INFLUENCE OF STAFF MANAGEMENT STRATEGIES ON THE JOB PERFORMANCE OF LIBRARY STAFF IN FEDERAL POLYTECHNIC BALI, TARABA STATE

By

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Abstract

This study investigated the influence of staff management strategies on the job performance of library staff at Federal Polytechnic Bali, Taraba State. The study focused on key staff management strategies, including training, motivation, communication practices, and professional development, and examined their influence on staff efficiency, productivity, and service delivery. A descriptive survey research design was adopted for the study. The total population of twenty-nine (29) library staff was studied using a census approach, and data were collected through a structured questionnaire. The data were analysed using descriptive statistics, including frequency counts, percentages, and mean scores, while Pearson Product Moment Correlation and regression analysis were used to test the hypotheses. The findings revealed that staff management strategies significantly influence job performance. Professional development emerged as the strongest predictor of job performance, while staff training demonstrated a strong positive relationship with job performance. Staff motivation and effective communication practices also significantly influenced staff commitment, productivity, coordination, and efficiency. Although the findings generally indicated positive staff management practices, staff participation in decision-making received the lowest rating, suggesting the need for more inclusive management approaches. The study concludes that an integrated approach to staff management, incorporating training, motivation, effective communication, and professional development, is essential for optimizing the performance of library staff and improving service delivery. The study provides useful evidence for library administrators and institutional management seeking to enhance staff effectiveness and achieve organizational objectives.

Keywords: Staff management strategies, job performance, library staff, staff motivation, staff training, professional development, Federal Polytechnic Bali

Introduction

Effective staff management is essential for achieving organizational goals, particularly in library environments where the competence, commitment, and productivity of staff directly influence service delivery. In libraries, well-managed employees are better equipped, motivated, and supported to perform their

Assigned duties, thereby ensuring smooth operations and the provision of high-quality services to users (Armstrong & Taylor, 2020). Staff management strategies such as training, motivation, effective communication, and professional development play important roles in enhancing job performance by equipping employees with relevant competencies, promoting engagement, and facilitating the efficient utilization of organizational resources (Aguinis, 2019).

Training programmes enable staff to acquire and update the knowledge and skills required to meet the changing demands of library services. Similarly, motivation through incentives, recognition, and favourable working conditions can improve employee morale, commitment, and productivity. Effective communication, on the other hand, promotes clarity in task performance, facilitates coordination, and fosters a sense of belonging among employees, thereby contributing to a collaborative and productive work environment (De Vries, Bakker-Pieper, & Oostenveld, 2009).

In Nigeria, academic libraries play a critical role in supporting teaching, learning, and research activities in higher education institutions. They serve as knowledge centres that facilitate access to information resources and contribute to students' academic success and research development. However, the effectiveness of academic libraries largely depends on the performance of their staff, which may be influenced by management practices and other organizational factors. Studies conducted in Nigerian academic libraries have shown that staff training and motivation significantly influence librarians' job performance and service delivery (Odu, Madukoma, & Soyemi, 2023). Similarly, motivation and job satisfaction have been found to have positive relationships with job performance among library personnel in Nigerian universities (Tella & Ibinaiye, 2020). Makinde and Olaiya (2025) also reported that motivation, incentives, and conducive working conditions significantly enhance the productivity of library staff in Nigeria. Despite the importance of these factors, many academic libraries continue to experience challenges associated with inadequate training opportunities, poor motivation, and ineffective communication systems, which may hinder optimal staff performance.

Polytechnic libraries occupy an important position within Nigeria's higher education system because they support technical and vocational education aimed at producing skilled and middle-level manpower. These libraries provide specialized information services to students, lecturers, and researchers in various technical and professional disciplines. The effectiveness of polytechnic libraries, like that of other academic libraries, is closely associated with the competence, commitment, and performance of their staff, who serve as a critical link between users and information resources.

Empirical studies have demonstrated that staff training and development have positive and significant relationships with employee performance in university and academic libraries (Gbemi-Ogunleye et al., 2020; Anyaegbu & Wali, 2021). In addition, organizational practices such as effective supervision, participatory management,

motivation, and professional development have been identified as important determinants of staff effectiveness in library settings. Therefore, the adoption of effective staff management strategies is essential for ensuring that library personnel in polytechnics perform their duties efficiently and contribute meaningfully to the achievement of institutional objectives.

The Federal Polytechnic Bali Library, Taraba State, serves as an important academic support unit of the institution and is expected to provide efficient and effective information services to its users. The quality and effectiveness of these services, however, are closely related to the performance of the library staff and the strategies employed in managing them. Understanding the influence of staff management strategies such as training, motivation, communication practices, and professional development on job performance is therefore important for improving staff effectiveness and library service delivery. Consequently, this study examined the influence of staff management strategies on the job performance of library staff at Federal Polytechnic Bali, Taraba State.

Statement of the Problem

Effective staff management is essential to organizational performance because it influences employee productivity, service quality, commitment, and overall organizational effectiveness (Armstrong & Taylor, 2020; Aguinis, 2019). In libraries, the quality of services provided to users depends substantially on the competence, motivation, and effective management of library staff.

Previous studies in Nigeria have examined individual aspects of staff management, particularly staff training, motivation, and professional development. However, many of these studies have focused on single management variables rather than examining the combined influence of multiple staff management strategies on job performance. In addition, several studies have concentrated on university libraries and colleges of education, with relatively limited attention given to polytechnic libraries (Yashim, Ogbole, & Peter, 2022; Demekaa, Bamidele, & Okereke, 2024). Consequently, there is limited empirical evidence regarding how staff training, motivation, management communication practices, and professional development collectively influence the job performance of library staff in polytechnic environments.

There is also limited context-specific research on library staff management in Taraba State. Findings from studies conducted in other institutional and geographical contexts may not adequately reflect the management practices, organizational environment, and challenges experienced by library staff at Federal Polytechnic Bali. Issues relating to staff training, motivation, communication, professional development, and participation in decision-making may influence the efficiency and effectiveness of library personnel and, consequently, service delivery.

Therefore, the problem of this study is the limited empirical understanding of how different staff management strategies influence the job performance of library staff at Federal Polytechnic Bali, Taraba State. This study therefore examined the influence of staff training, motivation, management communication practices, and professional development on the job performance of library staff in the institution.

Objectives of the Study

The main objective of this study was to examine the influence of staff management strategies on the job performance of library staff at Federal Polytechnic Bali, Taraba State. Specifically, the study sought to:

1. identify the staff management strategies used in the Federal Polytechnic Bali Library;
2. determine the relationship between staff training and the job performance of library staff;
3. examine the influence of staff motivation on the job performance of library staff;
4. assess the effect of management communication practices on the job performance of library staff; and
5. determine the extent to which professional development opportunities influence the job performance of library staff.

Research Questions

The following research questions guided the study:

1. What staff management strategies are used in the Federal Polytechnic Bali Library?
2. What is the relationship between staff training and the job performance of library staff?
3. How does staff motivation influence the job performance of library staff?
4. What effect do management communication practices have on the job performance of library staff?
5. To what extent do professional development opportunities influence the job performance of library staff?

Research Hypotheses

The following null hypotheses were formulated and tested at the 0.05 level of significance:

$H0_1$: There is no significant relationship between staff training and the job performance of library staff at Federal Polytechnic Bali.

$H0_2$: Staff motivation has no significant influence on the job performance of library staff at Federal Polytechnic Bali.

$H0_3$: Management communication practices have no significant effect on the job performance of library staff at Federal Polytechnic Bali.

$H0_4$: Professional development opportunities do not significantly influence the job performance of library staff at Federal Polytechnic Bali.

Conceptual Review

Staff Management Strategies

Management involves the processes of planning, organizing, staffing, directing, and controlling organizational activities in order to achieve predetermined goals efficiently and effectively (Balathandayutham & Muralidharan, 2021). Staff management is an important component of organizational success because employees constitute the human resources responsible for carrying out organizational activities and achieving institutional objectives.

Staff management strategies refer to deliberate and systematic practices employed by management to guide, support, motivate, and develop employees in order to improve their performance and facilitate the achievement of organizational goals. Such strategies may include training, motivation, communication, supervision, delegation of duties, leadership, participation in decision-making, performance appraisal, and professional development (Armstrong & Taylor, 2020; Yashim, Ogbole, & Peter, 2022).

Effective staff management contributes to the creation of a conducive working environment that promotes employee engagement, commitment, productivity, and job satisfaction. It also involves the effective deployment of employees, the establishment of appropriate communication and feedback mechanisms, and the provision of opportunities for staff development (Troger, 2021). According to

Creţoiu (2019), effective management practices are aimed at creating conditions that encourage positive employee behaviour and enhance productivity.

Staff development is also an important dimension of staff management because it strengthens employees' competencies and prepares them to respond to changing organizational and professional demands. Kudaktin and Nazarenko (2023) emphasized the importance of integrating staff development into organizational strategies and competency frameworks. Therefore, organisations seeking to enhance employee performance need to adopt holistic staff management approaches that prioritize skills development, continuous learning, motivation, and a supportive work environment.

Staff Management Strategy Practices

Staff Training

Training is a systematic process through which employees acquire the knowledge, skills, and competencies required to perform their duties effectively. It is an important staff management strategy because it improves employee competence, efficiency, and adaptability.

Achackzai et al. (2024) found that effective training programmes can contribute to improved employee retention and performance. Their findings showed that training helps employees achieve work targets, improve job knowledge, and enhance productivity. Training may also promote positive working relationships among employees.

In library environments, training is particularly important because staffs are required to adapt to changing technologies, information resources, and user needs. Regular and relevant training can therefore improve employees' ability to perform their duties effectively and contribute to improved service delivery.

Staff Motivation

Motivation refers to the internal and external factors that stimulate employees to perform their duties with commitment and enthusiasm. Motivation plays a critical role in enhancing staff productivity and job performance in library organisations.

Studies have shown that motivation improves the job performance and productivity of librarians in academic libraries (Yaya, 2018; Bamgbose & Ladipo, 2017). Different forms of motivation, including job security, wages, rewards, recognition, and favourable working conditions, can significantly influence employee performance.

Motivation also promotes employee engagement, job satisfaction, loyalty, and commitment while reducing absenteeism and turnover. When library staff feel recognized, valued, and adequately rewarded, they are more likely to demonstrate initiative, efficiency, and commitment to their duties, thereby improving service delivery and overall organizational effectiveness.

Leadership and Staff Management

Leadership is an important component of staff management because leaders influence employee attitudes, behaviour, motivation, and performance. Akidi and Chukwueke (2020) reported that leadership styles, particularly transformational and democratic leadership, can positively influence staff productivity in university libraries.

Effective leadership can improve staff morale, encourage innovation, promote collaboration, and enhance commitment to organizational objectives. Tella and Ibinaiye (2020) also found significant relationships between staff motivation, job satisfaction, and job performance. Therefore, leadership practices that encourage staff participation, recognition,

support, and professional growth can contribute to improved job performance.

Management Communication Practices

Effective communication is essential to staff management because it ensures that employees understand their roles, responsibilities, organizational expectations, and institutional goals. Clear communication enhances coordination, reduces errors, and facilitates the efficient execution of tasks.

Research indicates that internal communication, including upward, downward, and lateral communication, can positively influence employee job performance by aligning staff activities with organizational objectives and improving productivity (Ocra, 2021). Effective communication also facilitates feedback, enhances motivation, and contributes to job satisfaction and employee engagement (Dhone & Sarwoko, 2022).

When staff receive timely and transparent information from management, they are more likely to perform their duties effectively and contribute to a positive organizational climate. Conversely, poor communication may undermine morale, create misunderstandings, and negatively affect employee performance (Windayanti, Azzahrin, & Oktavianisa, 2023). Effective communication practices are therefore essential to organizational effectiveness.

Professional Development

Professional development refers to continuous learning activities designed to improve employees' knowledge, skills, competencies, and professional capacity. Such activities may include workshops, seminars, conferences, further education, mentoring, and other structured learning opportunities.

Professional development enables librarians to adapt to changing professional demands and emerging developments in information service delivery. Kimaro (2022) observed that engagement in professional development activities can improve employees' knowledge, skills, confidence, and ability to respond to professional challenges. Similarly, Attebury (2017) found that meaningful and transformational professional development experiences contribute to sustained learning, reflection, and professional effectiveness.

Consequently, the integration of continuous professional development into staff management practices is essential for improving employee performance, maintaining service quality, and supporting long-term organizational success.

Job Performance

Job performance refers to the extent to which employees effectively perform their assigned duties in accordance with established organizational expectations and objectives. It reflects employees' efficiency, productivity, competence, commitment, and ability to contribute to organizational goals.

In the library context, job performance includes the effective execution of tasks such as cataloguing, classification, circulation, reference services, information dissemination, and other services aimed at meeting users' information needs (Yashim, Ogbole, & Peter, 2022).

Job performance may be influenced by several factors, including staff training, motivation, and communication, availability of resources, working conditions, and professional development opportunities. Achackzai, Siddiq, and Khishkai (2024) reported that training contributes to improvements in employees' skills, knowledge, attitudes, and job satisfaction. Similarly, work-related training has been found to positively influence employee competencies and performance

(Tumacole, 2024; Niere, Mecon, Narsico, & Narsico, 2024).

In addition, motivation, supportive work environments, fair reward systems, employee empowerment, adaptability, and continuous professional learning can contribute to improved job performance among library staff (Vincent et al., 2020). Therefore, effective staff management is central to ensuring that library employees perform their duties efficiently and contribute to improved service delivery.

Theoretical Framework

This study was anchored primarily on **Self-Determination Theory** developed by Deci and Ryan and supported by **Leadership Theory**. These theories provide useful explanations of how management practices influence employee motivation, behaviour, and job performance.

Self-DeterminationTheory

Self-Determination Theory was developed by Edward L. Deci and Richard M. Ryan in 1985. The theory explains human motivation by distinguishing between intrinsic and extrinsic forms of motivation. It proposes that individuals are more likely to demonstrate commitment, persistence, and improved performance when their basic psychological needs for autonomy, competence, and relatedness are satisfied.

Intrinsic motivation refers to engaging in an activity because of personal interest or satisfaction, while extrinsic motivation involves performing activities in response to external rewards, recognition, or pressures. The theory also explains motivation as existing along a continuum ranging from a motivation to extrinsic and intrinsic motivation.

According to Deci and Ryan (2017), employees who perceive their work environment as supportive of autonomy, competence, and positive relationships are more likely to demonstrate greater engagement, persistence, job satisfaction, and performance.

The theory is relevant to this study because staff management strategies such as training, motivation, recognition, participation in decision-making, and professional development can influence employees' feelings of competence, autonomy, and belonging. Library staff who are provided with opportunities for skill development, recognized for their contributions, and involved in appropriate decision-making processes may be more motivated to perform their duties effectively.

Therefore, Self-Determination Theory provides a useful framework for understanding how staff management strategies can enhance employee motivation and contribute to improved job performance in the Federal Polytechnic Bali Library.

Leadership Theory

Leadership Theory, associated with the early work of Lewin, Lippitt, and White (1939), explains how leadership styles influence the behaviour, attitudes, motivation, and performance of individuals within organisations. Lewin and his colleagues identified three major leadership styles: autocratic, democratic, and laissez-faire.

Autocratic leadership is characterized by centralized decision-making and limited employee participation. Democratic leadership encourages participation, consultation, and shared decision-making, while laissez-faire leadership provides employees with a relatively high degree of autonomy and limited direct supervision.

Leadership theory was further developed through transformational leadership,

particularly by Bass and Avolio (1994). Transformational leadership emphasizes inspiring employees, providing intellectual stimulation, encouraging innovation, recognizing individual needs, and motivating employees to achieve organizational goals.

The theory is relevant to this study because leadership and management practices influence how library staff are supervised, motivated, communicated with, and involved in organizational activities. Democratic and transformational leadership approaches may encourage employee participation, improve motivation, and enhance commitment to organizational objectives.

Therefore, Leadership Theory provides an additional framework for understanding the relationship between management practices and the job performance of library staff.

Empirical Review

Yashim, Ogbole, and Peter (2022) conducted a study titled *Staff Management Strategies for Job Performance among Library Staff in the Kaduna State College of Education, Gidan-Waya*. The study examined the influence of motivation, professional development, and industrial harmony on the job performance of library staff. A survey research design was adopted, and the entire population of 47 library staff constituted the sample. Data were collected using a structured questionnaire and analysed using descriptive statistics and ordinal regression.

The findings revealed that motivation significantly and positively influenced job performance. Professional development was also found to be a strong predictor of employee performance, while industrial harmony positively influenced job performance. The study concluded that effective staff management strategies contribute to improved job performance among library staff.

The study by Yashim et al. (2022) is related to the present study because both investigate the influence of staff management strategies on job performance among library personnel. Both studies also adopted survey research designs and used structured questionnaires for data collection. However, the present study differs in scope by examining staff training and management communication practices in addition to motivation and professional development. The current study is also situated within a polytechnic library in Taraba State, whereas the earlier study focused on a college of education in Kaduna State. Furthermore, the present study employed Pearson Product Moment Correlation and regression analysis to test explicitly formulated hypotheses.

Demekaa, Bamidele, and Okereke (2024) conducted a study titled *Influence of Staff Training and Job Performance of Library Staff in Public University Libraries in the North Central Zone of Nigeria*. The study examined the relationship between staff training and job performance among library staff. A survey research design was adopted, involving a population of 983 library staff across 13 public university libraries. A sample of 284 respondents was selected, while 263 completed questionnaires were retrieved and analysed.

The study used percentages and mean scores to answer the research question and Pearson Product Moment Correlation to test the hypothesis. The findings revealed a positive and statistically significant relationship between staff training and the job performance of library staff.

The study is related to the present research because both examine staff training and job performance and employ a quantitative survey approach. However, while Demekaa et al. (2024) focused specifically on staff training in public university libraries, the present study adopted a broader approach by examining training, motivation, communication practices,

and professional development. The present study also focused specifically on Federal Polytechnic Bali Library and adopted a census approach involving all 29 library staff.

The reviewed studies demonstrate that staff management practices can influence employee performance. However, there remains a need for context-specific research examining multiple staff management strategies within a single polytechnic library environment. The present study therefore contributes to the literature by examining the influence of staff training, motivation, management communication practices, and professional development on the job performance of library staff at Federal Polytechnic Bali, Taraba State.

Methodology

This study adopted a descriptive survey research design to examine staff management strategies and their influence on the job performance of library staff at Federal Polytechnic Bali, Taraba State (Creswell, 2018).

The population of the study comprised all twenty-nine (29) library staff at the Federal Polytechnic Bali Library. Because the population was relatively small and manageable, a census approach, also known as total enumeration, was adopted. This enabled all members of the population to participate in the study.

Data were collected using a structured questionnaire organized into sections based on the research questions and study variables. A four-point rating scale was used for the questionnaire items. The scales included:

- **Very High Extent (VHE) = 4, High Extent (HE) = 3, Low Extent (LE) = 2, and Very Low Extent (VLE) = 1** for staff management strategies and professional development;
- **Strongly Agree (SA) = 4, Agree (A) = 3, Disagree (D) = 2, and Strongly Disagree (SD) = 1** for staff training and staff motivation; and
- **Very Effective (VE) = 4, Effective (E) = 3, Less Effective (LE) = 2, and Not Effective (NE) = 1** for management communication practices.

The questionnaire measured staff management practices such as supervision, delegation, participation in decision-making, training, motivation, communication, and professional development. Job performance was measured using indicators relating to task efficiency, productivity, service quality, and the ability to meet users' information needs.

The instrument was subjected to expert validation, while its reliability was determined using Cronbach's alpha. The reliability coefficient obtained was **0.82**, indicating an acceptable level of internal consistency.

Data were collected through the direct administration of the questionnaire over a two-week period. All completed questionnaires were retrieved, representing a 100% response rate.

The data were analysed using descriptive and inferential statistics with IBM SPSS Statistics. Frequency counts, percentages, and mean scores were used to answer the research questions. A criterion mean of **2.50** was adopted for decision-making. Mean scores of 2.50 and above were accepted, while mean scores below 2.50 were rejected.

Pearson Product Moment Correlation was used to test the relationship between staff training and job performance. Regression analysis was used to determine the influence of staff motivation, management communication practices, and professional development on job performance. All hypotheses were tested at the **0.05 level of significance**.

Results

A total of 29 copies of the questionnaire were administered and successfully retrieved, representing a **100% response rate**. The data were analysed using frequency counts, percentages, mean scores, Pearson Product Moment Correlation, and regression analysis.

Research Question One

What staff management strategies are used in the Federal Polytechnic Bali Library?

Table 1: Staff Management Strategies Used in the Library

S/N	Items	VHE (4)	HE (3)	LE (2)	VLE (1)	Mean	Decision
1	Clear job descriptions are provided to library staff	12 (41.4%)	10 (34.5%)	5 (17.2%)	2 (6.9%)	3.10	Accepted
2	Staff are regularly supervised by library management	11 (37.9%)	9 (31.0%)	6 (20.7%)	3 (10.3%)	2.97	Accepted
3	Performance appraisal systems are implemented in the library	9 (31.0%)	10 (34.5%)	6 (20.7%)	4 (13.8%)	2.83	Accepted
4	Delegation of duties is effectively practiced	10 (34.5%)	11 (37.9%)	5 (17.2%)	3 (10.3%)	2.97	Accepted
5	Staff participation in decision-making is encouraged	8 (27.6%)	9 (31.0%)	7 (24.1%)	5 (17.2%)	2.69	Accepted
6	There are established policies guiding staff conduct	13 (44.8%)	9 (31.0%)	4 (13.8%)	3 (10.3%)	3.10	Accepted

The findings in Table 1 indicate that the library employs a range of staff management strategies. All the items recorded mean scores above the criterion mean of 2.50, indicating that they are practiced in the library. Clear job descriptions and established policies guiding staff conduct recorded the highest mean scores of 3.10 each. Regular supervision and effective delegation of duties both recorded mean scores of 2.97, while performance appraisal recorded a mean score of 2.83.

Staff participation in decision-making recorded the lowest mean score of 2.69, although it remained above the criterion mean. This suggests that while staff management strategies are generally practiced in the library, greater attention may be required to strengthen participatory decision-making.

Research Question Two

What is the relationship between staff training and the job performance of library staff?

Table 2: Staff Training and Job Performance

S/N	Items	SA (4)	A (3)	D (2)	SD (1)	Mean	Decision
7	Staff training improves my efficiency at work	14 (48.3%)	9 (31.0%)	4 (13.8%)	2 (6.9%)	3.21	Accepted
8	Training enhances my ability to use library technologies	13 (44.8%)	10 (34.5%)	4 (13.8%)	2 (6.9%)	3.17	Accepted
9	I perform better after attending training programmes	12 (41.4%)	11 (37.9%)	4 (13.8%)	2 (6.9%)	3.14	Accepted
10	Lack of training negatively affects job performance	15 (51.7%)	8 (27.6%)	4 (13.8%)	2 (6.9%)	3.24	Accepted
11	Training helps me handle users' information needs effectively	13 (44.8%)	9 (31.0%)	5 (17.2%)	2 (6.9%)	3.14	Accepted

The findings in Table 2 show that respondents generally agreed that staff training positively influences job performance. All items recorded mean scores above 2.50. The highest mean score of 3.24 was recorded for the view that lack of training negatively affects job performance.

The findings further indicate that training improves work efficiency, enhances the ability of staff to use library technologies, improves performance after participation in training programmes, and assists staff in meeting users' information needs. Overall, the results suggest a positive association between staff training and job performance.

Research Question Three

How does staff motivation influence the job performance of library staff?

Table 3: Staff Motivation and Job Performance

S/N	Items	SA (4)	A (3)	D (2)	SD (1)	Mean	Decision
12	Motivation increases my commitment to work	15 (51.7%)	8 (27.6%)	4 (13.8%)	2 (6.9%)	3.24	Accepted
13	Incentives provided by management improve my performance	14 (48.3%)	9 (31.0%)	4 (13.8%)	2 (6.9%)	3.21	Accepted
14	Recognition of good work encourages me to perform better	13 (44.8%)	10 (34.5%)	4 (13.8%)	2 (6.9%)	3.17	Accepted
15	Lack of motivation reduces my productivity	16 (55.2%)	7 (24.1%)	4 (13.8%)	2 (6.9%)	3.31	Accepted
16	Job satisfaction influences how well I perform my duties	14 (48.3%)	9 (31.0%)	4 (13.8%)	2 (6.9%)	3.21	Accepted

The findings in Table 3 indicate that staff motivation positively influences job performance. All the items recorded mean scores above the criterion mean of 2.50. The highest mean score of 3.31 was recorded for the statement that lack of motivation reduces productivity.

The findings also show that motivation increases employees' commitment to work, incentives improve performance, recognition encourages better performance, and job satisfaction influences the quality of employees' work. These results suggest that effective motivational practices are important to the job performance of library staff.

Research Question Four

What effect do management communication practices have on the job performance of library staff?

Table 4: Management Communication Practices and Job Performance

S/N	Items	VE (4)	E (3)	LE (2)	NE (1)	Mean	Decision
17	Management communicates clearly with staff	13 (44.8%)	10 (34.5%)	4 (13.8%)	2 (6.9%)	3.17	Accepted
18	Feedback from management improves my job performance	14 (48.3%)	9 (31.0%)	4 (13.8%)	2 (6.9%)	3.21	Accepted
19	Communication channels in the library are accessible	12 (41.4%)	10 (34.5%)	5 (17.2%)	2 (6.9%)	3.10	Accepted
20	Timely communication enhances work efficiency	15 (51.7%)	8 (27.6%)	4 (13.8%)	2 (6.9%)	3.24	Accepted
21	Poor communication negatively affects my job performance	16 (55.2%)	7 (24.1%)	4 (13.8%)	2 (6.9%)	3.31	Accepted

The findings in Table 4 indicate that management communication practices influence the job performance of library staff. All the items recorded mean scores above 2.50. The highest mean score of 3.31 was recorded for the statement that poor communication negatively affects job performance.

The results further indicate that clear communication, management feedback, accessible communication channels, and timely dissemination of information contribute to improved work efficiency and coordination.

Research Question Five

To what extent do professional development opportunities influence the job performance of library staff?

Table 5: Professional Development and Job Performance

S/N	Items	VHE (4)	HE (3)	LE (2)	VLE (1)	Mean	Decision
22	Workshops and seminars improve my job performance	13 (44.8%)	9 (31.0%)	5 (17.2%)	2 (6.9%)	3.14	Accepted
23	Opportunities for further education enhance my skills	14 (48.3%)	8 (27.6%)	5 (17.2%)	2 (6.9%)	3.17	Accepted
24	Attendance at conferences contributes to better performance	12 (41.4%)	10 (34.5%)	5 (17.2%)	2 (6.9%)	3.10	Accepted
25	Professional development increases my productivity	13 (44.8%)	9 (31.0%)	5 (17.2%)	2 (6.9%)	3.14	Accepted
26	Lack of development opportunities limits my performance	15 (51.7%)	8 (27.6%)	4 (13.8%)	2 (6.9%)	3.24	Accepted

The findings in Table 5 indicate that professional development opportunities positively influence the job performance of library staff. All items recorded mean scores above the criterion mean of 2.50. The highest mean score of 3.24 was recorded for the statement that lack of professional development opportunities limits staff performance.

The findings suggest that workshops, seminars, conferences, opportunities for further education, and other professional development activities contribute to improved staff skills, productivity, and overall job performance.

Test of Hypotheses

The hypotheses were tested at the 0.05 level of significance. Pearson Product Moment Correlation was used to test Hypothesis One, while regression analysis was used to test Hypotheses Two, Three, and Four.

Decision Rule: Reject the null hypothesis when the p-value is less than 0.05; otherwise, fail to reject the null hypothesis.

Hypothesis One

$H0_1$: There is no significant relationship between staff training and the job performance of library staff.

Table 6: Pearson Correlation Analysis of Staff Training and Job Performance

Variables	N	Mean	Std. Dev.	r-value	p-value	Decision
Staff Training	29	3.18	0.41			
Job Performance	29	3.20	0.38	0.72	0.000	Reject $H0_1$

The correlation coefficient of **r = 0.72** indicates a strong positive relationship between staff training and job performance. Since the reported p-value is less than 0.05, the null hypothesis was rejected. Therefore, there is a statistically significant positive relationship between staff training and the job performance of library staff.

Hypothesis Two

$H0_2$: Staff motivation has no significant influence on the job performance of library staff.

Table 7: Regression Analysis of Staff Motivation and Job Performance

Model	R	R^2	Adjusted R^2	Std. Error	Beta (β)	t-value	p-value	Decision
Motivation and Job Performance	0.75	0.56	0.54	0.31	0.75	5.82	0.000	Reject $H0_2$

The result shows that staff motivation accounted for **56% of the variation in job performance (R^2 = 0.56)**. The beta coefficient of **β = 0.75** indicates a strong positive influence. Since the reported p-value is less than 0.05, the null hypothesis was rejected. Therefore, staff motivation significantly influences the job performance of library staff.

Hypothesis Three

$H0_3$: Management communication practices have no significant effect on the job performance of library staff.

Table 8: Regression Analysis of Management Communication Practices and Job Performance

Model	R	R^2	Adjusted R^2	Std. Error	Beta (β)	t-value	p-value	Decision
Communication and Job Performance	0.73	0.53	0.51	0.33	0.73	5.41	0.000	Reject $H0_3$

The result indicates that management communication practices accounted for **53% of the variation in job performance (R^2 = 0.53)**. The beta coefficient of **β = 0.73** indicates a strong positive effect. Since the reported p-value is less than 0.05, the null hypothesis was rejected. Therefore, management communication practices significantly influence the job performance of library staff.

Hypothesis Four

$H0_4$: Professional development opportunities do not significantly influence the job performance of library staff.

Table 9: Regression Analysis of Professional Development and Job Performance

Model	R	R^2	Adjusted R^2	Std. Error	Beta (β)	t-value	p-value	Decision
Professional Development and Job Performance	0.76	0.58	0.56	0.30	0.76	6.03	0.000	Reject $H0_4$

The findings show that professional development accounted for **58% of the variation in job performance (R^2 = 0.58)**. The beta coefficient of **β = 0.76** indicates a strong positive influence. Since the reported p-value is less than 0.05, the null hypothesis was rejected. Therefore, professional development opportunities significantly influence the job performance of library staff.

Summary of Hypothesis Testing

All four null hypotheses were rejected. The findings indicate that staff training, motivation, management communication practices, and professional development have significant positive relationships with or influences on the job performance of library staff at Federal Polytechnic Bali.

Discussion of Findings

Staff Management Strategies in the Library

The findings revealed that several staff management strategies are practiced in the Federal Polytechnic Bali Library. These include the provision of clear job descriptions, staff supervision, performance appraisal, and delegation of duties, staff participation in decision-making, and the existence of policies guiding staff conduct. The fact that all the items recorded mean scores above the benchmark of 2.50 indicates that these strategies are generally practiced within the library.

However, staff participation in decision-making recorded the lowest mean score. This suggests that although the library has established management structures, there may be a need to strengthen participatory management practices. Greater involvement of staff in relevant decision-making processes may improve their sense of ownership, commitment, and responsibility. This finding is consistent with Armstrong and Taylor (2020), who emphasized the importance of inclusive management practices in enhancing employee commitment and performance.

Staff Training and Job Performance

The study established a strong positive relationship between staff training and job performance (**$r = 0.72, p < 0.05$**). The findings indicate that training improves staff efficiency, enhances their ability to use library technologies, improves task performance, and assists them in responding effectively to users' information needs.

This finding is consistent with Demekaa, Bamidele, and Okereke (2024), who found a significant positive relationship between staff training and job performance among library staff. The finding also supports Aguinis (2019), who maintained that training equips employees with the competencies required for effective performance.

The implication is that continuous and structured training programmes are essential for maintaining staff competence and ensuring that library personnel are able to adapt to changes in information technologies and service delivery.

Staff Motivation and Job Performance

The findings showed that staff motivation significantly influenced job performance (**$R^2 = 0.56, \beta = 0.75, p < 0.05$**). Respondents indicated that incentives, recognition, and job satisfaction improve commitment and performance, while a lack of motivation reduces productivity.

The finding supports the work of Tella and Ibinaiye (2020) and Yaya (2018), which identified motivation as an important determinant of librarians' productivity and job performance. The result also supports Self-Determination Theory, which emphasises that employees who experience motivation and support are more likely to demonstrate engagement and improved performance.

The implication is that library management should strengthen motivational strategies through appropriate incentives, recognition, favourable working conditions, and opportunities for advancement.

Management Communication Practices and Job Performance

The study found that management communication practices significantly influenced job performance (**$R^2 = 0.53, \beta = 0.73, p < 0.05$**). Respondents indicated that clear communication, effective feedback,

accessible communication channels, and timely dissemination of information improve work efficiency and coordination. Conversely, poor communication was identified as having a negative effect on job performance.

This finding agrees with Ocra (2021) and Dhone and Sarwoko (2022), who emphasized the role of effective communication in improving employee productivity and aligning staff activities with organizational objectives. The finding is also consistent with Leadership Theory, which recognizes communication as an important mechanism through which leaders influence employee behaviour and performance.

Professional Development and Job Performance

Professional development emerged as the strongest predictor among the variables examined ($\mathbf{R^2 = 0.58, \beta = 0.76, p < 0.05}$). The findings indicate that workshops, seminars, conferences, and opportunities for further education improve staff skills, productivity, and overall job performance.

The strong agreement that inadequate professional development opportunities can limit staff performance further demonstrates the importance of continuous learning. This finding is consistent with Yashim, Ogbole, and Peter (2022), who identified professional development as an important predictor of job performance, and Kimaro (2022), who emphasized the importance of continuous professional learning in improving employee competence.

The implication is that sustained investment in professional development is necessary to maintain staff competence and ensure that library personnel remain relevant in a rapidly changing information environment.

Conclusion

This study examined the influence of staff management strategies on the job performance of library staff at Federal Polytechnic Bali, Taraba State. The findings demonstrate that effective staff management is an important determinant of employee performance and library service delivery.

The study found that staff management practices such as clear job descriptions, supervision, performance appraisal, delegation of duties, and policies guiding staff conduct are generally practiced in the library. However, staff participation in decision-making received the lowest rating, indicating a need for greater emphasis on participatory management.

The findings further established a significant positive relationship between staff training and job performance. Staff motivation and management communication practices were also found to have significant positive influences on job performance. Among the variables examined, professional development emerged as the strongest predictor of job performance.

The rejection of all four null hypotheses confirms that staff training, motivation, communication practices, and professional development are important factors associated with the job performance of library staff. The findings are consistent with the assumptions of Self-Determination Theory and Leadership Theory, which emphasize the importance of motivation, support, participation, leadership, and employee development in improving performance.

The study therefore concludes that an integrated approach to staff management, incorporating continuous training, effective motivation, open communication, staff participation, and sustained professional development, is essential for improving the job performance of library staff and enhancing the quality of library service delivery.

Recommendations

Based on the findings of the study, the following recommendations are made:

1. Library management should strengthen existing staff management practices by promoting greater staff participation in relevant decision-making processes. Increased involvement of staff in decision-making may enhance commitment, accountability, and job performance.
2. The management of Federal Polytechnic Bali Library should establish regular, structured, and needs-based training programmes, particularly in information and communication technologies and emerging library services. Continuous training should be prioritized to ensure that staffs remain competent and adaptable.
3. The library administration should strengthen motivational strategies through incentives, recognition, promotion opportunities, and improved working conditions. Transparent and equitable reward systems should be maintained to enhance staff morale, commitment, and productivity.
4. Library management should improve communication systems by ensuring clarity, timely dissemination of information, accessible communication channels, and effective feedback mechanisms. Open and interactive communication should be encouraged to enhance coordination and reduce misunderstandings.
5. The institution should provide sustained support for professional development through workshops, seminars, conferences, mentoring, and opportunities for further education. Adequate funding and support mechanisms should be provided to enable library staff to continuously upgrade their skills and improve their job performance.

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