are forming an increasing proportion of the total rewards received by workers of many organisations. Robinson (2017)

Other theories include McGregor (1965) who assumed or postulated the theory X and theory Y. according to him, the theory X means as a management system which observed workers or staff as a mechanical being which wants to be forced before he or she works. While on the other hand theory Y, sees the workers as a human being who needs a Conducive environment for work and labour will be to them like rest. With the growth of these theories, administrators or library managers became more concerned on how they can encourage or motivate their workers or staff to perform maximum and to achieve the management styles which allow librarians or library managers to apply many strategies of

management. According to Koontz (2008) mentioned that the management style are the ways through which managers employed some functions such as coordinating, delegating, training of staff and controlling of workers through which staff are encouraged or motivated to elicit performance. According to Campbell (1999) "conceptualized job performance as a multidimensional construct consisting of more than one kind of behavior and proposed an eight-factor model of performance based on factor analytic research that attempts to capture dimensions of job performance existent in libraries or similar organizations".

(1). the number factor is to task exact behaviors which comprise behaviors of an individual to undertake as part of a duty or job. These constitute inner core substantive tasks that outline one job from another.

(2). in another word, non-task to specific behaviors, the second factor, are some of the behaviors which and the person needs to assume which do not be relevant only to an exact job. This non-task exact behavior of an individual might be a training of new staff members.

(3). Oral and Written communication duty refers to behaviour where the current is assessed, not on the satisfied of a communication necessarily, but on the expertise and correctness within which they bring the communication. Workers require making informal and formal, written and oral arrangement to different listeners in several diverse jobs in the workforce.

(4). a person's performance can be assessed in conditions of his effort, either day to day. These factors reproduce the quantity to which individuals entrust themselves to work tasks.

(5). the performance area strength also includes a characteristic of personal discipline. Persons would be probable to be in high-quality standing with the rule of law.

(6).In the place of work where individual are close, performance may consist of the quantity to which a people assists out to the groups and his or she belongs. This might comprise performing as an excellent function or model, coaching, providing counsel or assisting maintain group objectives.

(7). various job or work also has a decision-making or leadership component. The people will depend upon to assume numerous

of the equipment outlined below the earlier issue and in totaling will be accountable for meting out prizes and punishments or penalty. These characteristics of performance take place in a face to face mode.

(8). The Managerial and organizational performance involves those characteristics of a work which provide the group or business but it did not engage straight supervision or management. A managerial work would be a setting or location of an organizational objective or answering to outside stimuli to help an assembly or group in the attainment of its objectives. Furthermore, a managers or librarians might be accountable for supervising or monitoring group and people development towards objectives and monitoring the managerial resource.

The librarians in every library institutions practice one or more of the management style in any organisation of their library. In federal polytechnics, Bali library, the Management style employed by the library managers or librarians was either one or more of the variety of management style as stated by Bukar's (2001); authoritarian or traditional, democratic or participatory and Laisseze-fair. He further stated that majority of respondents (72.73%) agreed that most dominant management styles practised in library organisation was participatory or democratic management style. The participatory or democratic management style provide subordinates with a share in decision making, it Keeps the subordinates involved in the true circumstances bad or good under all situations, it is easily approachable, it allows to communicates effectively with subordinates, trained and developed subordinate, counsels to who are willing to make changes in ways of doing things (Gulick,1980).

The Emphasizing on the wants of this participatory style in a library re- state that these style acknowledge the active participation of workers or any staff members in every decision making process. This style de-emphasizes the uses of authority and power and relies for its success on group or staff consensus and cooperation. It is believed that through the participation of subordinates in the decision-making process, the staff attention would be stimulated, therefore, leading to high productivity or performance and the protection of satisfied work power. Every staff gets a possibility to

express his or her views and to evaluate the opinions of others, and such decisions making if reached are perceived as fair under the participatory management style. EL Adebayo (2009)

According to Maduabum (2006) conceptualised that managers or librarian must consider the general social context within which the library functions, both in terms of social trends and each organisation or library relationships with other libraries. Management style consists of many approaches such as participative approach, Autocratic style and free rain style. The Autocratic style is one characterised by authoritarian actions, one-sided decision making, single way communication and also the denial of disagreement. In fact, this type of leadership acts as an absolute king or monarch with limitless or unlimited authority. The democratic style engages shared decision making of ideas. It is an open communication and the anticipation of conflict can be handled and this type of leadership style always maintains final authority. The subordinates contribution or input and discussion are highly valued. The free- rain style is one that allows subordinates utmost independence in their work. Thus, decision making is encouraged; it also allows free exchange or swap of information; interpersonal clash resolution and negligible leadership controls are standard Adeniji (1996) mentioned that the participative approach tries to balance the formalistic and spontaneity approaches in the belief that persons perform well when allowed to participate in decision making, especially anything regarding matters which influence them. He emphasised that this approach de-emphasise the power of one individual, often using the committee as the decision-making tool. Generally, some libraries have used this approach, and it is a reasonable one to attempt in a setting objectives.

The Objective of the Study
1. To investigate the management style of library manager in Federal Polytechnic Bali Library
2. To investigate the existing relationship between the manager and the Staff of Federal Polytechnic Bali Library
3. To examine the style employ in the effective channels of communication and the relationship between manager and the Staff of Federal Polytechnic Bali Library.

4. To investigate the motivational style use to encourage staff performance of federal polytechnic Bali library.

METHODOLOGY

Using a simple randomization method, all staff of the federal polytechnic Bali library was visited by the researcher to collect data from the respondents. The questionnaire for staff of federal polytechnic library was filled by them. A total of (100) one hundred copies of questionnaire were distributed and seventy (75) were filled and returned representing (100%) which 100 respondents comprising of all the staff that constituted the sample for study. The sample was randomly selected from the staff of federal polytechnic Bali library in Taraba state.

RESULT
Table 1 Distribution of respondents based on gender

| Male | 43 (57%) |
| Female | 32 (42.6%) |

The table above indicates that the 57% of the respondents were male, while 42.6% of the respondents were female. This indicates that both genders were fully or equally represented in this research.

Table 2 Distribution of qualifications of the respondents

Diploma	16 (21%)
Bachelor degree	39 (52%)
Masters degree	10 (13%)
PhD	10 (13%)

The table above indicates that the 52% of the respondents have a bachelor degree, while 21% of the respondents are diploma holders. In terms of masters' degree and PhD, both have the same percentages respectively 13%.

Table 3 Frequency Distribution of Status of the Respondents

Head of units	9	(12%)
Principal librarian	10	(13%)
Senior librarian	9	(12%)
Librarian grade 1	23	(32%)
Librarian grade 11	9	(12%)
Library officers	11	(14.6%)
Library assistants	4	(5%)

The table above shows that respondents of (12%), is a staff with library experience of over 15 years and is capable of heading the unit in the library. Principal librarian (13%) is a staff with skills and served for the period of 10 years and above. senior librarian (12%), is a staff with 9 years working experiences. Others librarian cadre are librarian 1 (32%) are those with 6 years experience in the library service and have the large percentage, librarian 11 (12%),this are fresh graduate and the library officer is the second in number (14%), staff with a diploma in library science . The low number of respondents is (5%) is for the library assistants who work in the library as assistance without library knowledge

Table 4 distribution of staff by Work experience
The table shows the work experience of the respondents.

1-5 years	15	(20%)
6-10 years	25	(33%)
11-15 years	8	(10.6%)
16-20 years	12	(16%)
21-25 years	9	(12%)
26-30 years	6	(8%)

The table above shows that work experience of the respondents from 1-5 years is 20% percentage, while from 6-10 years is 33% which has the large number, from 11-15 tears is 10.6%, from 16-20 years is 16%, from 21-25 years is 12% and from 26-30 years is 8%. From the findings, the respondents that had the majority of working experience are from 6-10 years. This institution has a high number of staff with considerable work experience.

Table 5 Management Styles
This table shows the various management styles.

Views or opinions	Yes	%	No	%
Autocratic style	20	(26.6%)	55	(73%)
Democratic/participative style	38	(51%)	37	(49%)
Free- rain style	39	(52%)	36	(48%)

The table above shows that management style. The results show majority of staff 73% of the respondents does not agree with the autocratic management style used currently by the polytechnic librarian (management),38 (51%) agree with democratic/participative style while 39(52%) of the respondents states free-rain style.

Table 6 Motivational Factors or style
The table below seek to shows diverse motivational factors or techniques use in Federal Polytechnic Bali Library.

Views	Very often	Often	Seldom	Undecided	Never
Recommendation for normal promotion	10 (13%)	7 (9%)	45 (60%)	8(10%)	5 (6.6%)
Recommendation for accelerated promotion	9(12%)	15(20%)	19(25%)	25(33%)	7(9%)
Recommendation for salary increments	11(14.6%)	10(13%)	38(50.6%)	9(12%)	7(9%)
Recommendation for merit award or honour	5(6.6%)	19(25%)	16(21%)	20(27%)	15(20%)
Issuance of commendation letter	8(10.6%)	15(20%)	22(29%)	15(20%)	15(20%)
Money or cash gift	9(12%)	15(20%)	23(30.6%)	14(18.6%)	14(18.6%)
Material gift	10(13%)	13(17%)	14(18.6%)	19(25%)	19(25%)
Verbal commendation	15(20%)	13(17%)	38(51%)	12(16%)	5(6.6%)

The table above shows that majority 45 (60%) of the respondents mentioned that this was carried out seldom. While 38 (50%) of the respondents shows that the recommendation for salary increment

which is a policy by government for each staff to enjoy yearly increment in his/her salary irrespective of Rank. 20 (27%) recommendation of staff for merit award or honour is undecided to the best and hard working personal of the year. While 22 (29%) Issuance of commendation letter is to staff that identified him to be diligent and punctual to his/her duty. 23 (31%) Money gift to staff is seldom, and 19 (25%) Material gifts are never done to those who show high sense of responsibility in work place and 38 (51%) Staff are verbally recognised and commended for job done well. Respondents shows that the library or any organisation policies and recognition and verbal or oral commendation does not often improve the working condition. From the findings of this study, the recommendation for normal promotion, recommendation for accelerated promotion, merit award or honour, commendation letter, material gift, money or cash gift are very poor or low in percentage.

Table 7 Channels of good Communication

The table below seek to present efficient and good channels of communication

Items	Very frequent	Frequent	Not frequent
Hold general meeting	10(13%)	10(13%)	55(73%)
Hold sectional meeting	26(34.6%)	14(18.6%)	35(47%)
Use of internal memos	24(32%)	20(26.6%)	21(28%)
telephone	25(33.6%)	24(32%)	26(35%)
Use of e-mail	18(24%)	24(32%)	22(29%)
One-on-one meet	25(33%)	25(33%)	25(33%)

The table above indicates that distribution of respondents on efficient and good channels of communication in the federal polytechnic Bali library 55(73%) of the majority of respondents' states that holding a general meeting is not frequent. While 35(47%) of the respondents shows that holding sectional unit meeting is not frequent too.

Table 8 Relationship between Management and Staff

The table below shows interpersonal work relationship between management and staff.

Items	Very often	Not Often	Occasionally
Interactions at leisure hour	17(22.6%)	37(49%)	16(21%)
Frequency of staff socialization	15(20%)	15(20%)	45(60%)
Positive response to personal needs	25(33%)	25(33%)	25(33%)
Positive response to office responsibility	12(16%)	14(18.6%)	49(65%)

The table above shows that 49 (65%) of the majority of the respondents who mentioned that there is no positive response to office work or responsibility is occasionally, while 45 (60%) of the respondents show that the frequency of staff socialisation is done occasionally. From The findings this study, the response to either positive to personal needs and staff interaction at leisure hour is very low.

Table 9 Attainment of Library Objectives

The table below shows staff discipline for wrongdoing is key to ensure the work ethics or conditions are strongly adhered to.

Variables	Regular	Occasional	Irregular
Staff discipline	10(13%)	10(13%)	55(73%)
Frequency of staff discipline	11(11%)	50(67%)	14(18.6%)
staff cooperation	15 (20%)	19(25%)	41(55%)
Work supervision of staff	10(13%)	22(29%)	43(57%)
Reward for performance	20(26.6%)	15(20%)	40(53%)

The table above shows that 55 (73%) of the majority of the respondent state that discipline is irregular employed for any misconduct. While 50 (67%) of the respondents did not agreed with the occasional discipline as a means of choice. Staff cooperation means how staff unites in achieving the set goals of the library. 41 (55%) of the respondents confirmed that both two stated ways of

correcting wrongdoing or misconduct were not used at any given time. The significances recorded on discipline indicate that a large number of respondents did not support in one way or the other, in fact, there is no little measure will assist the staff or respondent to be law-abiding, this will further increase or promote the effectiveness of work at all levels.

While supervision of staff 43 (57%) of the respondents state that the work supervision of the staff is irregular, 40 (53%) of the staff were of the views that staff is irregular are being rewarded. This institution has a various number ways of correcting staff or discipline staff.

Major Findings of the Study

The study reveals that:

1. The study revealed that the Staff of the Federal Polytechnic Bali library was not agreed with the management style employed in the library.

2. The study revealed that the staff of Federal Polytechnic Bali library mentioned that the incentives are not provided for them.

3. The staff of the Federal Polytechnic Bali library was not satisfied with the motivational factors or style for staff in the library.

4. The staff of the Federal Polytechnic Bali library was not happy with the style employed in channels of effective communication in the library.

5. The staff of the federal polytechnic Bali library mentioned that there is no cordial relationship between management and staff in the library.

6. The staff of Federal Polytechnic Bali Library was not happy with the style towards job specification in the library.

RECOMMENDATION

Based on the findings of the study, the following suggestions are proffered to improve the relationship between management style and staff performance in federal polytechnic Bali library, Taraba state-Nigeria.

1. The management of Federal Polytechnic Bali library should employ proper inducement to staff should be encouraged. This provision of incentives such as staff training privileges, opportunity to contribute in decision making, provision of adequate rewards,

adequate promotion privileges, all these contribute to a way of motivating staff to perform effectively and for the management to retain staff.

2. The management of Federal Polytechnic Bali library should consider the employment of appropriate management style to encourage staff is crucial. Provision of prompt staff promotion, adequate staff coordination, staff recognition of their contribution that has been effective should be encouraged so as to have continuity in the effective staff performance.

3. The management of Federal Polytechnic Bali library should make sure that the sustenance of channels of effective communication in the library for efficient and effective duty or workflow as fine as possible and social interaction, the interpersonal relationship among various categories of staff in the Federal Polytechnic Bali library.

4. The management of federal Polytechnic Bali library should employ various motivational techniques which can encourage staff to improve their performance.

5. The management of Federal Polytechnic Bali library should not hesitate when and where necessary to recognise staff, in way of reward or honour, staff that performs well in the course of his or her duty.

6. Finally, other contributory factors to encourage staff performance which the library management should consider are recognition of additional skills, knowledge and experience of a staff.

CONCLUSION
Based on findings of this study, management style employed in the library during the years were significant. This indicates that some elements of management such as staff coordination, delegation, supervision; fair communication was duly employed to encourage staff performance. According to Jaiyeoba (2001) mentioned that the employee will try his or her best to contribute to the achievement of library desired objectives, where a management communicates always with the staff and such, provides an opportunity where conflict can be keep away from or within the library and make the library more and well-organised.

It was revealed that the management style employed in the library of federal polytechnic Bali library is not encouraging. Therefore, this can lead a staff poor performance in the library. Management should employ appropriate style that will encourage staff and make a system to be more efficient.

It was also concluded that the staff motivation was not effective and therefore not significant to encourage staff performance. This could be unconnected with the absence of inducements to staff, which will energise staff to perform effectively. Poor staff motivation and incentives can lead to employees looking for better ways of doing a job. Highly motivated workers are more productive than apathetic ones.

It was also concluded that the staff was not happy with the channels of effective communication in the library, and therefore not significant to encourage staff performance. Poor channels of communication can lead employees finding a way of doing communicate with his or her manager. Highly communicated staffs are more effective and efficient on his or duty than excommunicated ones.

This study further concluded that the job specification or description was not significant to encourage staff performance. This indicated that elements of management such as proper job assignment; personal responsibility, knowledge experiences were not considered in assigning work to staff. However, recommendation for accelerated promotion, the honour of the award, commendation letter carried low mark in the library.

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