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Influence of Management Styles and Job Stress on Job Performance of Records Management Personnel in Selected Ministries in Rivers State Civil Service, Nigeria

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Abstract

Records management personnel contribute immensely to the attainment of civil services goals. 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 arbitrarily or in a vacuum; their level of job performance is dependent on management styles, job stress and other motivational factors that are germane to increasing their performance. However, the chaotic state of records registries and records centres associated with difficulties in accessing information resources in selected ministries informed the decision to undertake this study to investigate management styles and job stress as factors influencing 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 315 records management personnel in the two ministries selected for the study. The total enumeration method was adopted to study the entire 315 records management personnel due to the small size of the population. The questionnaire tagged 'Management Styles, Job Stress and Job performance Questionnaire' was the instrument for data collection. The instrument was pre-tested by administering 30 copies to records management personnel in Rivers State Ministry of Environment which was not one of the ministries studied. The result showed that significant positive relationship existed between autocratic management style and job performance of records management personnel, while management styles and job stress did not significantly and relatively influence job performance of records management personnel in selected ministries in Rivers State Civil Service, Nigeria. Finally, a case was made for the adoption of the management style that is goal-oriented and capable of enhancing the job performance of records management personnel in the civil service.

Keywords: Management styles, Job stress, Job performance, Records management personnel
Word Counts: 293

Introduction

The attainment of goals in the civil service is hinged on the timely availability of the right information for decision-making. Availability of the right information at the right time is also a function of the effectiveness of the records management system which, in turn, is dependent on the job performance of the records management personnel in the civil service. Job performance of records management personnel is, therefore of high relevance in civil service. High performance in the accomplishment of tasks generates in the personnel the feelings of satisfaction, self-efficacy and mastery (Bandura, 1997; Kanfer & Ackerman, 2005). Moreover, high performing personnel get promoted, rewarded and honoured. Career opportunities for personnel who perform well are much better than those of moderate or low performing personnel in civil service (Van Scotter, Motowidlo and Cross, 2000). When a task is to be executed, the sense of responsibility the personnel concerned exhibited will tell the level of

willingness the personnel has to carry out the task. O' Reilly and Chapman (1986) defined job performance as the completion of assigned duties, performance of assigned tasks, and other formal performance aspects of the job. The job performed by records management personnel in Government ministries contributes to the attainment of the set goals which consequently keep the ministries going by guaranteeing its survival among others. With the ongoing changes that are taking place within civil service administration today, the job performance concepts and personnel performance requirements are undergoing changes as well (Ilgen & Pulakos, 1999).

The successful implementation and execution of records management programme in ministries rest squarely on the records management personnel. They are saddled with the responsibilities to organize, maintain, preserve and protect the ministries' recorded information in both paper and electronic form. They are to also control all business-related documents generated in the ministries

throughout their life cycle for proper dissemination and use of information to increase efficiency and productivity in civil service. Effective records management strategies are to ensure that the information needed is retrievable, authentic, and accurate at all times.Job performance involves taking series of actions to produce results and this is done through proper integration of knowledge and skills (Elger, 2013). To perform well, it is no longer sufficient to just comply with the prescribed job requirements but to go beyond what is formally requested (Frese, 1997). Job performance of records management personnel can be described as observable behaviour as well as an outcome of behaviour. When performance is viewed from the perspective of action, it is described as behavioural. Actions that constitute performance are supposed to be within the control of the individual. The behavioural aspect of performance has to do with what records management personnel does in a work situation, for example, sorting, arranging, filing and retrieving records in the shelves, cabinets and stack; while the outcome is the result of individual's behaviour in terms of productivity (records availability and accessibility to action officers, information users and archival patrons for planning and effective decision making). Quantification of job performance is a critical factor in the determination of individual contributions to institutional goals and objectives. This was attested to by Curral (2013) when he described individual job performance as the unique contribution of an employee to the achievement of organisational goals.

Statement of the problem

It is incontrovertible that records management personnel constitute the pivot around which successful implementation of a records management programme in an organisation revolves. Records are the corporate memory of an organisation and they constitute an organisational asset required in planning, monitoring, evaluation and decision making process. The extent to which records are able to meet the information needs of the organisation is, however, dependent on the records management practices of the organisation which, in turn, are conditioned by the job performance of records management personnel. Preliminary survey revealed a chaotic state of records in the registries and records centres in ministries with the attendant difficulty in having timely access to records and information for decision making. This is a reflection of the poor job performance of records management personnel in such ministries. There are numerous factors that can

hamper the records management personnel's job performance, efficiency and productivity. What influence do management styles and job stress have in this regard? In order to provide an answer to this question, the study investigated the influence of management styles and job stress on the 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 influence 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.   determine the relationship between management styles and job performance of records management personnel in selected ministries in Rivers State Civil Service;

ii. ascertain the relative influence of management styles and job stress on job performance of records management personnel in selected ministries in Rivers State Civil Service.

Hypotheses

To achieve the identified objectives of the study, the following null hypotheses were tested in the study at 0.05 level of significance.

Ho1:   There is no significant relationship between management styles and job performance of records management personnel in selected ministries in Rivers State Civil Service.

Ho2:   Management styles and job stress will not significantly influence job performance of records management personnel in selected ministries in Rivers State Civil Service.

Literature review

The smooth running of civil service administration depends heavily on information accessibility and utilization, because records are indispensable corporate assets that are used to supplement human memory in an organization be it public or private sector (Popoola, 2000). According to Popoola (2000), what actually keeps the civil service going in any modern state is recorded information called "records," which are used for administration, decision making and management. Records provide evidence of the organisation's

functioning or administrative structure: they document business transactions and demonstrate compliance with legal and regulatory requirements. They are used as reference materials for the organisation to inform the current or past decision-making process.

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). It is worth noting that the more employees are committed to their organisations, the easier it is for such organisations to achieve their set goals and objectives (Karanja, Gachunga & Kalio, 2014). Job performance is influenced by many factors and each employee's job satisfaction is totally different from one another. Some of the factors that influence records management personnel attitude towards job performance in civil service are the management styles and job stress associated with the work environment, job design, work load, time pressure, mismatch of tasks with knowledge and ability, training and development, promotion and organizational culture. These factors are capable of motivating or demotivating personnel in the civil service, which in turn will directly or indirectly 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.

It is not enough for the top management saddled with the responsibility to undertake the control of civil service to pressurize their employees to work assiduously towards the actualization of ministries goals, thereby predisposing its employee to the work environment that can lead to job stress. It is also important to take into consideration 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. The effective implementation of appropriate management styles is an important issue in the job performance of records management personnel in civil service. Developing appropriate management styles in civil service administration, therefore, becomes a sine-qua-non to the management and amelioration of those factors that predispose personnel to hindrance and job stress thereby increasing job performance of 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, it is the responsibility of management to create such conditions which are conducive to job performance of employees. In alignment with this fact Khanus (2007), opined that good management includes being effective and efficient, ensuring availability of raw materials, determination of wages and salaries, formulation of rules and regulations and so on. It is conventional that different managers display different styles of management in the course of their work. Managers have to perform many roles in an organisation and how they handle various situations will depend on their style of management.

The term management style can be defined as the leadership method a manager adopts in administering an organisation. It includes controlling, directing, indeed all techniques and methods used by leaders to motivate subordinates to follow their instructions. It can be described as the particular practice used to direct an organization (Ogunola, Kalejaiye & Abrifor, 2013). The different types of management styles are the key to business success or failure. There are different types of management styles when it comes to managing in the workplace and choosing the right type of styles to lead with could have a big impact in terms of personnel productivity (Jackson, 2016). Ike and Eze (2013) posited that there are four major types of management styles which are democratic, autocratic, paternalistic, and Laissez- faire. He opines that knowing the four different leadership management styles does not mean being able to simply pick one and apply it. In most cases, the traits of the staff that are being managed will help to define the management styles that can be adopted. Sometimes, blending a combination of the different categories of management styles may be essential for effectiveness.

According to Cardinal (2013), management style is not necessarily about good/bad, right/wrong; it depends on the task, people and the situation to be managed. He identified six key management styles which are the directive (coercive) style, which requires immediate compliance; the authoritative (visionary) style which provides long time direction and vision; the affiliative style which mainly creates harmony among employees and between manager and employees; the participative (democratic) style which focuses on building commitment and consensus among employees; the pacesetting style

which involves accomplishing tasks to the high standard of excellence and the coaching style which targets long-term professional development of employees. Effere (2005) identified the commonly exhibited styles of management to include coercive, authoritative, democratic, affiliative, permissive, indifferent, coaching, pacesetting, visionary, bureaucratic and defensive styles of management.

From the foregoing, 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. It is observed that the variation in management styles arises due to differences in the types of service and business organisation, nature of staff and manager's trait of these organisations and settings. This demonstrates the facts that organisations be they public or private have basic management styles with modifications largely due to the influence of cultural distinctions and peculiarities. In different organisations and ministries, different management styles are likely to exist. These include: autocratic, democratic, bureaucratic, laissez-faire and management by objectives management styles. Ike et al (2013) posited that autocratic manager makes 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 events 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 long periods 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, there are possibilities that management styles in some ministries are autocratic in style especially in managing personnel that dislike work inherently.

It is important to note that the type of management styles practiced by civil service administrators may have correlation and heavily influence job stress and performance of records management personnel in the ministries. To perform optimally on the job description, it requires employee

efforts, skill and experience to accomplish assigned task in an organization, which some time may result in job stress. However, mismanaged organisational stress can produce individual stresses and strains that are detrimental both to the personnel and to the organisation (Ahlam & Hassan, 2012). Because stress is additive, the more stressors in the work environment, the higher the individual's overall jobs stress level (Chevaillier, 2000; Larson, 2004).

Job stress is defined as 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 produced when one cannot properly coordinate available resources and job demands with personal abilities (French, 1975). He further submitted that job stress is derived from a situation of job environment that poses threat 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 is said that the demand exceeds the capacity of an individual which simultaneously fails to satisfy the top management (**Iskandar, Ahmad & Martua, 2014**). 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). Some of 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.

Job stress is recognized world-wide as a major challenge to individual mental and physical health, and organizational health (ILO, 1986). Stressed workers are also more likely to be unhealthy, poorly motivated, less productive and less safe at work. Their organizations are less likely to succeed in a competitive market. This is 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. By some estimates job-related stress costs the national economy a staggering amount in sick pay, lost productivity, and health care and litigation costs (Palmer, Cary & Kate, 2004). Moreover, job stress has been known universally as a social problem which has a combination of factors that disrupts the workers physically and psychologically (Lu, 1997).

Job stress of records management personnel

can come from a variety of sources and affect them in different ways. However, it has been said that a small amount of pressure can bring about an increase in personnel's efficiency, while too much pressure results in negative mental and physical changes (Raeissi & Tavakoli, 2002). This relationship can be illustrated with an inverted-U shape (Sullivan & Baghat, 1992) showing that the absence of stress creates no motivation to one's performance. Extensive experimental research supports Easterbrook's (1959) argument that although stress depletes an individual's resources, it paradoxically has the effect of concentrating remaining resources on the task at hand. Yet workplace-based evidence for a relationship between felt job stress and job performance is weak and inconsistent (Jex, 1998). Research findings show that the most stressful type of work is that which values excessive demands and pressures that are not matched to personnel's knowledge and abilities, where there is little opportunity to exercise any choice or control, and where there is little support from co-workers (Beehr, Jex, Stacy & Murray, 2000).The more the demands and pressures of work are matched to the knowledge and abilities of records management personnel, the less likely they are to experience job stress. The more support personnel receive from others at work, or in relation to work, the less likely they are to experience job stress. The more control records management personnel have over their work and the way they do it and the more they participate in decisions that concern their jobs, the less likely they are to experience job stress. Most of the causes of job stress concern the way job is designed and the way in which organizations are managed.

Good management styles and good work organization are the best forms of stress prevention. The choice of management styles to apply by civil service administrators should be critically examined to avoid introducing factors capable of predisposing the personnel to low 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 for easy access to the action officers in making informed decisions is germane to civil service performance. Public and civil service administrators and other managers are expected to have gathered information on the background character traits of the records management personnel and critically analysed it to know the best suited management styles to adopt to ensure job stress free environment and high job performance and productivity. Atmospheric working environment should be conducive for all the personnel to ameliorate stress associated with work thereby promoting job performance. The purpose of this study therefore, is to investigate the influence of management styles and job stress on job performance of records management personnel in Ministry of Education and Ministry of Health in Rivers State Civil Service, Nigeria

Methodology

The study adopted descriptive research 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 were 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 and inferential statistics, which include; percentage frequency table, percentage distribution mean, regression analysis and Pearson Product Moment Correlation Co-efficient (PPMC) run with Statistical Package for the Social Sciences (SPSS) at 0.05 level of significance.

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%.

Ho1: There is no significant relationship/association between management styles and job performance of records management personnel in selected ministries in Rivers State Civil Service.

Table 2: Correlational Matrix showing the relationship between management styles and job performance of records management personnel

		Job Performance	Autocratic	Democratic	Laisser-faire	Bureaucratic	Management By Objective
Job performance	Pearson Correlation	1	.122*	-0.03	-0.079	0.065	0.097
	Sig. (2-tailed)		0.045	0.621	0.197	0.291	0.112
	N	269	269	269	269	269	269
Autocratic	Pearson Correlation	.122*	1	0.007	0.001	-0.074	-0.064
	Sig. (2-tailed)	0.045		0.903	0.993	0.225	0.291
	N	269	270	270	270	270	270
Democratic	Pearson Correlation	-0.03	0.007	1	.175**	-0.044	-0.067
	Sig. (2-tailed)	0.621	0.903		0.004	0.476	0.276
	N	269	270	270	270	270	270
Laissez-faire	Pearson Correlation	-0.079	0.001	.175**	1	0.065	.170**
	Sig. (2-tailed)	0.197	0.993	0.004		0.29	0.005
	N	269	270	270	270	270	270
Bureaucratic	Pearson Correlation	0.065	-0.074	-0.044	0.065	1	.350**
	Sig. (2-tailed)	0.291	0.225	0.476	0.29		0
	N	269	270	270	270	270	270
Management by Objective	Pearson Correlation	0.097	-0.064	-0.067	.170**	.350**	1
	Sig. (2-tailed)	0.112	0.291	0.276	0.005	0	
	N	269	270	270	270	270	270

*. Correlation is significant at the 0.05 level (2-tailed).
**. Correlation is significant at the 0.01 level (2-tailed).

Table 2 shows that there is significant positive relationship between autocratic management style and job performance of records management personnel in selected ministries in Rivers State Civil Service (r = .122,p =0.045). This implies that autocratic management style is the only management style that has positive significant correlation with job performance of records management personnel. Others such as democratic style (r= -0.03, p =0.621), laissez-faire (r= -0.079, p=0.197), bureaucratic ®= -0.065, p =0.291), and management by objective(r= -0.097, p =0.112), do not have significant relationship with job performance of records management personnel. Therefore, based on

the result, it could be inferred that there is significant relationship between management style (autocratic) and job performance of records management personnel in selected ministries in Rivers State Civil Service. Therefore, the null hypothesis 1 is hereby rejected.

Ho:2 Management styles and job stress will not significantly and relatively influence job performance of records management personnel in selected ministries in Rivers State Civil Service.

Table 3: Multiple regression showing the relative influence of management styles and job stress on job performance of records management personnel

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.805	0.111		16.193	.000
Management styles	-0.108	0.029	-0.226	-3.756	.000
Job stress	-0.014	0.041	-0.021	-0.347	.729

0.05 significant level

Table 3 shows that there is significant influence of management styles (B= -0.226, t = -3.756, p = .000) on job performance of records management personnel. On the other hand, there is no significant influence of job stress on job performance of records management personnel (B= -0.021, t = -0.347, p = .729) This implies that it is only the management styles that significantly influence job performance of records management personnel in selected ministries in Rivers State Civil Service. Therefore, the null hypothesis 2 is hereby rejected on the ground that management styles and job stress do not significantly and relatively influence job performance of records management personnel.

Discussion of the findings

The result of the correlational Matrix showing the relationship between management styles and job performance of records management personnel revealed that only autocratic management style has positive significant correlation with job performance of records management personnel in selected ministries in Rivers State Civil Service, while for others, no significant relationship exists. This finding is in alignment with the position of Ike and Eze (2013) who posited that autocratic manager makes decisions without the consultation of others. This style of management leads to work getting done on time because there are less people involved in the decision-making process. It plays a key role in situations or events where an on the spot decision needs to be made. This management style is anchored on realistic deadlines and pressure, which the personnel have no choice than to comply with, and which often results in high turnover. This type of management style is productive as it will definitely humble and condition employees that dislike work inherently to work assiduously in compliance with the organisational modus vivid to accomplish assigned task and responsibilities in an organisation. This finding also negates the empirical research on the relationship between participative management

style and job performance by Kim (2002) which shows that participative management is positively related to employee job satisfaction and job performance in local government agencies in the United States.

The finding also reveals that management styles and job stress did not significantly and relatively influence job performance of records management personnel on the ground that only management styles significantly influence job performance of records management personnel in selected ministries in Rivers State Civil Service. This finding is in conformity with that of Abu Choon, Mohamed and Ishak (2012), who examined the relationship between management style practiced by managers and employees' wellbeing and performance in an international bank in Malaysia. The result revealed that the branch manager practiced paternalistic management style. Besides that, employees working under managers are healthy physically, psychologically, socially and in turn performing better. In addition, there is a significant influence of management styles on job performance. Furthermore, the finding is also in line with that of Ogunola, Kalejiaye and Abrifor (2013) who investigated management style as a correlate of job performance of employees of selected brewing industries in Oyo and Osun States of Nigeria. Their results indicated that there was a significant influence of management styles on job performance. Personnel were found to be more responsive to the autocratic management style due to the nature of the work in the industries. This finding further aligned with that of Iqbal, Anwarand Haider, (2015) on the effect of management style of leadership on the performance of an organisation. The result revealed that the participative management style of leadership has a greater positive effect on employee performance in which situation employees feel power and confidence in doing their job and in making different decisions.

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 that there is significant relationship between management styles and job performance of records management personnel in Rivers State Civil Service. The study further revealed that management styles and job stress do not significantly and relatively influence job performance of records management personnel in 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 have been a major setback to the modern records management practice in public institutions.

Recommendations

1. Administrators or managers in the civil service must adopt effective management styles that are goal oriented, sensitive to the plight of records management personnel and capable of enhancing their job performance and productivity.
2. Since job performance does not occur arbitrarily or in a vacuum, it behooves on civil service administrators to employ trained and qualified records and information management personnel to reposition the records registry, records centre and archives to effectively provide information resources to meet the needs of information users and action officers in civil service.
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, enhances the efficient management of records in the civil service.

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