Effects of career progression, work motivation and leadership styles on job satisfaction of library personnel in the Federal Civil Service of Nigeria

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The study examines effects of career progression, work motivation and leadership styles on job satisfaction of library personnel in the Federal Civil Service of Nigeria. Total enumeration technique together with questionnaire was used to collect data from 450 library personnel in the Federal Civil Service in Nigeria, out of which 426 responded. The copies of the questionnaire were found usable for analysis given a response rate of 94.67%.The study found that there were significant relationships between career progression, work motivation, leadership styles and job satisfaction of the respondents. It is therefore recommended that the government and federal civil service administrators should give due attention to leadership styles, work motivation and career progression in order to improve job satisfaction of the library personnel in their employment.

Key words: Career progression, work motivation, leadership styles, job satisfaction, library personnel

INTRODUCTION

The Federal Civil Service is an arm of the public service which consists of federal ministries and extra- ministerial departments. It is an offshoot of the British civil service that enjoys continuity of existence. Section 318 of the constitution of the Federal Republic of Nigeria 1999 and 2010 as amended defined civil service of the federation as "service in a civil capacity as staff of the office of the president, the vice president, a ministry or department of the government of federation assigned with the responsibility of any business of the government of the federation".

Williams (1997) stated the functions of the Federal Civil Service as contained in the Federal Civil Service handbook as:

I) assisting government in the formulation and implementation of public policies and programmes;
II). data collection, storage and input to public policy formulation;
III). provision of continuity in public policy formulation and implementation on both the short and long term bases for the good of the nation irrespective of the political party;
IV) maintenance and operation of an efficient and effective administrative machinery for the day to day discharge of government functions;
V) preparation and implementation of the annual estimates of the government;
VI). collection of government revenue and control of government expenditure to ensure the judicious

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appropriation of public funds;

VII) maintenance and operation of an efficient and effective personnel management system covering all personnel in government service;

VIII) assisting government in the promotion of notional unity and integration;

IX) provision of efficient and effective social services to the citizens of Nigeria;

X) to play leadership role within the service and in the community;

XI) to refrain from taking credit for any measure taken by the minister of government;

XII) to observe absolute silence and be discreet as to what takes place in the office since responsibility for policy rests upon the minister and civil servants; and

XIII) to maintain impartiality and neutrality in the discharge of official responsibilities.

The functions of the library personnel as contained in the official schemes of service of the Federal Civil Service 2000 include selective dissemination of information, classifying and cataloguing of library books and materials, giving routine service to readers including simple reference and information. Others include supervision and maintaining library stocks, taking charge of circulation of periodicals and other publications, indexing of periodicals, compiling bibliographies and reading lists.

Library personnel also perform functions such as co-ordination of the administrative and professional activities of library services, working on the selection, evaluation, acquisition and organization of books and other library materials, supervising activities in ministry's libraries and information centres. They are also responsible for the publication of news-letters and annual reports, and giving professional advice on library matters.

As libraries in the Federal Civil Service grow in size with the attendant information services, challenges in information network through computerization and now digitization are bringing new dimensions into information services. These have raised questions on factors bearing on career progression, leadership styles and work motivation on the job satisfaction of library personnel in order to meet up these challenges. Appleby (1982) stated that one element of importance in job satisfaction is that workers in an establishment undertaking derive satisfaction from their work. A worker's attitude to his or her work depends a lot on the formal social organization. In view of this, the burden of job satisfaction of librarians and other library personnel in the Federal Civil Service has become prominent and relevant in the efficient and effective discharge of duties.

Motivation is closely related to job satisfaction. Khanka (2006) explained that motivation originally comes from the Latin root word *movere*, which means "to move". He further expressed that it is derived from the word "motive" and motive may be defined as an inner state of our mind

that activates and directs our behaviour.

In view of this explanation, Khanka defined motivation as one's willingness to exert efforts toward the accomplishment of his or her goal. He stated further that motivation is a process or cycle aimed at accomplishing some goals. The basic elements included in the process are motives, goals and behaviour. Motives provide an activating thrust toward reaching a goal. Motives are directed towards goals while behaviour is a series of activities to be undertaken and is directed to achieve a goal.

Library personnel like other workers in organizations will want to have desire for social status and this is linked with the need for self fulfillment. Factors about the job which will meet this need are those which will challenge their abilities, stretch them in achieving aspirations and place them in a position of responsibility in the eyes of their colleagues and neighbours.

Peppitt (2004) advocated robust recruitment procedures as a first step in motivation. He explained that if wrong people are recruited for the role of organizations, it will be very hard to motivate them. He also contended that induction, training and development are very important factors in determining how long an employee remains with an organization and his or her degree of motivation. Apart from this, he added that employees are motivated by a combination of salary and benefits that should be tailored to individual needs and that it is hard to be motivated if you spend too much time at or give too much commitment to work. Employees need to allow time for other interests outside the office.

The career progression of officers in the Federal Civil Service starts from the entry point as prescribed in the scheme of service with responsibilities attached. Deconzo and Robbins (2000) explained career as a sequence of positions occupied by a person during the course of a lifetime. Utilizing this submission, they argued that any work paid or unpaid, pursued over an extended period of time can constitute a career. In addition to formal job work, it many include school, work home making or volunteer work. The duo stated that career progression focuses on assisting individuals to identify their major career goals. Therefore, dedicating oneself to career choices that are unattainable leads to frustration (Issa and Nwalo, 2006).

In the Federal Civil Service, the career progression of librarians terminates at grade level 17 (directorate post). The prospect of attaining the peak of career as a permanent secretary is low since no departmental responsibilities are assigned to a director in the schedule of duties as contained in the scheme of service for use in the civil service of the Federation of Nigeria (2000).

In accordance with the schemes of service, career progression is different from one cadre to another depending on the qualifications. Accordingly, career progression of librarians starts from grade level 08 and terminates on grade level 17. The prospect of this career

progression to the directorate level is facilitated by qualification of first degree in library studies, confirmation of appointment, training, success in promotion examinations and availability of vacancies.

The scheme of service also provides for the career progression of library officers which commences from grade level 06 and terminates at grade level 14. The suitability of the officers in the career progression equally depends on minimum qualification of diploma certificate in library studies, confirmation of appointment, training, promotion, and availability of vacancies. However, these officers are not giving the space to function well in their careers.

Career progression in the Federal Civil Service also depends upon the assumption of leadership and the exercise of leadership styles in the management of information resources.

Attainment of leadership positions is influenced by the bureaucracy that has characterized the Federal Civil Service. Leadership has been studied and researched for a number of years, resulting in numerous theories, models and no universally accepted theoretical framework has yet been developed (Kazmi, 2006). Despite this, he noted that the role of leadership is significant for success of civil service administration and that it has been observed that leadership plays a critical role in the failure and success of an establishment. This has made it the focus of activity through which the goals and objectives of the organization are accomplished.

The effectiveness of a leader depends on the leadership style that is adopted in a given situation. Evans and Ward (2007) noted that leadership style can be culturally dependent, ranging from autocratic to the quasi-autocratic, democratic or participative. The way leaders manage employees will vary slightly from individual to individual and those leadership styles can be categorized as autocratic, democratic and paternalistic (Marcouse, 2005).

The use of leadership styles at the various leadership levels (units, sections, branches, departments) in federal ministries and departments is generally noted to be bureaucratic with an element of democratic, autocratic or hands-off decision-making, depending on the individual. The autocratic leader takes a decision and imposes it on the staff. Issues that concern staff matters, equipment and welfare of library personnel are based on personal discretion and rigid application of rules and regulations. Experience has shown that autocratic style of leadership always widens the communication gap and sometimes creates suspicion between the leaders and staff. The democratic leader embarks on consultations and discussions at meetings before arriving at decisions.

He or she involves staff in the decision making process and actively supports staff in attaining career goals. The hands-off leader is inactive in taking decision-making whilst important staff matters and welfare are treated with a nonchalant attitude to the detriment of job satisfaction.

The bureaucratic style of leadership is hierarchical in nature and relies heavily on the applications of rules and regulations for orderliness and excessive red tape. Authority here is from top to bottom while communication is both from bottom to top and top to bottom. There is always room for redress with a bureaucratic style of leadership. In view of the aforementioned, there could be no dichotomy between the job satisfaction of library personnel in ministries and extra- ministerial departments and the concepts of career progression, leadership styles and motivation on their jobs.

Objectives of the study

The specific objectives of this study are to:

1. determine the level of job satisfaction of library personnel in Federal Ministries, and extra-ministerial departments
2. investigate the effects of promotion, status, recognition, qualifications, and training as indicators in career progression of library personnel on job satisfaction in the Federal Civil Service.
3. investigate the effects of leadership styles on job satisfaction of library personnel in the Federal Civil Service
4. ascertain the effects of motivation on job satisfaction of library personnel in the Federal Civil Service
5. establish if career progression, work motivation, and leadership styles have a combined effect on job satisfaction of the library personnel in the Federal Civil Service,
6. Ascertain the relative effects of career progression, work motivation, and leadership styles on job satisfaction of library personnel in the Federal Civil Service of Nigeria.

Hypotheses

The following hypotheses were formulated and tested at α =0.05 level of significance;

(i) There is no significant relationship between career progression and job satisfaction of library personnel in ministries, and extra- ministerial departments in the Federal Civil Service.
(ii) There is no significant relationship between motivation and job satisfaction of library personnel in ministries and extra-ministerial departments of the Federal Civil Service
(iii) There is no significant relationship between leadership styles and job satisfaction of library personnel in ministries and extra-ministerial departments of the Federal Civil Service
(iv) There are no significant joint effects of career progression, work motivation, and leadership styles on job satisfaction of library personnel in the Federal Civil

Service.

LITERATURE REVIEW

The Federal Civil Service is uniquely placed as the engine of government in Nigeria. The core vision of the Federal Civil Service as stated by Oransanye (2009) is the implementation of government policies and program-mes for rapid and sustainable development. The Federal Civil Service supports the Government and the machi-nery of state through which the government realizes its aims and fulfills its obligations.

The concept and practice of a career service is one of the major characteristics of the Federal Civil Service. Ajila (1989) explained that career service protects the continuity and performance principles on which the Federal Civil Service is based. He further expressed that this has made the Federal Civil Service a virile and stable establishment that guarantees workers job satisfaction.

Stoner (1992) recalled that Driver (1982) in his career concepts suggested that careers can be looked at in terms of broad themes or patterns that emerged over time. He expressed that the perspectives are concerned with how individual's abilities, interests, and desires influence their subsequent career patterns. According to him, the four basic career patterns are linear, steady-state, spiral and transitory. In his explanation, the linear career concept is where individual chooses a field early in life, develops a plan for upward movement on the field and executes it. Further, individual with linear career concept is motivated by the need for achievement according to established rules. Also, in his view, the steady state career concept is where a person selects a job or field early in life and stays with it.

However, the person may continue to improve professional skills and seek a higher income; he does not attempt to move up in the organization hierarchy. According to Stoner opinion, a spiral career concept is motivated by the desire for personal growth. It enables an individual take up a new job or move to a new field, work hard and frequently move up in status and rank. The last career concept he notes is the transitory career which drifts with no particular pattern from one job to another. The individual does not choose a particular field, but occasionally and temporarily moves up in the organization because of the need for independence and perhaps from the fear of commitment. In the overview of these four career concepts as recalled by Stoner, only linear career concept and spiral career concept are relevant and applicable to staff of the Federal Civil Service.

One of the many challenges of an employee in a reputable establishment like the Federal Civil Service is career progression. Kaine (2010) expressed that career progression is an organized approach used to match employee's goals with the business needs of the

establishment in support of workforce development initiatives. In this process, he said that the purpose of career progression is to enhance each employee's job satisfaction, enabling individuals to take advantage of future job opportunities and fulfill the establishment's goals for a dynamic and effective workforce.

Ronda and Kusy (1995) observed that there is increasing rate of change in organisations and in the knowledge and skills necessary to carry out jobs, hence, there is a need for individual career progression that will match rapid growth in knowledge and change in work place environment.

In his submission on career progression in Federal Ministries and Departments, Ogbuagu (1990) concluded that the increasing desire for an efficient, effective, responsive and responsible civil service in Nigeria has led many scholars and practitioners to reflect on the need for a meaningful career service for the country. This, in particular, when it is considered that the Nigerian Federal Civil Service has emerged over time as an important, or most appropriate body for the implementation of government policies.

The importance of career progression in an esta-blishment cannot be underestimated. Donaldson (2010) explained that lack of career progression is the main reason people decide to change jobs, and there is always lack of new challenges which in turn bring job dissatisfaction. Mayo (2008) stated that if an employee approaches work as a career, he will be interested in advancement. He explained that the employee will equally want to climb the career ladder as far as possible or be among the most highly regarded professionals in his field. Apart from this, he will be motivated by the status prestige and power that come with job.

Lingham (2008) pointed out that the essence of career progression is to develop and prepare people for higher responsibilities. It will also assist them to identify various roles they could undertake and skills they may need to develop in order to do justice to their new roles within the organization. Apart from this, he stated that employee career progression helps in gaining a level of freedom that provides security, satisfaction and importantly, a sense of professional fulfillment. He further stressed that one of the major causes of frustration and job dissatisfaction is absence of career progression.

In the Federal Civil Service, the career progression of librarians terminates at the directorate level of grade level 17 which is the post of a director. The prospect of attaining the peak of career as permanent secretary is extremely low when compared with their colleagues in the administrative cadre. In the same vein, the career progression of a library officer begins from grade level 06 and terminates at grade level 14 as chief library officer.

The ladder of career progression of library personnel in the Federal Civil Service is the legitimate way of leadership attainment. Luthans and Doh (2009) expres-sed that leadership is the process of influencing people

to direct their efforts towards the achievement of some particular goal or goals. It is the art or process of influencing people so that they will work willingly and enthusiastically towards the achievement of group goals.

Heresy and Blanchard (1988) viewed leadership as a process of influencing the activities of an individual or a group of efforts toward goal achievement in a given situation. In essence, leadership involves accomplishing goals with or through people. The person who successfully marshals human efforts to achieve particular ends is a leader.

Jago (1982) explained that leaders carry out tasks and accomplish goals by applying their leadership knowledge and skills. He referred to this as process leadership. However, he noted that there are traits that can influence actions which he called trait leadership. He further submitted that while leadership is learned, the skills and knowledge possessed by the leader can be influenced by his or her attributes or (traits) such as beliefs, values, ethics and character. He strongly believes that knowledge and skills will contribute directly to the process of leadership, while the other attributes give the leader certain characteristics that make him or her unique. Leadership refers to that kind of direction which a person can give to a group of people under him, in such a way that the group will accomplish its objectives with the most prudent and economic use of all the resources at the disposal of the group.

Omolayole (1983) contended that such leadership is very much needed in business and government. He argued that effective managerial leadership is more of development of skills and attitudes than an exercise of just innate abilities. In this regard, he identified four major principles involved in leadership as the characteristics of the leader. These include the needs and responses of the followership, the nature of the organization including aims, objectives; tasks, and the external environment of economic, social and political milieu.

The leadership challenge is about how leaders mobilize others to want to get extraordinary things done in organizations (Konzes JM, Posne, 2002). It is about the practices leaders use to transform values into actions, visions in to realities, obstacles in to innovations, separateness in to solidarity, and risks in to rewards. It is about the type of leadership that creates the right workplace climate in which, through his influence, people turn challenging opportunities into remarkable successes.

Iguisi (2009) stated that the following authors are eminent in the field of research into leadership theory: Rensis Likert (1967); Professor Fred Fildler (1967); Robert Blake and Jane Mouton (1964). Iguisi specifically focused attention on Likert four leadership styles. The leadership styles include exploitative-authoritative, paternalistic-authoritative, consultative and participative. The exploitative-authoritative leadership style has no confidence and trust in subordinates. It relies on centralized decision- making from the top. Subordinates are not involved in any important decision- making while downward communication is the main means of transmitting information within the organization. The paternalistic-authoritative style is a product of master-servant relationship between superior and subordinates. In this relationship, leaders express a condescending confidence and trust towards subordinates and this may develop into informal organization that does not always oppose the formal organizational goals. In the consultative leadership style, even though leaders have substantial but not absolute amount of confidence of subordinates, they still prefer to maintain control over most decisions. The informal organization that usually develops within the formal organisation may have an ambivalent attitude towards the formal organization goal. The participative leadership style from the other three styles and control is decentralised throughout the organizational hierarchy. There is a greater overlap between formal and informal organisation which makes them one and the same.

Evans and Ward (2007) stated that leadership styles can be culturally dependent, ranging from autocratic to the quasi-autocratic, democratic or participative. Marcouse (2005) expressed that the way a leader manages employees will vary slightly from individual to individual and that leadership styles can be categorized under autocratic, democratic and paternalistic. He explained that autocratic leaders are authoritarian and tell employees what to do and disregard much of what workers themselves have to say.

Democratic managers, by comparison, according to Marcouse, like to involve their workers in decision-making. They always listen to employee's ideas and ensure that people contribute to any discussion. Communication is seen as a two-way approach. Accordingly, the delegation of authority under democratic leadership can be approached either by management by objectives (MBO) or laissez-faire (hands-off). Marcouse identified his third leadership style as paternalistic in which a leader is interested in the views of the employees, their social needs and how they feel in the organization.

Other leadership styles which have been discussed by theorists include transformational and transactional leadership styles. Hicks (1999) explained that transformational leaders have the ability to recognize the needs, aspirations, and values of their followers, the skill to conceive and articulate strategies and goals that will predispose the followers to exert their best efforts. Transformational leaders must also be able to read situational factors, such as the prevailing organizational culture in order to determine what is possible and when the time is right to attempt changes in the outlook of individuals or organizations.

Goleman et al. (2004) described six leadership styles that have different effects on the emotions of workers in organisations. According to them, these are styles that any leader can use and a good mix that is customized to

the situation is generally the most effective approach.

The first of these styles is the visionary leadership style. This type of leadership style moves people towards a shared organisational goal and guide them in achieving the goal. This enables the subordinates to share information openly which gives them confidence in their leader. This style is at its best when a new direction is needed.

The second style is the coaching leadership style. This style connects wants to organisational goals, holding long conversations that reach beyond the workplace, helping people find strengths and weaknesses which they can link to career aspirations and actions. Leaders using this style are good at delegating challenging assignments. They are faithful to their subordinates and this leads to high level of loyalty. The leadership style is best used when individuals need to build long term capabilities.

The third style of affiliative leadership creates people, connections and harmony within the organisation. It is a collaborative style, which focuses on emotional needs and used alongside, visionary leadership. It is best used for healing rifts and getting through stressful situations.

The democratic leadership is the fourth style which sets out to value input and commitment and encourages both participation and feedback (whether positive or negative) from subordinates.

The fifth is the pace-setting leadership style which builds challenges and exciting goals for people, expecting excellence and often exemplifying it themselves. The leadership adopting this style tends to be low on guidance, expecting people to know what to do. This style is best used for results from a motivated and competent team. The sixth style is the commanding leadership which is autocratic in nature. It has powerful stance, commanding and expecting full compliance.

Sabnett and Ross (2007) submitted that leadership styles are important for effectiveness of services and that directors should possess leadership skills to appropriately lead and manage their departments. Therefore, the two scholars expressed their interest in Bolman and Deal leadership styles which note that leaders view organizational experiences according to leadership styles or frames. They define their four frames of leadership as structural human resources, political, and symbolic. The structural leaders define clear goals, assign specific roles for their constituents, and co-ordinate specific activities within specific policies, procedures, and chains of command.

The structural leader tries to align the internal process of the organization to the external environment while dealing with organizational dilemmas. Also, the human resources frame focuses on needs of people while leaders working the human resources frame value the feelings and relationships of people. The assumption is that the organization must meet basic human needs through facilitation and empowerment.

The political frame under Bolman and Deal leadership styles focuses on individual and group interests. Political leaders build power bases through networking and negotiating compromises. The symbolic leader develops symbols and culture to shape human behaviour and reflects a shared mission and identity for the organization. Leaders working in the symbolic frame instill enthusiasm, a sense of charisma, and drama to the organization.

Enen (2008) pointed out that a leader is at liberty to choose his style of leadership from the several propounded theoretical styles including autocratic, participatory, paternalistic, laissez-faire, etc. He however noted that autocratic style is probably the worst choice a leader can make.

In Federal Civil Service libraries, leaders at any level of hierarchy are either promoted or appointed to their positions of leadership. The functions of leadership assigned to an individual cannot be abnegated or eliminated. Though, delegation of certain leadership functions might occur, the end responsibility for the duration of an establishment at a lower level of a group of employees, still rests with the one to whom the leadership role is assigned. Even though, Stucart and Fastlick (1977) submitted that most leaders have adopted the middle of the two extremes of autocratic and democratic leadership styles, the opinion of this researcher is that of all the leadership styles analysed in this study, participative or democratic leadership style is good in the sense that the leader seeks the advice and counsel of associates before taking decision in light of that advice.

Motivation is an essential element in the management of human resource in an organisation. Robbins (2000) defined motivation as the willingness to exert high levels of effort toward organisational goals, based on ability to satisfy individual needs. In the views of Luthans (1995), motivation is a process that starts with a physiological or psychological deficiency or need that activates behaviour or a drive that is aimed at a goal or incentive.

Lee and Lawrence (1991) also agreed that motivation is the study of the driving forces which help to explain the individual's behaviour in the organisation. They contended that pioneers of early management school of thought like Frederick Taylor (1856-1915) and Henry (1841-1925) have tended to focus primarily on money, job design, discipline and supervision at the most important influences on workers efforts.

They explained further that neither Taylor nor Fayol present a detailed theory of motivation and this scientific and structuralist approach to management of human beings in workplace engaged the attention of proponents of the human relations school in management that emerged thereafter.

Lee and Lawrence (1991) stated that Elton Mayo was among early human relation writers who saw the significance of motivation as a field of study. In the Hawthorne experiment study by Elton Mayo (1880-1949), the focus

is on 'Humanization' of organizations and the assumptions about human nature is that,

1. social needs are the prime and motivator of human behaviour and interpersonal relationships which in turn is the prime shaper of a sense of identity;
2. as a result of the mechanization entailed in the industrial revolution, work has lost much of its intrinsic meaning, which now must be sought in social/relationship on the job;
3. employees are more responsive to the social forces of the peer group than to the incentives and controls of management; and
4. employees are responsive to management to the extent that a supervisor can meet a subordinate's needs for belonging, for acceptance, and for a sense of identity.

Powell (1988) pointed out that several conceptual schemes have been proposed for the kinds of motives that people have and how the motives interact. He stated that in one of the most popular schemes, Abraham Maslow, a member of the human relations school, proposed that individuals have a hierarchy of needs, with successively higher order needs motivating individuals once lower-order needs have been satisfied. The needs in Maslow's hierarchy range from physiological needs of the lower end to safety, social, ego and then self actualization needs at the higher end.

Kohn (1977) noted that a somewhat different view of human motivation has been offered by Frederick Herzberg in his "two factor theory" or motivation hygiene" theory.

There are numerous theories about motivation and the kind of theory in which a manager believes influences his approach to management of human being in an organization. Olagunju (1998) noted that there are various directed theories which explain motivation. Locke (1976) goal setting, Humble (1970) management by objectives, and Vroom (1964) expectancy theory suggest the following ideas for a practical attitudinal drive towards work;

(a) that the organization must provide rewards for employees in terms of money, fringe benefits, interesting work and security,
(b) there must be a relation between variations in performance and reward,
(c) the organization must make clear what the relationship is between effort, performance and reward,
(d) the organization must be free to vary the size of rewards sufficiently to encourage people to work harder.
Library personnel in libraries of ministries and extra-ministerial departments of the Federal Civil Service render information services to their clientele. Motivational factors, as founded by theorists in the human relations school, no doubt will be a driving force behind their behaviour in the process of discharging their duties.

Job satisfaction is an individual's general attitude about his or her job (Rue and Byars, 1995). The two authorities explained that job satisfaction is the individual's mental set about the job. This mental set may be positive or negative, depending on the individual's mental set concerning the major components of job satisfaction. They agreed on five major components of job satisfaction which are attitude towards the work group, general working conditions, attitude towards the establishment, monetary benefits and attitudes towards supervision. Other major components that should be added to these five components are the individual attitude towards the work itself and life in general, individual's health, age, level of achievement, social status, recognition and training. All these have influence on job satisfaction.

Kaya (1995) explained that job satisfaction is one of the criteria of establishing a healthy organizational environment in an establishment. Individuals want to maintain status, and authority by giving their capabilities such as knowledge, ability, education, health, etc to their jobs given the amount of time an individual gives to the workplace. The individuals who cannot meet their expectations with regard to their jobs become dissatisfied.

Job satisfaction can be an important indicator of how employees feel about their jobs and a predictor of work behaviours as members of the organization (Organ and Ryan, 1995). Gannon (1979) expressed that job satisfaction is an important aspect of motivation. He added that as the overall level of job satisfaction increases, absenteeism and turnover significantly decline.

For Mason (2011), who studied job satisfaction in librarians, the scope (which included professionals and paraprofessionals) critically examined the effect of computerization on job satisfaction. In the study, job satisfaction was measured by job security, social interaction and perceived level of health in connection with computerization. However, he discovered that the negative effect on job satisfaction stemmed from an inability to move up the job ladder and problems from health issue being blamed on the work place environment.

Job satisfaction of library personnel is essential in the information delivery system of the Federal Civil Service as this will affect the quality of the service they render. In this respect, the question of how the material and moral elements affect the job satisfaction of library personnel continues to gain ground. Consequently, Alao (1997) pointed out that if the idea of the job satisfaction as a multidimensional phenomenon implies that a satisfied worker is not necessarily satisfied with all aspects of his job, then, the influence of certain variables on his overall job satisfaction could differ from his satisfaction with individual aspects of his job.

METHODOLOGY

The research design adopted in this study is the correlational type of research. The population of study consisted of librarians and library officers in all federal ministries and extra-ministerial departments. Therefore all population was selected and the total

population of the study consisted of 450 library personnel made up of 218 librarians and 232 library officers.

Research Instrument

The research instrument consisted of a set of questionnaire which contained;

1. Career Progression scale developed by Chase et al., (2005) made up of 29 items,
2. Leadership Styles scale developed by Oates (2010) made up of 26 items,
3. Job Satisfaction scale developed by Weiss et at., (1967) made up of 20 items and
4. Work Motivation scale developed by Akinboye (2001) which contained factors on motivation of personnel.

It also contained respondents' demographic information at the introductory part such as age, gender, qualifications, job title, years of experience and salary scale.

In order to ensure the validity and reliability of the instrument, 50 copies of the questionnaire were pre-tested among personnel of Oyo State Ministry's libraries and extra-ministerial departments. However they did not form part of the total population used for this study.

The Cronbach-alpha method was used to determine reliability co-efficient of the instrument and the value of 0.83 was obtained for career progression scale, 0.81 for leadership styles scale, 0.94 for work motivation scale and 0.85 for job satisfaction scale.

Data collection and analysis

The administration of the questionnaire was done by the researcher and five trained research assistants. All the libraries in Federal ministries and extra-ministerial departments were visited and questionnaire served on librarians and library officers totaling 450 and the exercise lasted for 12 weeks. Out of the 450 questionnaires distributed to respondents, 426 questionnaires were retrieved representing 94.67% return rate. Statistics such as percentages, mean and standard deviation were put to use in the analysis of research questions while research hypotheses were tested using correlation analysis and multiple regression analysis. The research hypotheses were tested at 0.05 level of significance.

FINDINGS

Background demographic information of the respondent

The age distribution of the library personnel showed that majority of them belong to the age group of 31-40 years (39.2%) and 41-50 years (34.7%). The other age groups were 20-30 years (8.7%) and 50 years and above (17.4%). The implication of this is that a high number of the library personnel fall within the active working age and they have experience on the job. Therefore, information generated from these classes of workers will be very reliable as responses were based on experience on the job.

Gender distribution of the library personnel explained that females were in the majority (52.6%) while their male counterparts constituted 47.4%. It is evident that gender difference is not a barrier in the responsibilities of information personnel in the ministries and extra-ministerial departments of the Federal Civil Service. This is line with the views of Ameknedee (2006) who has shown that government does not put obstacles in the way of women librarians where career advancement is concerned and that gender is not an obstacle to going up the career ladder for job satisfaction.

The educational qualifications of the respondents revealed that majority of them possessed Diploma certificate (50.47%) and this was followed by those who possessed first degree certificate (25.1%). The number of respondents with master degree educational qualification amounted to 17.6%, while Ph.D holders and post-graduate diploma holders were 3.8 and 3.1% respectively. This interpretation confirms that the policy of the government which has made it compulsory for career officers in the library sector to possess a minimum qualification of a diploma in library studies. The majority of respondents are therefore library officers who are paraprofessionals in libraries of ministries and extra-ministerial departments.

Years of working experience have revealed that 24.9% of the respondents have put in between 16-20 years of experience while 22.3% of the respondents have worked for between 11-15 years. This was followed by 18.8% of the respondents who have been on the job for 21-25 years, 15% of them have worked for between 26-30 years, 9.4% have put in between 6-10 years, 6.3% of the respondents have worked for between 1-5 years and 3.3% of the respondents have worked for 30 years and above.

The distribution of respondents by income earned per month showed that 48.1% of them were earning within ₦41,000-₦80,000 per month, 34.5% were receiving within ₦81,000-₦120,000 per month and 9.4% were earning within ₦121,000-₦160,000 per month. Others include 3.5% of the respondents that were on monthly salary income of ₦200,000 and above, 2.6% of them that were within ₦161,000-₦200,000 income per month and 1.9% of the respondents that were earning less than ₦40,000 per month.

Table 1 provides mean and standard deviation scores of different items on the level of job satisfaction of library personnel in Federal Ministries and Extra-ministerial departments of the Federal Civil Service. The way co-workers relate with each other was ranked by the mean score rating ($\bar{x}$ =3.20, S.D=1.16).

This was followed in succession by the way their services are appreciated by others ($\bar{x}$ =3.16, S.D. =1.15), the leadership competence of their superior officers on the job ($\bar{x}$ =3.14, S.D =1.19), the way their views on the job are valued ($\bar{x}$ =3.13, S.D. =1.18), the attitude of their subordinates ($\bar{x}$ =3.10, S.D =1.16).

Table 1. Mean and standard deviation scores of job satisfaction of library personnel in federal ministries and extra-ministerial departments of the Federal Civil Service.

S/N	Item	$\overline{x}$	SD
1	The way co-workers relate with each other	3.20	1.16
2	The way my services are appreciated by others	3.16	1.15
3	The leadership competence of my superior officer on the job	3.14	1.19
4	The way my views on the job are valued	3.13	1.13
5	The way my job keep me busy all the time	3.11	1.18
6	The attitude of my boss to subordinates	3.10	1.16
7	The prospects for career progression on my job	3.08	1.17
8	The chance of using my abilities to function well on the job	3.05	1.18
9	The freedom to take decisions in performing my duties	3.01	1.14
10	Feeling of achievement on my job	2.97	1.13
11	Opportunities to be creative	2.96	1.21
12	Encouragement for doing good job	2.96	1.23
13	My career progression on the job	2.95	1.25
14	My services are rendered without intervention	2.93	1.20
15	The way my profession provides for steady employment	2.93	1.14
16	The working environment	2.89	1.22
17	The recognition of my profession by others	2.83	1.16
18	Training on the job for improved performance	2.82	1.19
19	Availability of equipment to facilitate my duties	2.70	1.16
20	My take home pay at the end of the month	2.68	1.17

Other reactions include chance of career prospects on the job ($\overline{x}$=3.08, S.D=1.17), the chance of using office position to function well on the job ($\overline{x}$=3.05, S.D. = 1.18), the freedom to take decisions in performing their duties $\overline{x}$=3.01, S.D. = 1.14), the feeling of accomplishment on the job ($\overline{x}$=2.97, S.D = 1.13), opportunities to be creative ($\overline{x}$=2.96, S.D=1.21), encouragement for doing a good job ($\overline{x}$=2.96, S.D. = 1.23), career progression on the job ($\overline{x}$=2.95, S.D = 1.25),services rendered without intervention ($\overline{x}$=2.93, S.D = 1.20), the way the information profession provides for steady employment in the labour market ($\overline{x}$=2.93, S.D. = 1.14), the working environment situations ($\overline{x}$=2.89, S.D = 1.22), the recognition of profession by colleagues in the same establishment ($\overline{x}$=2.83, S.D= 1.16), training on the job for improved performance ($\overline{x}$=2.82, SD = 1.19), availability of resources to perform responsibilities ($\overline{x}$=1.70, S.D= 1.16) and take home pay at the end of the month ($\overline{x}$=2.68, S.D. = 1.17). Twenty questions of 5 ratings were answered by respondents. The total rating of 100 was classified into low job satisfaction of 1-33, moderate job satisfaction of 34-66 and high job satisfaction of 67-100. The mean value of the job satisfaction was 20.32 which can be located at the low job satisfaction level. On the whole one can deduced that the respondents are not satisfied with their jobs.

Table 2 shows that there is a strong relationship between career progression and job satisfaction of library personnel in ministries and extra-ministerial departments. The mean score of career progression is $\overline{x}$=20.4554, S.D.= 5.8550 while the mean score of job satisfaction is $\overline{x}$=20.3216, S.D.=4.5313. Job satisfaction of library personnel was found to be significant at P<0.05. Hence career progression (r=0.459, N=426, P<0.05) has a significant relationship with job satisfaction. Hence, the null hypothesis was rejected.

Table 3 shows the mean score of respondents motivation as $\overline{x}$=35.9085, S.D=5.3743, while the mean score of job satisfaction of respondents is $\overline{x}$= 20.3216, S.D = 4.3513. Thus, there was significant relationship between motivation and job satisfaction of the respondents (r=0.108, N=426, P<0.05). Therefore, null hypothesis is rejected.

Table 4 shows the mean score of respondents leadership styles as $\overline{x}$=30.6925, S.D=5.888, while the mean score of job satisfaction of respondents is $\overline{x}$=20.3216, S.D=4.3513. The implication is that there was significant relationship between leadership styles and job satisfaction of the respondents, hence, r= 0.201,

Table 2. Pearson's correlation of career progression and job satisfaction of library personnel in ministries and extra ministerial departments.

Variable	$\bar{x}$	SD	N	R	P	Remark
Job satisfaction	20.3216	4.5313				
Career progression	20.4554	5.8550	426	.459	.000	Sig

Significant at P<0.05.

Table 3. Pearson's correlation of motivation and job satisfaction of library personnel in ministries and extra-ministerial departments.

Variable	$\bar{x}$	SD	N	R	P	Remark
Job satisfaction	20.3216	4.5313				
Motivation	35.9085	5.3743	426	.108	.000	Sig

Significant at P<0.05.

Table 4. Pearson's correlation of leadership styles and job satisfaction of library personnel in ministries and extra ministerial departments.

Variable	$\bar{x}$	SD	N	R	P	Remark
Job satisfaction	20.3216	4.5313				
Leadership styles	30.6925	5.888	426	0.201	.000	Sig

Significant at P<0.05.

Table 5. Test of joint effects of career progression, leadership styles and motivation on job satisfaction of library personnel in ministries and extra-ministerial departments.

Variable	Sum of square	Df	Mean square	F	Sig. P.
Progression	2251.283	3	750.428		
Residual	5759.659	422	13.734	54.641	.000
Total	8046.941	425			

R = 0.529; R^2= 0.280; Adj R^2 = 0.275.

N=426, P<0.05. The null hypothesis is rejected.

Table 5 has shown that the joint effects of career progression, leadership styles, and work motivation on job satisfaction was significant ($F_{(3,422)}$ = 54.6413, R = 0.529, R^2 = 0.280, Adj. R^2 = 0.275, P<0.05) This means that 27.5 percent of the variance in job satisfaction of the respondents could be explained by their career progression, leadership styles and work motivation.

The result above shows the relative effects of each of the independent variables on the job satisfaction of the respondents. Career Progression (β =.418, P<.05), Leadership Styles (β =.724, P<.05) and Work Motivation (β =-.670, P<.05). Thus career progressions leadership styles and work motivation are critical factors that could enhance job satisfaction of the respondents (Table 6).

DISCUSSION

All the findings have shown that,

(a). There was significant relationship between career progression and job satisfaction of library personnel in ministries and extra-ministerial departments of the Federal Civil Service.

Respondents views on the prevailing situation of career progression of library personnel in ministries and extra-ministerial departments of the Federal Civil Service revealed that constant training, desire to work in higher

Table 6. Relative effects of independent variables (career progression, leadership styles and work motivation) on job satisfaction.

Model	Unstandardized coefficient		Standardized coefficient	T	Sig. P
	β	Std. Error	Beta contribution		
(Constant)	9.515	1.126		8.449	.000
Career progression	.311	.032	.418	9.803	.000
Leadership styles	.564	.089	.724	6.359	.000
Work motivation	.678	.114	-.670	-5.939	.000

level positions, recognition and achievement on the job are all elements of expectations that would enhance career progression.

These expectations support Ansar (2009) who submitted that training enhances worker's level of skills and that employees respond to appropriate career progression expressed through recognition of their good work. This will bring a rise in job satisfaction.

It is also in line with Hiebert's (1999) opinion that professional career progression is a movement from one level to another until the employees get to a point where they influence organizational direction and impact on major organizational decisions within their professional specialty, which gives job satisfaction.

There is indeed career progression for library personnel of the library sector as enshrined in the Federal scheme of service. However functions of a department are not authorized for library personnel at the directorate level, hence there is limitation in the career progression of library personnel in the attainment of the peak of their career in the Federal Civil Service as permanent secretary. This is unlike their counterparts in other cadres. (b). There was a significant relationship between motivation and job satisfaction of library personnel in ministries and extra-ministerial departments. It confirms the findings of Pinnington and Edwards (2000) in their overview of several content theories and process theories on motivation. These theories stated that individual motivation is driven by common and fundamental needs. The reaction of respondents when considering on-the-job motivation shows that Information Communication Technology (ICT), career growth, security on the job and constant training ranked very high among other motivational needs. This is in support of Ogbonna (2001) who concluded that there is seemingly no option but to integrate ICT into library services and that many libraries all over the world have embraced ICT in their services.

It also confirms Oladunjoye's (2002) opinion that training is a major tool in motivating the optimum performance of workers and to cope with the ever changing nature of work. The implication of this is that the library personnel in the Federal Civil Service hold the view that in order to be relevant on their jobs, they will required to be computer literate. When they are trained

on the application of computer, it will facilitate their services in accordance with global practices. This will enable them to be relevant on their jobs.

Although the job motivation of library personnel is low according to the findings, satisfaction on their jobs is being hampered as a result of the low motivation. (c) There was a significant relationship between leadership styles of library personnel in ministries and extra-ministerial departments and job satisfaction. This is compatible with Nye's (2004) conclusions that leadership styles can be found throughout the library from the professionals to the paraprofessionals and that leadership is always a process of learning skills.

The opinions of the respondents indicated that all issues relating to the final approval of official responsibilities is within the scope of their bosses. They were also of the opinion that instructions are always based on rules and regulations prevailing in their establishments which they must obey. The most common leadership style in the Federal Civil Service is the bureaucratic leadership style. This corroborates Akrani (2011) who expressed that bureaucratic organisations have clear rules and regulations that are strictly followed. Library personnel have to contend with the leadership of administrators that have been superimposed on them.

In all, it is clearly evident that the variables of career progression, motivation and leadership styles have joint effects on job satisfaction of library personnel in the ministries and extra-ministerial departments of the Federal Civil Service.

CONCLUSION AND RECOMMENDATIONS

Job satisfaction of library personnel in ministries and extra-ministerial departments of the Federal Civil Service has been seen as a major determinant of their productivity in terms of acquisition, processing, storing and retrieval of information for use in the Federal Civil Service and by extension their relevance in their establishments.

The library personnel are the information processors, keepers and providers in ministries and extra-ministerial departments of the federal service. Career progression,

leadership styles, and motivation affect their job satisfaction in the cause of discharging their duties.

In view of this and based on the findings, the following recommendations are upheld;

i. Library personnel should be involved in the review of scheme of service, most especially on the items that define career progression and responsibilities of library personnel.

ii. Library personnel should be well motivated in wages and salaries. In view of this, office of the librarian-general should be established to administer library personnel matters and their postings to ministries and extra-ministerial departments of the Federal Civil Service. This will accord them the same privilege as staff in similar positions like the accountant general office, surveyor-general office, solicitor-general office e.t.c.

iii. Training of library personnel should be given priority in order to enhance their productivity and promotion to leadership positions in their establishments.

iv. Entry points of library personnel into the civil service and remunerations for librarians especially should be reviewed to be at par with their professional counterparts in the field of engineering, accounting, survey e.t.c.

v. All libraries in the Federal Ministries and extra-ministerial departments should be Information Communication Technology (ICT) based.

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