

DEMOCRATIC LEADERSHIP STYLE AND WORK ENVIRONMENT AS PREDICTORS OF PERSONNEL PERFORMANCE IN FEDERAL POLYTECHNIC LIBRARIES IN NORTH-CENTRAL, NIGERIA

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ABSTRACT

This study examined the democratic leadership style and work environment as predictors of personnel performance in federal polytechnic libraries in North-Central, Nigeria. Three research questions guided the study in line with the research objectives. The study adopted descriptive survey research design. The study population comprised one hundred and ninety-four (194) library personnel working in Federal Polytechnic Libraries in North-Central, Nigeria. The study adopted complete enumeration or census method due to the small number of the population. A structured questionnaire was the instrument for data collection. Data were analysed using frequency counts, percentage, mean and standard deviation with criterion mean of 2.50 benchmark. Findings revealed that the level of personnel performance was high, democratic leadership style had a positive influence on personnel performance and work environment had a fairly positive influence on personnel performance in federal polytechnic libraries in North-Central, Nigeria. Based on the findings, the study concluded that democratic leadership style aid to enhance personnel performance and the physical work environment is poor. The study recommended that the management of the polytechnic libraries in North-Central, Nigeria should sustain the democratic leadership style adopted and improve the entire condition of the physical work environment for enhance performance.

Keywords: Democratic leadership style, Federal Polytechnic Libraries, Personnel Performance, Work Environment, Nigeria.

INTRODUCTION

Polytechnic libraries are usually regarded as the heart-beat of academic institutions or kernel of academic excellence charged with the responsibility of providing information services which aid learning, teaching, research and community services to parent institutions. Being one of the key components of any institution, the polytechnic libraries serve two complementary purposes, that is to support the curriculum and research. They are established to meet the

information needs of the institution communities and to enhance effective information services delivery as it relates to their institutional curricula (Omotunde *et al.*, 2023). Meanwhile, for any polytechnic libraries to function effectively, it must harness her human and material resources properly. The human is even more critical in the quest for development, because it is the human component of the library that drives other components of the organisation to arrive at developmental goals. This implies that the performance of personnel cannot be ruled out in any organisation that seeks for quality output (Akinola, 2020).

Personnel performance is how a member of staff fulfils the duties of his/her role, completes required tasks and behaves in the workplace. Measurements of personnel performance are based on quality of work, speed and quantity of work, ability to meet deadlines, communication skills, reliability and problem-solving and teamwork. However, in the task of ensuring good personnel performance in academic tertiary institutions, the quality of leadership styles and work environment provided by the management of the institution cannot be overemphasized. According to Udin (2023), leadership is an individual's ability to influence and inspire others to achieve organisational goals effectively. It is the ability of a person who can influence the behaviour or actions of other people for the purpose of achieving goals and to maximize outcomes in the organisation. Leadership style however is a particular behaviour applied by a leader to motivate and influence his or her followers to achieve the goals of the organisation.

Leadership style is a key determinant of institutional effectiveness. Its importance cannot be overlooked in a library environment. The leadership of a library determines the process of evaluation, planning and also direct the course of action, for example. Aside from the evaluation and planning processes that are a key function of a library head, the competitive nature of society or of information providers has created a rising interest in the leadership style in the library. Opeke and Oyerinde (2019) are of the opinion that, for any organisation to be termed effective, the leadership style adopted by the leader must be liberal and all inclusive. Different types of leadership styles exist in work environments. Each leadership style has both advantages and disadvantages. The leadership styles applied by the head of an organisation determines employees' job satisfaction, retention and consequently, their performances. Wei and Vasudevan (2022) stated that the different leadership styles adopted tend to have different impacts on employee's innovation capability, which in turn affects organizational productivity.

Democratic leadership also known as participative leadership as a style of leadership that involves active participation and decision-making involving subordinates, it also helps in boosting the morale and performance of employees in any organisation. Djunaedi and Gunawan (2018) defined democratic leadership style as an influencing ability for others to be willing to cooperate in achieving the goals that have been set by means of various activities that would be carried out determined jointly between the leadership and subordinates. Consequently, it encourages collaboration, seeks input from others, and takes opinions and suggestions into account. But it is known to slow down the speed of decision making (Udin, 2023).

Work environment can be anything that exists around the employee and can affect how an employee performs his/her duties. Working environment is both an external and internal condition that can influence working spirit and result in finished jobs (Adamu *et al.*, 2023). It is the surrounding in the workplace that comprises of the outside, the inside, tables, cubicles and among others. Work environment is the surrounding conditions where an employee carries out his or her duties in the workplace. It can be in the form of physical conditions such as office equipment, for

example computers, the lightings in the office and temperature. It can also be perceived as work processes and procedures that are used in the organization (Dappa and Onuoha, 2020). For the purpose of this research, the study would focus on democratic leadership style and work environment as predictors of personnel performance in federal polytechnic libraries in North-Central, Nigeria.

STATEMENT OF THE PROBLEM

The success in achieving polytechnic library goals depends largely on its capability to attract and retain competent personnel that would perform their work efficiently and effectively. Many polytechnic librarians generally seem to spend more of their official hours on administrative functions at the detriment of effective supervision and concern for library personnel.

In spite of the importance of personnel performance in achieving organisational goals, it is evident in recent studies that personnel performance is declining in polytechnic libraries in Nigeria as evident by (Dappa and Onuoha, 2020; Iqbal *et al.*, 2021 & Udin, 2023). Researchers' preliminary investigation showed that some personnels' attitude and behaviour towards library services is not encouraging. These include: lateness to work, absence on flimsy excuses, dereliction of official duties for personal engagements, personal interest above library interest as well as high turnover among library personnel. Could these laxities be attributed to poor working environment and leadership style of the polytechnic librarians? To address this research concern, the researchers investigate the democratic leadership style and work environment as predictors of personnel performance in federal polytechnic libraries in North-Central, Nigeria.

OBJECTIVES OF THE STUDY

The objectives were to:

1. determine the level of personnel performance in federal polytechnic libraries in North-Central, Nigeria;
2. ascertain how democratic leadership style influence personnel performance in federal polytechnic libraries in North-Central, Nigeria;
3. determine how work environment influence personnel performance in federal polytechnic libraries in North-Central, Nigeria.

RESEARCH QUESTIONS

The following research questions guided the study:

1. What is the level of personnel performance in federal polytechnic libraries in North-Central, Nigeria?
2. How does democratic leadership style influence personnel performance in federal polytechnic libraries in North-Central, Nigeria?
3. How does work environment influence personnel performance in federal polytechnic libraries in North-Central, Nigeria?

LITERATURE REVIEW

Personnel are all the people who perform the activities of an organisation. Dappa and Onuoha (2020) opined that personnel performance is the accomplishment of works as outlined by the employer to the employee. Democratic leadership is a style of leadership that involves active participation and decision-making involvement of subordinates. Udin (2023) posited that democratic leader encourages collaboration, seeks input from others, and takes their opinions and suggestions into account before making decisions. Democratic leaders foster open and transparent

communication within the organization. They encourage subordinates to express their opinions, concerns, and suggestions. Democratic leaders trust their personnel abilities and provide opportunities for growth and development, which in turn, lead to increased personnel performance and motivation among team members (Tajpour and Razavi, 2023).

Work environment is the surrounding conditions where an employee carries out his or her duties in the workplace. It can be in the form of physical conditions such as office equipment e.g. computers, the lightings in the office environment and temperature. It can also be perceived as work processes and procedures that are used in the organisation. Adamu *et al.* (2023) averred that work environment is the elements that consist of the setting in which employees put effort and work. Generally, it can be called the setting where the employees perform their tasks. Work environment ameliorates productivity, aids retain talent, as well as crucial for the overall mental health of the organization. It adversely directs the methodology of the employee to deliver an assigned task.

Adamu *et al.* (2023) conducted a study to investigate work environment as predictor of personnel productivity in libraries of government science colleges in Niger State, Nigeria. The study was guided by three research questions in line with the objectives. The study adopted descriptive survey research design. The study population comprised 45 personnel in the four selected government science colleges in Niger State. The study adopted complete enumeration or census method due to small number of the population. A close-ended structured questionnaire was the instrument for data collection. Data were analysed using frequency counts, percentages and mean with criterion mean of 2.50 benchmark. Findings of the study revealed that work environment in libraries of government science colleges in Niger State has a negative influence on personnel productivity. Based on the findings, the study showed that the work environment of the schools studied are in bad condition which need total overhauling for better productivity. The study recommended that Niger State Government should carry out a comprehensive rehabilitation of the structures in the schools studied for effective learning, teaching and enhancing productivity.

Yusnita and Irawan (2023) conducted a study to investigate the effect of work environment on performance through job satisfaction in Indonesia. The research was a quantitative research survey approach using questionnaires and path analysis techniques, with 55 respondents from the production employees of PT Namura Teknik Sejahtera. The results of the study showed that the work environment has a direct positive effect on employee performance, job satisfaction has a positive direct effect on performance of employees, the work environment has a positive effect on job satisfaction, and the work environment has a positive indirect effect on employee performance through job satisfaction. The study recommended creation of conducive work environment for employees.

Ajayi (2020) conducted a study to investigate the impact of leadership styles on employee performance and productivity in the oil and gas industry in Nigeria. This study obtained and analysed the perspectives and opinions of Nigeria LNG employees on impact of leadership styles on employee performance. Survey research design was used for the study. Data were collected via a structured questionnaire from a randomly selected 450 respondents who have worked more than 5 years in the company and regression analysis was conducted to analyse the data using SPSS 21. The results of the correlation analysis showed that there is positive and significant relationship between autocratic leadership style and employee work quality ($r=0.772$; $p<0.05$). Also, a positive and significant relationship exists between democratic leadership style and employee efficiency

($r=.896$; $p<0.05$). Furthermore, a positive and significant relationship exists between laissez-faire leadership style and employee effectiveness ($r=.896$; $p<0.05$). Lastly, a positive and significant relationship exists between bureaucratic leadership style and employee motivation ($r=0.772$; $p<0.05$). The study recommended that management should optimise their leadership styles to benefit their organization.

Dappa and Onuoha (2020) conducted a study to investigate work environment and employee performance in selected private business organisations in Rivers state. Descriptive survey research design was adopted for the study. The target population was all the 1,626 employees at Kemnoulli Nigeria Limited, Lolomari & Company Nigeria Limited and Anchor Maric Nigeria Limited. The sample size included a total of 164 employees. The researcher used stratified random sampling technique in selecting the employees. The study used primary data which was collected by the use of semi structured questionnaire. Data was analysed using descriptive statistics that included frequencies, mean scores, standard deviation and percentages. The findings revealed a significant relationship between work environment and employee performance and that work environmental factors that influenced employee performance were supervisor's support factors, social factor and work-life balance factor. The study recommended that private business organisations that wants to experience increase in productivity and quality service need to encourage supervisors to support employees, give adequate attention and support to their social needs and implement work life balance culture so as to enable them improve in their performance.

Ekpenyong (2020) conducted a study to investigate the effect of leadership style on employees' performance at Guaranty Trust Bank of Abuja, Nigeria (GTB). The main research objective was to examine the effect of leadership style (Transformational, Transactional, Autocratic, and Laissez-faire leadership style) on employees' performance. A descriptive survey was used in which 60 questionnaires were collected from 100 questionnaires distributed. Multi-factor Leadership Questionnaire developed by Avolio and Bass (1995) was used to measure leadership style. Data were analysed using descriptive and inferential statistical procedures. Regression analysis and Pearson correlation were used to measure the correlation and the hypothesis of the research. The research findings showed that the transformational leadership style is the most popular leadership style at GTB Abuja, followed by the Transactional Leadership style posited by the respondents. Autocratic and Laissez-faire was the least used leadership style by the managers of GTB Abuja. There was a negative correlation between leadership style and employee performance; both leadership styles (Transformational, Democratic, Transactional, Autocratic, and Laissez-faire) all have a negative effect on employees' performance. The research recommended a further study on broader and bigger capacity to find the effect of leadership style on employees' performance.

METHOD

This study adopted descriptive survey research design. The descriptive survey research design was used because it is a survey type of research that is characterized by population and sample as well as the use of data collection instrument. The study population comprised one hundred and ninety-four (194) library personnel in Federal Polytechnic Libraries in North-Central, Nigeria. The study adopted complete enumeration or census method due to the small number of the population. A close-ended structured questionnaire was the instrument for data collection. Data were analysed using frequency counts, percentage, mean and standard deviation with criterion

mean of 2.50 benchmark. The draft copies of questionnaire were validated by four lecturers in the Department of Library Information Science and two experts from Department of Test and Measurement all from Federal University of Technology, Minna for correctness and appropriateness of the language used, whether it is suitable and appropriate to answer the research questions of the study. The researchers administered 30 copies of the questionnaire to library personnel in Dorben Polytechnic, Bwari, Abuja and Niger State Polytechnic, Zungeru for pilot testing using test re-test method. The overall reliability coefficient was 0.80 indicating that the instrument is reliable and excellent. A total of 194 copies of questionnaire were administered to library personnel and the response rate showed the returned of 187 copies of the questionnaire representing 96.4%.

RESULTS

The level of personnel performance in federal polytechnic libraries in North-Central, Nigeria are presented in Table 1.

Table 1: Level of Personnel Performance on Quality of Work, Speed and Quantity of Work and Ability to Meet Deadline

S/N	STATEMENT	VHL 4	HL 3	LL 2	VLL 1	X	SD	DECISION
Quality of Work								
1.	Leadership styles have a positive impact on quality of my work in the library and this enhances performance.	103 (55.1)	84 (44.9)	0		3.55	0.499	High
2.	Polytechnic librarian that adopts a good leadership style is likely to experience a high level of commitment from me to perform quality work in the library thus enhancing performance.	86 (46)	87 (46.5)	14 (7.5)		3.39	0.623	High
3.	The library working environment is conducive for me to perform quality work and this enhances performance.	18 (9.6)	23 (12.3)	78 (41.7)	68 (36.4)	2.0	0.935	Low
Average Mean Score						2.98	0.686	
Speed and Quantity of Work								
4.	A library head that adopts a bad leadership style is likely to experience a speedy level of commitment from me to perform various works in the library thus enhancing performance.	68 (36.4)	85 (45.5)	33 (17.6)	1 (0.5)	3.18	0.730	High
5.	Effective leadership style plays a crucial role in making me to perform several works within a limited time in the library and this enhances performance.	70 (37.4)	71 (38.0)	39 (20.9)	7 (3.7)	3.09	0.835	High
6.	The working relationship with colleagues is cordial which enables me to perform several works at a time in the library and this enhances performance.	95 (50.8)	78 (41.7)		14 (7.5)	3.36	0.826	High
Average Mean Score						3.21	0.797	
Ability to Meet Deadlines								
7.	Leadership style that exhibit care, concern, and respect for me will enable me to complete my work before the deadline in the library thus enhancing performance.	129 (69.0)	27 (14.4)	27 (14.4)	4 (2.1)	3.50	0.819	High
8.	A library head that adopts a bad leadership style will discourage me from completing my work within the deadline and this enhances performance.	25 (13.4)	26 (13.9)	70 (37.4)	66 (35.3)	2.05	1.015	Low
9.	There is constant electricity power supply in the library working environment that aids me to complete my works before the deadline thus enhancing performance.	5 (2.7)	2 (1.1)	98 (52.4)	82 (43.9)	1.63	0.607	Low
Average Mean Score						2.40	0.814	
Aggregate Mean Score						2.86	0.766	

The data presented in Table 1 was analysed for the level of personnel performance in Federal Polytechnic Libraries in North-Central, Nigeria. The results in Table 1 showed that the level of personnel performance on quality of work and speed and quantity of work was high as the average mean scores were above the benchmark of 2.50 criteria standard. On the other hand, the level of personnel performance on ability to meet deadline is low as the average mean score was below the benchmark of 2.50 criteria standard. Thus, the level of personnel performance on quality of work, speed and quantity of work and ability to meet deadline was high as the aggregate mean score was above the benchmark of 2.50 criteria standard.

Specifically, Table 1 revealed that leadership styles have a positive impact on quality of my work in the library and this enhances performance with a mean score of 3.55 was the highest rated ranked item. While the library working environment is conducive for me to perform quality work and this enhances performance with mean scores of 2.0 was the lowest rated ranked item.

Table 2: Level of Personnel Performance on Communication Skills, Reliability and Problem Solving and Teamwork

S/N	STATEMENT	VHL 4	HL 3	LL 2	VLL 1	X	SD	DECISION
Communication Skills								
10.	Effective communication from leadership enables me to perform my work efficiently in the library and this enhance performance.	89 (47.6)	82 (43.9)	9 (4.8)	7 (3.7)	3.35	0.743	High
11.	Ineffective communication within the colleagues leads me to perform my work efficiently thus enhancing performance.	85 (45.5)	67 (35.8)	27 (14.4)	8 (4.3)	3.22	0.851	High
12.	The channel of communication used in my library is effective and efficient and this enhances performance.	49 (26.2)	87 (46.5)	31 (16.6)	20 (10.7)	2.88	0.920	High
Average Mean Score						3.15	0.838	
Reliability and Problem Solving								
13.	The leadership style in my library is reliable in solving my problems and this enhances performance.	149 (79.7)	26 (13.9)	12 (6.4)		3.73	0.571	High
14.	The leadership style operating in my library is not reliable in solving my problems thus enhancing performance.	19 (10.2)	105 (56.1)	48 (25.7)	15 (8.0)	2.68	0.763	High
15.	The electricity power supply in the library working environment is reliable for hitch free operations and this enhances performance.		30 (16.0)	35 (18.7)	122 (65.2)	1.50	0.792	Low
Average Mean Score						2.64	0.709	
Teamwork								
16.	The leadership style operating in my library encourages teamwork and this enhances performance.	38 (20.3)	133 (71.1)	16 (8.6)		3.12	0.526	High
17.	Teamwork among the library personnel increases productivity thus enhancing performance.	103 (55.1)	63 (33.7)	21 (11.2)		3.44	0.688	High
18.	The conduciveness of the library working environment encourages teamwork among the personnel and this enhances performance.	2 (1.1)		97 (51.9)	88 (47.1)	1.55	0.560	Low
Average Mean Score						2.70	0.591	
Aggregate Mean Score						2.83	0.713	
Key: VHL = Very High Level, HL = High Level, LL = Low Level, VLL = Very Low Level, X = Mean and SD = Standard Deviation								

The data presented in Table 2 was analysed for the level of personnel performance in Federal Polytechnic Libraries in North-Central, Nigeria. The results in Table 2 showed that the level of personnel performance on communication skills, reliability and problem solving and teamwork was high as the aggregate mean score was above the benchmark of 2.50 criteria standard.

Specifically, Table 2 revealed that the leadership style in my library is reliable in solving my problems and this enhances performance with a mean score of 3.73 was the highest rated ranked item. While the electricity power supply in the library working environment is reliable for hitch

free operations and this enhances performance with mean scores of 1.50 was the lowest rated ranked item.

Table 3: Democratic Leadership Style Influence on Personnel Performance of Teamwork and Collaboration, Innovation and Creativity and Decision Making

S/N	STATEMENTS	HPI 4	PI 3	NI 2	LNI 1	\bar{X}	SD	DECISION
Teamwork and Collaboration								
1.	I perform my work better when the leadership encourages team work and cooperation among the staff thus enhancing performance in the library.	62 (33.2)	124 (66.3)	1 (0.5)		3.33	0.481	High
2.	Collaboration between the teams enables dynamic exchange of ideas which leads to improved communication and this enhance my performance in the library.	92 (49.2)	50 (26.7)	45 (24.1)		3.25	0.820	High
3..	I perform better in a collaborative work environment that leads to mutual respect thus enhancing performance in the library.	91 (48.7)	86 (46.0)	10 (5.3)		3.43	0.595	High
Average Mean Score						3.34	0.632	
Innovation and Creativity								
4.	I am motivated to work better when the leadership encourages the use of innovation and creativity in the implementation of task and this enhance performance in the library.	85 (45.5)	67 (35.8)	33 (17.6)	2 (1.1)	3.26	0.782	High
5.	I perform my work better when the leadership gives me the opportunity to develop my initiatives and creative power thus enhancing performance in the library.	70 (37.4)	94 (50.3)	16 (8.6)	7 (3.7)	3.21	0.753	High
6.	I perform better in a work environment where there is freedom, openness and space for free flow of ideas and this enhance performance in the library.	92 (49.2)	83 (44.4)	10 (5.3)	2 (1.1)	3.42	0.645	High
Average Mean Score						3.30	0.727	
Decision Making								
7.	I perform my work better when the leadership involve me in decision making or problem solving thus enhancing performance in the library.	89 (47.6)	77 (41.2)	12 (6.4)	9 (4.8)	3.32	0.798	High
8.	I perform better when the leadership is willing to accept my opinions and suggestions and this enhance performance in the library.	75 (40.1)	93 (49.7)	12 (6.4)	7 (3.7)	3.26	0.741	High
9.	I perform better in a work environment where criticisms are welcome thus enhancing performance in the library.	50 (26.7)	90 (48.1)	47 (25.1)		3.02	0.722	High
Average Mean Score						3.20	0.754	

The data presented in Table 3 was analysed for the democratic leadership style influence on personnel performance in Federal Polytechnic Libraries in North-Central, Nigeria. The results in Table 3 showed that the democratic leadership style influence on personnel performance of teamwork and collaboration, innovation and creativity and decision making was high as the aggregate mean score was above the benchmark of 2.50 criteria standard.

Specifically, Table 3 revealed that the leadership style in my library is reliable in solving my problems and this enhances performance with a mean score of 3.73 was the highest rated ranked item. While the electricity power supply in the library working environment is reliable for hitch free operations and this enhances performance with mean scores of 1.50 was the lowest rated ranked item.

Table 4: Democratic leadership style influence on personnel performance of involvement and consultation

S/N	STATEMENTS	HPI 4	PI 3	NI 2	LNI 1	X	SD	DECISION
Involvement								
10.	I perform my work better when the leadership involve me in the implementation processes and this enhance performance in the library.	81 (43.3)	59 (31.6)	40 (21.4)	7 (3.7)	3.14	0.883	High
11.	I perform better when the leadership put the staff interest first thus enhancing performance in the library.	61(32 .6)	77 (41.2)	42 (22.5)	7 (3.7)	3.03	0.839	High
12.	I perform better when the leadership is always willing to assist me on personal and official issues and this enhance performance in the library.	73 (39.0)	88 (47.1)	19 (10.2)	7 (3.7)	3.21	0.774	High
Average Mean Score						3.13	0.832	
Consultation								
13.	I perform my work better when the leadership consult with me before taking disciplinary action on defaulted staff thus enhancing performance in the library.	64 (34.2)	66 (33.5 3)	50 (26.7)	7 (3.7)	3.00	0.874	High
14.	I perform better when the leadership consult me on new development and this enhance performance in the library.	70 (37.4)	81 (43.3)	36 (19.3)		3.18	0.733	High
15.	I perform better when the leadership consult with me in solving problems thus enhancing performance in the library.	76 (40.6)	66 (35.3)	38 (20.3)	7 (3.7)	3.13	0.864	High
Average Mean Score						3.10	0.824	
Aggregate Mean Score						3.21	0.754	

Key 1: HPI = High Positive Influence; PI = Positive Influence; NI = Negative Influence; LNI = Low Negative Influence; X = Mean and SD = Standard Deviation

The data presented in Table 4 was analysed for the democratic leadership style influence on personnel performance in Federal Polytechnic Libraries in North-Central, Nigeria. The results in Table 4 showed that the democratic leadership style influence on personnel performance of

involvement and consultation was high as the aggregate mean score was above the benchmark of 2.50 criteria standard.

Specifically, Table 4 revealed that I perform better when the leadership is always willing to assist me on personal and official issues and this enhance performance in the library with a mean score of 3.21 was the highest rated ranked item. While I perform my work better when the leadership consult with me before taking disciplinary action on defaulted staff thus enhancing performance in the library with mean score of 3.0 was the lowest rated ranked item.

Table 5: Work Environment influence on personnel performance

S/N	STATEMENTS	HPI 4	PI 3	NI 2	LNI 1	X	SD	DECISION
Physical Work Environment								
1.	The office space and furniture configurations in the library are adequate thus enhancing my performance.	10 (5.3)	48 (25.7)	129 (69.0)		2.36	0.583	Low
2.	The lighting and air conditioning system in the library is good and this enhance my performance.	10 (5.3)	27 (14.4)	92 (49.2)	58 (31.0)	1.94	0.706	Low
3.	The temperature of the weather condition and ventilation system of the library environment is good and thus enhancing my performance.	16 (8.6)	39 (20.9)	117 (62.6)	15 (8.02)	2.30	0.764	Low
4.	There is always internet access in the library and this enhance my performance.	11 (5.8)	20 (10.7)	64 (34.2)	92 (49.2)	1.73	0.692	Low
Average Mean Score						2.08	0.686	
Behavioural Work Environment								
5.	The working relationship between the polytechnic library management and personnel is cordial thus enhancing my performance.	86 (46.0)	24 (12.8)	77 (41.2)		3.33	0.693	High
6.	The working relationship within the personnel is cordial thus enhancing my performance in the library.	71 (38.0)	73 (39.0)	22 (11.8)	21 (11.2)	3.04	0.975	High
7.	The polytechnic library working hours is adequate for personnel to carried out daily routine work and this enhance my performance.	31 (16.6)	95 (50.8)	55 (29.4)	6 (3.2)	2.81	0.744	High
8.	The security and safety of the library work is guarantee thus enhancing my performance.	79 (42.2)	41 (21.9)	48 (25.7)	19 (10.2)	2.96	1.044	High
Average Mean Score						3.04	0.864	
Aggregate Mean Score						2.56	0.775	

Key 1: HPI = High Positive Influence; PI = Positive Influence; NI = Negative Influence; LNI = Low Negative Influence; X = Mean and SD = Standard Deviation

The data presented in Table 5 was analysed for the work environment influence on personnel performance in Federal Polytechnic Libraries in North-Central, Nigeria. The results in Table 5 showed that the behavioural work environment was high as the average mean score was above the benchmark of 2.50 criteria standard. On the other hand, the physical work environment was low as the average mean score was below the benchmark of 2.50.

Specifically, Table 5 revealed that the working relationship between the polytechnic library management and personnel is cordial thus enhancing my performance with a mean score of 3.33 was the highest rated ranked item. While there is always internet access in the library and this enhance my performance with a mean score of 1.73 was the lowest rated ranked item.

DISCUSSION OF FINDINGS

Research question one sought to find out the level of personnel performance in federal polytechnic libraries in North-Central, Nigeria. Findings revealed that there is a high level of personnel performance in federal polytechnic libraries in North-Central, Nigeria. This implies that personnel were fully satisfied with factors put in place for them to effectively perform their task in the federal polytechnic libraries in North-Central, Nigeria. This finding is in line with the findings of Dappa and Onuoha (2020) that personnel performance is the accomplishment of works as outlined by the employer to the employee or the actions by employees that contribute to the organisational goals, and these actions must be under the control of the employees. This finding does not corroborate the finding of Ekpenyong (2020) that the level of personnel performance in Guaranty Trust Bank of Abuja, Nigeria is low. However, personnel performance depends on the willingness and also the openness of the employees itself on doing their job. By having this willingness and openness of the employees in doing their job, it could increase the employees' productivity which also leads to the performance. To have a standard performance, employers have to get the employees task to be done on track as to achieve the organization goal or target. By having the job done on track, employers could be able to monitor their employees and help them to improve their performance.

Research question two sought to find out the democratic leadership style influence on personnel performance in federal polytechnic libraries in North-Central, Nigeria. Findings revealed that democratic leadership style in federal polytechnic libraries in North-Central, Nigeria has a positive influence on personnel performance. This finding corroborate the findings of Udin (2023) and Ajayi (2020) that democratic leadership style is one of the leadership styles that positively contribute to employee performance in Indonesia and showed a positive influence on employee performance in the oil and gas industry in Nigeria. However, Liggett (2020) averred that democratic leadership promotes collaboration and teamwork. The leader facilitates and encourages cooperation among team members, allowing them to work together to achieve common goals (Hilton *et al.*, 2021). This approach can enhance creativity, problem-solving, and overall personnel performance.

Research question three sought to find out the work environment influence on personnel performance in federal polytechnic libraries in North-Central, Nigeria. Findings revealed that work environment in federal polytechnic libraries in North-Central, Nigeria has a fairly positive influence on personnel performance. This finding corroborate the findings of Yusnita and Irawan (2023) that the work environment has a direct positive effect on employee performance in Indonesia. On the other hand, this finding does not corroborate the findings of Adamu *et al.* (2023) that that work environment in libraries of government science colleges in Niger State has a negative influence on personnel productivity. However, it has been observed that work environment is an essential element of job performance. It affects the course of action of the workers. Workplace environment ameliorates productivity, aids retain talent, as well as crucial for the overall mental health of the organization. It adversely directs the methodology of the employee to deliver an assigned task.

CONCLUSION

Based on the findings, the level of personnel performance was high and democratic leadership style influence was positive. Thus, the study concluded that the physical work environment in federal polytechnic libraries in North-Central, Nigeria was low.

RECOMMENDATIONS

Based on the findings, the following recommendations were made:

1. Management of Federal Polytechnic Libraries in North-Central, Nigeria should provide alternative electric power supply for hitch free operations and enhancing performance.
2. Management of Federal Polytechnic Libraries in North-Central, Nigeria should sustain the democratic leadership style adopted for enhance performance.
3. Management of Federal Polytechnic Libraries in North-Central, Nigeria should improve the entire condition of the physical work environment for enhance performance.

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