



MANAGEMENT STYLES AND JOB STRESS AS PREDICTORS OF JOB PERFORMANCE OF RECORDS MANAGEMENT PERSONNEL IN SELECTED MINISTRIES IN RIVERS STATE CIVIL SERVICE, NIGERIA

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ABSTRACT

Records management personnel constitute the fulcrum around which the successful attainments of civil service goals revolve. Job performance is of high relevance in civil service and for individuals alike. Moreover, high performing personnel get promoted and rewarded. Job performance of records management personnel does not occur by chance or in a vacuum but is dependent on management styles, job stress and other motivational factors that are germane to increasing their productivity. However, preliminary survey revealed chaotic state of records in the registries and records centres with adverse implication for access to information for decision making in selected ministries. It is against this background that this study investigated the effect of management styles and job stress on job performance of records management personnel in selected ministries in Rivers State Civil Service, Nigeria. The descriptive survey design of correlational type was used for the study. The population of the study was made up of 315 records management personnel in the two selected ministries. The total enumeration technique was adopted due to the manageable size of the population. The questionnaire was the instrument for data collection. The result showed that predominant management styles in the selected ministries are democratic, laissez-faire, management by objectives and bureaucratic while autocratic was the least practiced. Factors that predispose records management personnel to job stress were undefined and conflicting roles in workplace, workload, lack of support from co-workers and supervisor, mismatch of task with personnel's knowledge and ability and unconducive work environment, while job performance was low. Finally, since job performance does not occur arbitrarily, service administrators should employ trained and qualified records management personnel as well as train the existing ones to reposition registries, records centres and archives to provide information resources to meet the needs of information users and action officers in the civil service.

Keywords: *Management styles, Job stress, Job performance, Records management personnel*

Introduction

Records constitute the corporate memory of the ministries in the civil service and the ministries' asset required for effective planning, monitoring, evaluation and decision making. The extent to which records are capable of meeting the information needs of the organisation is, however, dependent on the records management system of the organisation which, in turn, is conditioned by the job performance of records management personnel. The attainment of goals in the civil service is dependent on successful implementation of records management programme in the civil service. Job performance of records management personnel is therefore of high significance in the administration of the civil service. High performance in the accomplishment of tasks instils in the personnel the feelings of gratification, self-



efficacy and mastery (Bandura, 1997; Kanfer & Ackerman, 2005). Moreover, records management personnel who perform their assigned tasks judiciously gets recognised, promoted, rewarded and honoured in the civil service. Yet career opportunities for personnel who perform well are much better than those of moderate or low performing personnel in civil service (Van Scotter, Motowidlo & Cross, 2000).

Job performance is a core concept within work and organisational psychology (Muchinsky, 2003). It has to do with the orientation of an individual on the approach to whatever task the person is to carry out at a given period of time. Job performance of records management personnel is the manner in which assigned task is performed by them in an organisation, This was attested to by Stefan (2011) who described job performance as results of activities of either an individual or organisation for a specific time. Job performance involves taking series of actions to produce results and this is done through proper integration of knowledge and skills (Elger, 2013). Sonnentag and Freese (2002) described it as what an employee does in work situation and how effective and efficient it was done for accomplishment of organisational goals and objectives.

The successful implementation and execution of records management programme in civil service revolves around records management personnel. Effective records management strategies are to ensure that the information needed is retrievable, authentic, and accurate at all times. This is particularly a challenging goal in the 21st century when society generates and processes information on an unprecedented scale. Managing this information in an effective and cost-efficient manner can be an arduous task which has the tendencies of predisposing records management personnel to job stress.

The choice of management styles to adopt by the administrators of civil service in managing records management personnel's actions and inactions should be critically examined to avoid introducing factors capable of predisposing them to job stress that negates their job performance, owing to the fact that the way and manner in which this recorded information and knowledge in tangible format and printed form is being organized and managed by records management personnel is very important in effective provision of information resources to meet the needs of information users and action officers in civil service.

Statement of the Problem

Timely access to records and information is pivotal to the survival of the modern-day civil service administration. Records are indispensable corporate asset and constitute a potent tool for planning, monitoring, evaluation and decision making in both public and private institutions. The extent to which records are readily retrieved to meet the information needs of the action officers in a ministry is, however, dependent on its records management practices, which are closely linked with the job performance of records management personnel. Preliminary survey revealed a chaotic state of records in the registries and records centres in the selected ministries with attendant difficulty in having timely access to information resources for informed decision making. This presumes the poor job performance of records management personnel in such ministries. There are numerous factors that can predict the job performance of records management personnel. What role do management styles and job stress play in this regard? Therefore, this study investigated management styles and job stress as predictors of job performance of records management personnel in selected ministries in Rivers State Civil Service, Nigeria.

Objectives of the Study

The main objective of this study is to investigate the effects of management styles and job stress on job performance of records management personnel in selected ministries in Rivers State Civil Service, Nigeria. The specific objectives are to:

- (i) identify the predominant management styles in selected ministries in Rivers State Civil Service;



- (ii) determine the predisposing factors of job stress of records management personnel in selected ministries in Rivers State Civil Service; and
- (iii) ascertain the level of job performance of records management personnel in the selected ministries in Rivers State Civil Service.

Research Questions

To realize the objectives of the study, the following research questions were answered:

- (i) What are the predominant management styles in selected ministries in Rivers State Civil Service?
- (ii) What are the predisposing factors of job stress of records management personnel in selected ministries in Rivers State Civil Service?
- (iii) What is the level of job performance of records management personnel in the selected ministries in Rivers State Civil Service?

Review of Related Literature

Records are invaluable assets of any organization in public and private organisations. They not only document and serve as evidence of the activities of the organisation but also readily come handy for decision making. According to Popoola (2000), what actually drives the civil service in any modern state is recorded information called "records," which are used for planning, monitoring, evaluation, decision making and management. Records provide both material and intellectual evidence of the functioning and administrative structure of an organisation. The benefits of an effective records and information management programme in civil service are enormous, ranging from control, creation and the growth of records to reduce operating cost, improving efficiency and productivity, ensuring regulatory compliance, minimizing litigation risk, safeguarding vital information and preserving the corporate memory of an organization (Millar, 1997). This task of managing records may be a daunting one, but in order for government ministries to achieve their goals of excellence, it is necessary that their personnel are committed to their assigned jobs in the organisation (Atak, 2011).

In support of this assertion, Waleed (2011) postulated that job performance is one of the most important activities that reflect both the goals and the means necessary to achieve them. It also represents that professional efficiency or reaching out the desired level of achievement in the assigned work and relates to the outputs that the institution seeks to achieve. Job performance is the frantic effort made by the records management personnel within the organisation in order to achieve the set target of the organisation. Individual affectively committed to their organisation are characterized by their high involvement in the organisation and such commitment is likely to result in better job performance. It is incontrovertible that the more employees are committed to their organisations, the easier it is for such organisations to achieve their predetermine goals and objectives (Karanja, Gachunga & Kalio, 2014).

The success or failure of an organisation depends on the performance of the personnel in the organisation. Furthermore, the mutual understanding and relationship that exist between the organisation and the personnel in the work environment help to keep them together in pursuant of organisational goals. This indicates that the goal of setting up an organisation cannot be achieved without the personnel that will actualize it. This is in line with the view of Muchinsky (2003) who posited that job performance is the set of worker's behaviour that can be monitored, measured, and assessed the achievement in individual level. These behaviours are also in agreement with the organisational goals. The job performance of records management personnel in an organisation can be ascertained through the extent to which records are stored, organised, managed and preserved to facilitate easy retrieval and access to records or archives without much delay. Apart from the manager who has to see that duties are being carried out according to specification, the managerial policies of the organisation also assist to put the personnel of an organisation in check by building in their subconscious the obligation which they have to meet by carrying out their assigned duties with all vigour. Once the organisational objectives and targets



have been set, it is the responsibility of the employees to work assiduously towards achieving the set goals and objectives (Mangaung, 2002).

Job performance of records management personnel does not occur arbitrarily or in a vacuum, their level of job performance is swayed by many motivational factors that are germane in increasing their productivity in civil service. Some of the factors that influence records management personnel attitudinal disposition towards job task in civil service are the management styles and job stress associated with the work environment which include job design, work load, role conflict and role ambiguity, time pressure, mismatch of tasks with knowledge and ability, lack of support from coworkers and supervisor, promotion and organizational structure and culture (Nwadiani, 2006; Nhundu, 1999; Chang & Lu, 2007).

These factors are capable of motivating or demotivating personnel in the civil service, which in turn will unswervingly or circuitously enhance or limit their job performance in ministries. This is in consonance with the view of Abdulahi (2007) that effective performance of an employee in any organisation depends on the administrative ability at channeling personnel effort in the right direction. Personnel's job performance is greased by stimulant inherent in the work environment, when the arousal is low, performance will be poor too. As arousal rose, it reached an optimal level and performance is better (Miller, 2015). It is important to take into thought the management styles in civil service. This is because job performance is not arbitrarily achieved but through the implementation of policies and programmes by managers in the establishments or institutions. Moreover, management styles are not necessarily about good or bad and right or wrong, but it depends on the task, the people and the situation to be managed (Cardinal, 2013).

However, the effective implementation of management styles is apropos in ameliorating those factors associated with job stress that negates job performance of records management personnel in government ministries. According to Taylor and Harrison (2003), management is an art of knowing what to do, when to do and see that it is done in the best and cheapest way. It is something that directs group efforts towards the attainment of certain predetermined goals. Therefore, the responsibilities have been reposed on management to create such conditions which are conducive to job performance of the employees. Similarly, Khanus (2007) opined that good management includes being effective and efficient, ensuring availability of raw materials, determination of wages and salaries, and formulation of rules and regulations. It is predictable that different managers display different styles of management in the course of discharging their civic responsibilities in the work place. Managers have to perform many roles in an organisation and how they handle various situations will depend on their style of management.

The type of leadership methods and techniques a manager adopts in administering an organisation can be referred to as management styles. It includes planning, controlling, directing, indeed all techniques and methods used by leaders to motivate subordinates to follow their instructions in accomplishing organizational objectives. It can be described as the tactical techniques adopted to direct an organization in achieving predetermined goals (Ogunola, Kalejaiye & Abrifor, 2013). The different types of management styles are the key to business success or failure. Different management styles are likely to exist in managing personnel in workplace and choosing the right type of styles to lead with could have immense influence on the personnel productivity (Jackson, 2016).

In the same vein, diverse management styles have been identified and grouped by different management scholars. Such styles include autocratic, democratic, coercive, authoritative, participative, paternalistic, coaching, pacesetter, visionary bureaucratic, laissez-fair and management by objectives (Ike & Eze, 2013; Cardinal, 2013; Effere, 2005). They opined that knowing the different leadership management styles does not mean being able to simply pick one and apply it. In most cases, consideration of the manager's traits, the attitudinal disposition of the staff, the nature of work and work situation will serve as linch-pin in defining the management styles that can be adopted. Sometimes, blending a combination of the different categories of management styles may be essential for effectiveness. Cardinal (2013) further explained that directive (coercive) style, requires immediate compliance; the authoritative



(visionary) style provides long time direction and vision; the affiliative style mainly creates harmony among employees and between manager and employees; the participative (democratic) style focuses on building commitment and consensus among employees; the pace setting style involves accomplishing tasks to the high standard of excellence and the coaching style targets long-term professional development of employees.

Sequel to this, Ike and Eze (2013) posited that autocratic managers make decisions without the consultation of others; instead such managers serve as dictators in communicating orders because they like to be in control of situations. This style of management leads to work getting done on time because there are less people involved in the decision-making process. The problem with this type of management style is that the staff are going to eventually lose motivation and be stressed working in an environment where they have no say. Moreover, in a situation or event where an on-the-spot decision needs to be made, this type of management can serve a purpose, but trying to have an autocratic style of management in place for a long period of time in civil service is just going to lead to challenges for all involved. This management style is more suited for a prison setting or in the military and not for managing career civil servants.

However, adoption of autocratic management style may be necessary especially in managing personnel that dislike work inherent in the civil service. Thus, there are several management styles identified and grouped by different management scholars. It is clearly evident in civil service that the classification of management styles is overlapping and homogenous with slight diversity. This demonstrates the facts that organisations either public or private have a basic management styles with modification largely due to the influence of cultural distinction and peculiarities. It is pragmatic that the variation in management styles arises due to the differences in the types of service and business organisation, nature of staff and manager's trait of these organisations and settings.

Maintaining evidence through authentic and reliable records is a cornerstone for good business practice and also helps to secure a valuable record for the society. The failure of top management cadre in civil service to adopt effective style of management that prioritises plans and programmes that will positively impact records management practice have been a major setback to the implementation of modern records management in the public institution. Performance cannot act on its own, records management personnel are pivotal to organisational performance. The work environment should be conducive, free from job stress and requisite knowledge and skill through training on the new modern records management practice should be given urgent attention by the top management which will definitely enhance their job performance. However, mismanaged organisational stress can produce individual stresses and strains that are detrimental both to the personnel and to the organisation (Ahlam & Hassan, 2012).

Since stress is additive, the more stressors in the work environment, the higher the individual's overall jobs stress level (Chevaillier, 2000; Larson, 2004). Generally, work-related stress is the response personnel may have when presented with work demands and pressures that are not matched to their knowledge and abilities and which challenge their ability to cope (National Institute of Occupational Safety and Health, 1999). Job stress is produced when one cannot properly coordinate available resources and job demands with personal abilities (French, 1975). A healthy job is likely to be one where the pressures on employees are appropriate in relation to their abilities and resources, to the amount of control they have over their work, and to the support they receive from their co-workers (National Institute of Occupational Safety and Health, 1999; Nhundu, 1999; Chang & Lu, 2007). Job stress is the harmful physical and emotional responses that occur when job requirements do not match the worker's capabilities, resources, and needs (National Institute of Occupational Safety and Health, 1999).

Job stress is derived from a condition of job environment that portends danger to the personnel. Some organisations may demand achieving a certain level of work, while their employees may be unable to cope with the given tasks. It was deduced that when the work demand exceeds the capacity of an



individual, it simultaneously fails to satisfy the top management (Iskandar, Ahmad & Martua, 2014). Most often, the work environments of records management personnel are hazardous to health, ranging from hazards associated with dust generated from the records, stack, shelves and stuffy offices and repositories, especially personnel working in an archival repository and records centres. Invariably, stressed workers are most likely to be unhealthy, poorly motivated, less productive and less safe at work. Their organisations are less likely to succeed in a competitive market. This in line with the study conducted by Sharpley, Reynolds and Acosta (1996) on university staff in Monash University, Australia, which established that, overall, the university employees were suffering from moderate job stress level. Job stress usually results in disruption of the individual's psychological and physiological homeostasis (Lu, 1997), forcing deviation from normal functioning in interactions with job and work environment.

Job stress is not value-free, and for some employee, coping with job stress may be associated with success, and “failing to cope” associated with failure (McCormick, 1997). There are some factors inherent in the work environment that leads to organisational stressors that predispose personnel to job stress, which have a considerable impact on the health and well-being of records management personnel; they are often perceived as more stressful than work-related stressors (Mirjam, Christine, Maria, Markos & Stefan, 2016). It can be a daunting task, at times tortuous to records management personnel, to undertake records acquisition and processing, records appraisal, searching for and retrieving misfiled vital records in the shelves, file cabinet or disintegrated records in the file stack of archival institution. However, personnel who are highly committed to their organisation are therefore more likely, when under stress, to direct their efforts toward important work tasks and to reduce resources devoted to other activities, while personnel with low commitment, in contrast, may respond to felt stress by ignoring work tasks and withholding effort (Jamal, 1984).

Several studies have provided indirect support for the idea that commitment influences the direction of attention under stress. Thus, in an organisational setting, commitment and job experience are likely to moderate the stress-performance relationship; committed personnel strive towards achieving organisational goals while experience breeds task familiarity, each should lead personnel to focus more heavily on job performance under stress. Yet workplace-based evidence for a relationship between felt job stress and job performance is weak and inconsistent (Jex, 1998). Nevertheless, job stress is not experienced uniformly, but varies from one individual to another (McCormick, 1997). This depends among other things, on the individual characteristics such as social support, coping strategies and individuals with Type A personality (Dua, 1994).

It is important to say that most of the causes of job stress concern the way job is designed and the way in which organisations are managed. Good management styles are the linch-pin for accomplishment of civil service goals and the survival in the comity of competitiveness among others. Management styles are not necessarily right or wrong but depend on the task, people and the situation to manage. The choice of management styles to adopt in civil service administration should be critically examined and the inherent character traits of personnel unraveled to ameliorate those factors associated with work environment capable of predisposing them to job stress that negates their job performance. The purpose of this study therefore, is to investigate the effect of management styles and job stress on job performance of records management personnel in Ministry of Education and Ministry of Health of Rivers State Civil Service, Nigeria

Methodology

The study adopted descriptive survey design of correlational type to determine the relationship between the independent and dependent variables of the study. The population of the study comprised 160 records management personnel (RMP) in Ministry of Education and 155 RMP in Ministry of Health, giving a total of 315 RMP in the selected ministries. Total enumeration of the entire 315 RMP was undertaken due to the manageable size of the population. Questionnaire was the instrument used for data collection. The instrument was considered appropriate because of the large number of the respondents involved. The questionnaire has 4 sections A-D. Section A dealt with the demographic information of the respondents while sections B-D was based on a 4 point rating scale, ranging from Strongly Agreed (SA) to Strongly Disagreed (SD). The expected mean response per item was 2.50 (either in favour or disfavour of what was measured). The scale has a Cronbach’s Alpha coefficient of 0.87 indicating that the scale is reliable. Data collection lasted four weeks. Data collected were analyzed using descriptive statistics, which include percentage frequency table and percentage distribution mean.

Results and Discussion

The questionnaire return rate is presented on Table 1.

Table 1: Questionnaire Response

S/N	Name of Ministries	Sample	Return	Percentage (%)
1	Ministry of Education	160	140	87.5%
3	Ministry of Health	155	130	83.9%
	TOTAL	315	270	85.7%

Table 1 shows that out of the 160 copies of the questionnaire that were administered in Ministry of Education, 140 copies were filled and returned, indicating a return rate of 87.5%, while in Ministry of Health. 155 copies of the questionnaire were administered and 130 were correctly filled and returned, indicating a return rate of 83%. In all, 315 copies of the questionnaire were administered in both ministries and 270 copies were correctly filled and returned, indicating a return rate of 85.7%.

Research question 1: What are the predominant management styles in selected ministries in Rivers State Civil Service?

The predominant management styles in selected ministries in Rivers State Civil Service is presented on Table 2.

Table 2: Predominant Management Styles

Management Styles in Civil Service	SA	A	D	SD	Total	\bar{x}	σ_x
Autocratic Management Style							
Management often makes decision without consulting others	123 (45.6%)	98 (36.3%)	33 (12.2%)	16 (5.9%)	270 (100%)	1.78 5	.878 4
Management hardly backs down when truly passionate about something	100 (37%)	136 (50.4%)	28 (10.4%)	6 (2.2%)	270 (100%)	1.78	.718
Management would urge the employees to beat their previous records	70 (25.9%)	158 (58.6%)	24 (8.6%)	18 (6.8%)	270 (100%)	1.96	.785
Management demands more than staff can accomplish	59 (21.9)	76 (28.1)	105 (38.9)	30 (11.1)	270 100	2.39	.949



	%)	%)	%)	%)	%)		
Democratic Management Style							
Decisions made by management are always by a voting system	22 (8.1%)	34 (12.6%)	109 (40.4%)	105 (38.9%)	270 (100%)	3.21	2.036
Management receives staff approval before making any changes to their working conditions.	29 (10.7%)	12 (4.3%)	100 (35.2%)	129 (47.8%)	270 (100%)	3.22	.953
Staff constantly suggests ideas and strategies to management because their opinion count	32 (11.9%)	44 (16.3%)	111 (41.1%)	83 (30.7%)	270 (100%)	2.91	.969
Management entrusts tasks equally to subordinate officers	50 (18.5%)	101 (37.4%)	78 (28.9%)	41 (15.2%)	270 (100%)	2.41	.959
Laissez-faire Management Style							
Management believes that staff will come up with the best working methods when given minimal instruction	60 (22.2%)	79 (29.3%)	64 (23.7%)	67 (24.7%)	270 (100%)	2.51	1.093
Management learnt that staff will never fail to positively produce surprises if left alone to work.	48 (17.8%)	83 (30.8%)	56 (20.7%)	83 (30.7%)	270 (100%)	2.72	1.609
Management prefers staff to report back rather than getting in touch with them	97 (35.9%)	73 (27%)	48 (17.8%)	52 (19.3%)	270 (100%)	2.20	1.127
Management gives staff the rights to determine their own establishment objectives.	41 (15.2%)	40 (14.8%)	85 (31.5%)	104 (38.5%)	270 (100%)	2.93	1.068
Bureaucratic Management Style							
Management decisions are discussed with staff by the headship of the department	68 (25.2%)	108 (40%)	56 (20.7%)	38 (14.1%)	270 (100%)	2.24	.985
Staff are provided with resources and time to pursue developmental objectives.	64 (23.7%)	81 (30%)	94 (34.8%)	31 (11.5%)	270 (100%)	2.34	.965
Management follows rules and regulations in making recommendations.	85 (31.5)	102 (37.8%)	56 (20.7%)	27 (10%)	270 (100%)	2.09	.958
Final approval on all issues rest in the boss.	145 (53.7%)	96 (35.6%)	20 (7.4%)	9 (3.2%)	270 (100%)	1.60	.768
Management by objectives							
Management and staff participate in the setting of goals in the organization	32 (11.9%)	49 (18.1%)	69 (25.6%)	120 (42.3%)	270 (100%)	3.03	1.050
Management's level of motivation to staff determines their output		97 (35.9)	53 (19.6%)	17 (6.3%)	270 (100%)	1.94	.911



Management helps to obtain total commitment of all the staff to work together to achieve a common goal	66 24.5%	75 27.9%	91 (33.8 %)	37 13.8%	270 (100 %)	2.37	1.00 1
My organization achieved its objectives through personnel teamwork	75 (27.8 %)	89 (33%)	51 (18.9 %)	55 (20.3 %)	270 (100 %)	2.32	1.08 8
Weighted Mean = 2.32 Criterion Mean =2.50							

NB: SD-Strongly disagree, D-Disagree, A-Agree, SA-Strongly Agree, mean (\bar{x}), standard deviation (σ_x)

Table 2 shows that the management style predominantly used in selected ministries in Rivers State Civil Service is democratic management style (N=270, \bar{x} = 3.22; σ_x = .953). This was followed by the laissez-faire management styles (N=270, \bar{x} = 2.99; σ_x =1.024), management by objective (N=270, \bar{x} = 3.03; σ_x =1.050), bureaucratic management style (N=270; \bar{x} = 2.24; σ_x = .985) while autocratic management was least practiced (N=270; \bar{x} = 2.39; σ_x = 949. In describing the overall management style, the results reveal that most of the other management styles often employ in the civil service, apart from those mentioned above, have not been favourable in terms of bringing desirable results. This is attested to by test of criterion validation which shows that criterion mean value 2.50 outgrows the values of the weighted mean 2.32.

Research Question 2: What are the predisposing factors of job stress of records management personnel in selected ministries in Rivers State Civil Service?

Table 3 presents the results on the predisposing factors of job stress of records management personnel in the selected ministries in Rivers State Civil Service, Nigeria

Table 3: Predisposing Factors of Job Stress of Records Management Personnel

Items	SA	A	D	SD	Total	(\bar{x})	(σ_x .)
I do have work overload in my place of work	64 (23.7 %)	68 (25.2 %)	62 (23%)	76 (28.1 %)	270 (100 %)	2.56	1.13 5
My job is physically and emotional demanding	117 (43.3 %)	118 (43.7 %)	26 (9.6%)	9 (3.3%)	270 (100 %)	1.73	.769
I have a time line to accomplish my task	111 (41.1 %)	130 (48.1 %)	20 (7.4%)	9 (3.3%)	270 (100 %)	1.73	.740
I work in a poor and uncondusive physical environment	65 (24.1 %)	62 (24.1 %)	82 (30.3 %)	61 (21.5 %)	270 (100 %)	2.51	1.09 0
My role in the work place is not well defined and it's conflicting.	31 (11.5 %)	47 (17.4 %)	122 (45.2 %)	70 (25.9 %)	270 (100 %)	2.86	.935
My job has offered me better opportunity in my career	72 (26.8 %)	136 (50.5 %)	40 (14.9 %)	22 (7.8%)	270 (100 %)	2.04	.861

I don't receive support always from my co-workers and supervisor in the work place	26 (9.6%)	51 (18.9%)	135 (50%)	58 (21.5%)	270 (100%)	2.83	.874
I don't receive monetary/status reward for job well done in the work place	118 (43.7%)	71 (26.3%)	55 (20.4%)	26 (9.6%)	270 (100%)	1.96	1.014
I'm being threatened of losing my job in the work place	129 (47.9%)	82 (30.5%)	33 (12.3%)	26 (9.3%)	270 (100%)	1.84	.981
I work in place where people don't complement each other	107 (39.6%)	73 (27%)	62 (23%)	28 (10.4%)	270 (100%)	2.04	1.021
There is a mismatch of assigned task and my knowledge and ability	40 (14.1%)	88 (32.6%)	93 (34.4%)	49 (18.1%)	270 (100%)	2.56	.953
My knowledge and ability is under-utilized in my work place	44 (16.3%)	106 (39.2%)	72 (26.5%)	48 (18%)	270 (100%)	2.46	.966
I feel depressed after accomplishing assigned task in the work place	92 (34.1%)	88 (32.6%)	53 (19.6%)	37 (13.7%)	270 (100%)	2.13	1.036
Weighted Mean = 2.20							
Criterion Mean = 2.50							

NB: SD-Strongly disagree, D-Disagree, A-Agree, SA-Strongly Agree, mean (\bar{x}), standard deviation (σ_x)

Table 3 reveals that the predisposing factors of job stress of records management personnel in selected ministries in Rivers State Civil Service were undefined and conflicting roles (N=270; \bar{x} = 2.86; σ_x = .935), work overload (N=270; \bar{x} = 2.56; σ_x = 1.135), and lack of support from co-workers and supervisor (N=270, \bar{x} = 2.83; σ_x = .874), while the least factor is time lines to complete tasks (N=270, \bar{x} = 1.75; σ_x = .974). However, the extent to which these factors predispose job stress of records management personnel in selected ministries is minimal and not that strong, this was attested by test of criterion validation which shows that the criterion mean 2.50 outgrows the values of weighted mean 2.20.

Research question 3: What is the level of job performance of the records management personnel in selected ministries in Rivers State Civil Service?

Table 4 presents the results on the level of job performance of the records management personnel in the selected ministries in Rivers State Civil Service

Table 4: Level of Job Performance of Records Management Personnel

Statement	SA	A	D	SD	Total	\bar{x}	σ_x
I always arrive for work on time every day.	114 (42.2%)	86 (31.9%)	53 (19.6%)	17 (6.3%)	270 (100%)	1.54	.929
I always arrive for meetings on time and make meaningful contributions in my work place.	143 (53%)	109 (40.4%)	18 (6.6%)	0 (0%)	270 (100%)	1.54	.619



I always meets work deadlines in my work place	124 (45.9%))	130 (48.1%))	10 (3.7%))	6 (2.2%))	270 (100%))	1.62	.666
I feel encouraged to come up with new and better ways of doing things.	127 (47%))	133 (49.3%))	9 (3.3%))	1 (0.4%))	270 (100%))	1.57	.579
I use time effectively in performing duties assigned to me.	115 (42.9%))	145 (54.1%))	8 (3%))	0 (0%))	270 (100%))	1.60	.548
I co-operate with my supervisors and co-workers in accomplishing demanding task.	135 (50.2%))	131 (48.7%))	3 (1.1%))	0 (0%))	270 (100%))	1.51	.623
I always work without supervision as necessary.	126 (46.7%))	128 (47.4%))	14 (5.2%))	2 (0.7%))	270 (100%))	1.60	.624
I deal appropriately with confidential records/information under my custody.	162 (60%))	101 (37.4))	7 (2.6%))	0 (0%))	270 (100%))	1.43	.545
I do manage documents, files, information and retrieve same quickly and effectively.	146 (54.1%))	120 (44.4%))	3 (1.1%))	1 (0.4%))	270 (100%))	1.48	.543
I maintain proper storage of files and records in the registries	162 (60%))	105 (38.9%))	2 (0.7%))	1 (0.7%))	270 (100%))	1.41	.530
I deal appropriately with the security and preservation of records under my custody	123 (45.6%))	144 (53.3%))	3 (1.1%))	0 (0%))	270 (100%))	1.56	.520
I maintain appropriately records schedule and appraisal standards	114 (42.2%))	129 (47.9%))	23 (8.1%))	4 (1.7%))	270 (100%))	1.69	.688
I manage appropriately current, semi-current and non-currents records of my organisation	106 (39.3%))	128 (47.4%))	34 (12.6%))	2 (0.7%))	270 (100%))	1.75	.698
I volunteer for activities beyond my formal job requirement	105 (38.9%))	120 (44.4%))	43 (15.9%))	2 (0.7%))	270 (100%))	1.79	.730
I'm proud to openly defend my organisation	96 (35.5%))	129 (47.8%))	37 (13.7%))	8 (3%))	270 (100%))	1.84	.767
I don't have deteriorated files or records in the records centre repositories	79 (29.3%))	131 (48.5%))	29 (10.7%))	31 (11.5%))	270 (100%))	2.04	.928
I'm rewarded, appreciated and commended for job well-done in the work place	32 (11.9%))	68 (25.2%))	59 (21.9%))	111 (41%))	270 (100%))	2.92	1.06 5
Weighted Mean = 1.65 Criterion Mean =2.50							

NB: SD-Strongly disagree, D-Disagree, A-Agree, SA-Strongly Agree, mean (\bar{x}), standard deviation (σ_x)



Table 4 shows that the overall level of job performance of records management personnel was very low in selected ministries in Rivers State Civil Service. This is further confirmed by the test of criterion validation, which shows that the value of the criterion mean 2.50 surpassed the value of the weighted mean 1.65.

Discussion of the Findings

The finding revealed that the predominantly used management styles in selected ministries in Rivers State Civil Service is democratic management style, followed by *laissez-faire*, management by objective and bureaucratic management style, while autocratic management style was least practiced. This finding is in conformity with the assertion of Cardinal (2013) and (Jackson, 2016) that different management styles are likely to exist in managing personnel in workplace and choosing the right type of styles to lead with could have immense influence on the personnel productivity. Furthermore, management style is not necessarily about good/bad, right/wrong; it depends on the task, people and the situation to be managed. They further stated that the classification of management styles is overlapping and homogenous with slight diversity, that the variation in management styles arises due to the differences in the types of service and business organisation, nature of staff and manager's trait of these organisations and settings.

This demonstrates the fact that organisations be they public or private have basic management styles with modifications largely due to the influence of cultural distinctions and peculiarities. This finding is also in conformity with the assertion of Haruna (2009) in a comparative analysis of management styles at University of Maiduguri and Federal University of Technology, Minna. The findings revealed that democratic management style as being predominantly practiced in their libraries. The findings are also in line with the position of Nwadukwe and Court (2012) that there are several management styles that have evolved hitherto as distinct managers utilised differing approaches in performing responsibilities in the course of their official work. Afebende and Odu (2016) affirms that a distinct manager instils discipline to his subordinate which reflects in their attitudinal disposition and by implication influence the quality of services rendered in an organisation.

The finding revealed that the main predisposing factors of job stress of records management personnel in selected ministries in Rivers State Civil Service were undefined and conflicting roles, work overload, lack of support from co-workers and supervisor, mismatch of assigned task with knowledge and ability and poor and uncondusive work environment. However, the extent to which these factors predispose records management personnel to job stress in selected ministries is minimal and not that strong. The finding is in line with the position Mirjam, Christine, Maria, Markos and Stefan (2016) that work-related stressors and stressful tasks of crisis managers is associated with the high responsibility, far-reaching decisions to be made under time pressure and having to answer for potential failures.

Furthermore, this finding is in alignment with the research work conducted by Nhundu (1999) who identified several sources of job stress of public and civil servants in Zimbabwe, chief among them are role overload, interpersonal relationships and lack of recognition. Whereas the stress of overload is unhealthy for the individual, heavy employee workloads may be beneficial for the organisation. Finally, this study is in conformity with the study conducted by Sharpley and Reynolds, and Acosta (1996) on university staff in Monash University, Australia. The most commonly reported sources of job stress were lack of regular feedback about how well I am doing my job, lack of promotion opportunities, overwork and time pressure. Meanwhile the university employees were suffering from moderate job stress level in that study.

The finding further revealed that the overall level of job performance (task and contextual performance) of records management personnel was very low in selected ministries in Rivers State Civil Service. Their low job performance were characterised by the level of deteriorated files and records in the



record repositories, lateness to work, not meeting work deadlines, poor storage and filing of records in the registries, poor maintenance of records schedule and appraisal standards and lack of willingness to volunteer for activities beyond their formal job requirement. This finding is in support of the submission by Curral (2013) when he described individual job performance as the unique contribution of an employee to the achievement of organisational goals. In conformity with this finding, Jankingtong and Rurkkhum (2012) opined that job performance is the effectiveness with which job incumbents perform activities that contribute to the organisation's technical core. The finding is in conformity with the assertion of Kotewari and Sharief (2014) that maximum performance from employee can be achieved when organisation provides the needed tools and the right atmosphere to perform expected tasks.

Conclusion

There is a seeming paucity of literature on the influence of management styles and job stress on job performance of records management personnel in civil service in Nigeria. This study seems to have bridged the gap to an extent and showed the low level of job performance of records management personnel in selected ministries. The study further established that democratic management style was predominantly practiced while undefined and conflicting roles, work overload, and lack of support from co-workers and supervisor were the predominant predisposing factors of job stress of records management personnel in the selected ministries in Rivers State Civil Service. Management styles are therefore, one of the influencing factors that stimulate personnel inherent potentials, knowledge and skills that promote job performance of records management personnel in civil service, since it does not occur arbitrarily or in a vacuum. The failure of civil service administrators to adopt appropriate management styles has been a major setback to the modern records management practice in public institutions.

Recommendations

Arising from the conclusion drawn from the findings, the study recommended the following:

1. Administrators or managers in the civil service must adopt effective management styles that are goal oriented, sensitive to the plight of the personnel and capable of ameliorating those factors associated with job stress that negates the job performance and productivity of records management personnel in the civil service.
2. The finding revealed low level of job performance of records management personnel in the selected ministries. Since job performance does not occur arbitrarily or in a vacuum, civil service administrators should employ trained and qualified records and information management personnel as well as train the existing personnel to reposition the records registry, records centre and archives and to enhance the level of job performance of records management personnel.
3. Civil service administrators should ensure that work is designed in a way that is capable of improving records management personnel's feeling of satisfaction and commitment to their work and by implication, enhancing the efficient management of records in the civil service.

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