CAREER PROGRESSION, WORK MOTIVATION AND LEADERSHIP STYLES AS FACTORS AFFECTING JOB SATISFACTION OF LIBRARY PERSONNEL IN THE FEDERAL CIVIL SERVICE OF NIGERIA

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ABSTRACT

Library personnel are at the centre of information provision in the Federal Civil Service of Nigeria for policy formulation and implementation of government programmes and projects. As a result of limited vacancies for career progression (promotion from grade level 07-17), leadership styles (bureaucratic, autocratic and *laissez-faire*) and poor working conditions, the job satgisfaction of the library personnel has generated much concern. Several studies have focused on work motivation, leadership styles and job satisfaction in organisations but attention has not been paid to the factors of career progression, work motivation and leadership styles of library personnel in the Federal Civil Service of Nigeria. This study, therefore, investigated career progression, work motivation and leadership styles as factors affecting the job satisfaction of library personnel in the Federal Civil Service of Nigeria.

The survey research design of correlation type was adopted. Total enumeration method was used to cover all the 450 library personnel in 29 federal ministries and 44 extra-ministerial departments. Four research instruments were used for data collection: Career Progression Questionnaire (r = 0.83), Job Satisfaction Questionnaire (r = 0.85), Work Motivation Questionnaire (r = 0.94) and Leadership Styles Questionnaire (r = 0.81). A total of 426 copies of the questionnaire were completed and returned. The response rate achieved was 94.7%. Five research questions were answered and four hypotheses tested at 0.05 level of significance. Data were analysed using Pearson Product Moment Correlation and Multiple Regression Analysis.

Results showed significant relationships between the independent variables and the dependent variable as follows: career progression and job satisfaction ($r = 0.46$, $p<0.05$); work motivation and job satisfaction ($r = 0.11$, $p<0.05$);bureaucratic leadership style and job satisfaction($r = 0.15$, $p<0.05$), autocratic leadership style and job satisfaction ($r = - 0.04$, $p<0.05$), laissez – faire leadership style and job satisfaction ($r = - 0.13$, $p<0.05$). There were significant joint effects of the independent variables on job satisfaction of library personnel; ($F_{(3,422)} = 54.64$; $R= 0.53$, $p< 0.05$). Variance of independent variables to job satisfaction was 28%. Each of the independent variables showed relative contributions to job satisfaction of library personnel thus: career progression ($\beta = 0.42$; $t = 9.80$; $p< 0.05$), work motivation ($\beta = -.67$, $t = 5.39$; $p< 0.05$) and leadership styles ($\beta = 0.72$; $t = 6.36$; $p< 0.05$). Further results showed positive correlations of career progression, work motivation and bureaucratic leadership style with job satisfaction and negative correlation of autocratic and *laissez-faire* leadership styles with job satisfaction.

Career progression, work motivation, and bureaucratic leadership style enhanced job satisfaction of library personnel. Therefore, the Federal Civil Service should ensure stable career progression, and good work motivation for library personnel to improve their job satisfaction. In addition, bureaucratic leadership style of the library personnel should be sustained to promote check and balances in the Federal Civil Service of Nigeria.

Key words: Career progression, Work motivation, Leadership styles, Job satisfaction, Library Personnel in the Federal Civil Service of Nigeria.

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DEDICATION

This Ph.D research work is dedicated to Almighty God, who made the completion of this study possible and to my late father, Mr Samuel Olatunji Fanimehin who set the pace for my early education. I also dedicate the study to my mother, Mrs Victoria Otolorin Fanimehin for her determination and hard work to ensure my success in life.

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CERTIFICATION

I certify that this work was carried out by Mr Adebayo Olufemi Fanimehin in the Department of Library, Archival and Information Studies, University of Ibadan, Ibadan, Nigeria.

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CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The Federal Civil Service of Nigeria 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 as amended in 2010, 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 the federation assigned with the responsibility of any business of the government of the federation".

According to Olagboye (2005), the Nigeria civil service derived its origin from the scrambling for Africa and the partitioning of West Africa which culminated in the colonisation of most African countries between 1850 and 1886 by the European powers. Great Britain being one of the European countries, landed in Lagos in 1851 and the territory was annexed in 1861 as a purely colonial instrument designed to serve British colonial interests.

Before the advent of the British colonial government, Nigeria had a political and administrative system in which Obas, Emirs, Obis, Chiefs and elders performed functions analogous to those of chief executives in the civil service. These models were gradually replaced by a civil service geared to the consolidation of British power and the exploitation of available natural resources in Nigeria. In 1954, Nigeria became a full federation consisting of the Eastern, Northern and Western regions and the federal capital territory of Lagos. This development was responsible for each region having its own civil service as distinct from the Federal Civil Service.

In line with this and other political developments, the Nigerian civil service was re-organised in 1957 and the departments at the federal level were integrated and upgraded into ministries. With the introduction of the ministerial government, the secretariat was disbanded and administrative generalists that served there were deployed

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to newly created line ministries. Ministers and permanent secretaries were appointed and assigned to ministries while professionals who were directors became subordinated to these administrative officers. Many writers on public administration have traced the origin of the friction that has characterised the relationship between professionals like engineers, surveyors, accountants as well as librarians and generalist administrators in the civil service to the events of this period.

The functions of the Federal Civil Service as contained in the Federal Civil Service handbook (1997) are:

i. assisting government in the formulation and implementation of public policies and programmes,

ii. data generation, 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 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 national 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;

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xi. to refrain from taking credit for any measure taken by the minister or 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 Federal Civil Service has undergone many reforms. In many instances, ministries and departments have been merged and demerged. As at the time of this research work, there were 29 federal ministries with extra-ministerial departments. In the last major structural changes in the Federal Civil Service in 1989, federal ministries and departments were re-organised into not more than a total of eight departments per ministry (Decree 43, 1988). Each department was to be headed by a director who is a generalist. Along this line, each department was in turn structured vertically into divisions, branches and units. The department of planning, research and statistics is one of the three compulsory service departments of which the library is a section.

The functions of library personnel as contained in the official schemes of 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, supervision and maintaining library stocks, taking charge of circulation of periodicals and other publications, indexing of periodicals, compiling bibliographies and reading lists, coordination of the administrative and professional activities of a library service, working on the selection evaluation, acquisition and organisation of books and other library materials, supervising activities in a ministry's libraries and information centres, publications of newsletters and annual reports, and giving professional advice on library matters.

The independence constitution of Nigeria provided for one Federal Civil Service and three regions with each of the latter having a civil service. The republican 1963 and 1979 constitutions, also provided for the establishment of a Federal Civil Service. Section 169 of the constitution of Federal Republic of Nigeria (1999) states that there shall be a

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civil service of the federation while section 318 of the constitution explained the meaning of Federal Civil Service. Similarly, as compiled by Olajide (2004), section 146 of the 1963 republican constitution made provision for the existence of public service commission (now Federal Civil Service Commission). This was subsequently enshrined in sections 156 of 1979 and 170 of 1999 constitutions. The full explanation of responsibilities are equally contained in the third schedule of the 1999 constitution.

In the guidelines for appointments, promotion and discipline issued by the Federal Civil Service Commission 2008, it is stated that the Commission is established to:

(a) appoint persons to offices in the Federal Civil Service; and

(b) dismiss and exercise disciplinary control over persons holding such offices.

In line with this, the direct appointment of senior personnel between grades level 07 to 10 to libraries in ministries and departments is the responsibility of the Federal Civil Service Commission. Equally, the Federal Civil Service Commission is responsible for the approval of promotion and disciplinary matters of these officers.

The post independence Federal Civil Service brought an integrated structure of all officers and their classifications into the general service and specialist cadres. The general service cadre consisted of the administrative, executive, secretarial, clerical and the messengerial classes. The specialist cadre was made up of professional, scientific, research, technical and ancillary classes. Few librarians and library officers that were employed at post independence era were placed in the professional class. Subsequent review of scheme of service in the Federal Civil Service created library cadre for librarians in the civil service. In the present dispensation, the library cadre has been further classified into librarian and library officer cadres in order to distinguish between the professionals who have acquired degree certificate in library and information science and the para-professionals who are non- degree holders.

Nwalo (2003) stated that a library is primarily set up to acquire, organise, store and make accessible to the users, within the quickest possible time, different forms of information materials, which they require. Basically, libraries in the Federal Civil Service

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were set up to perform these roles for the enhancement of policy formulation and implementation by the government. These roles are critical because adequate, timely and correct information will enable government arrive at right decisions that will be transformed into actions. As libraries in the Federal Civil Service grow in size with the attendant information services, the challenges in information network through computerisation and digitisation are bringing new dimensions into information services. These have led to questions on the bearing factors of career progression, leadership styles, and work motivation on the job satisfaction of library personnel in order to meet these challenges.

Appleby (1982) stated that one element of importance in job satisfaction is that workers in an establishment like the Federal Civil Service which is public in nature derive satisfaction from their work. A worker's attitude to his/her work depends on the nature of the job and organisation where he/she is working. 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 discharge of duties efficiently and effectively.

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 (op.cit.) defined motivation as one's willingness to exert efforts towards 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 in the process are motives, goals and behaviour. Motives provide an activating thrust towards 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 organisations, desire social status and this is linked with the need for self-realisation. Factors about a job which will meet this need are those challenging their abilities, stretch them in achieving aspirations and place them in position of responsibility before their colleagues and neighbours. Peppitt (2004) advocated robust recruitment procedures as a first step in motivation. He contended that

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if wrong people are recruited for certain roles of organisations, it will be very hard to motivate them. He also noted that induction, training and development are very important factors in determining how long an employee remains with an organisation and motivated he or she is likely to be. Apart from this, he added that employees are motivated by a combination of salary and benefits that should be tailored to individual needs. He posited that it is difficult to motivate workers if they spend too much time on their primary tasks. This is to allow employees 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 duly stated. Deconzo and Robbins (2000) conceived career as a sequence of positions occupied by a person during the course of a lifetime. Utilising 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 may include school, home making or volunteer works. The duo stated that career progression focuses on assisting individuals to identify their major career goals. Therefore, dedicating one self to career choices that are unattainable leads to frustration (Issa and Nwalo, 2008).

The importance of staff development and training has been stressed as veritable instruments for career commitment and progression (Popoola, 2006). 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 organisation. Apart from this, he posited that an employee career progression helps in gaining a level of freedom that provides security, satisfaction and importantly, a sense of professional fulfilment. He further stressed that one of the major causes of frustration and job dissatisfaction is the absence of career progression.

Frustration in the career progression of librarians and library officers has arisen from the approach in administration of promotion from one level to another. There have been instances where librarians got to promotion interview centres only to be told that vacancies were not created for them. This has made some librarians and library officers

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to laterally convert their cadres to the administrative cadre where vacancies are often being created for promotion of officers.

Apart from this, librarians and library officers have taken the opportunity of the newly created procurement departments in ministries and departments to transfer their services into the new department with a view to achieving their career progression target in order to attain job satisfaction in the Federal Civil Service. Also, working tools and equipment are lacking thereby making librarians and library officers incapacitated on the job which in turn leads to lack of motivation.

In the Federal Civil Service, the career progression of librarians terminates on grade level 17, the post of a director. The prospect of attaining the peak of career as a permanent secretary is bleak since no responsibilities of a department are assigned in the schedule of duties as contained in the scheme of service. Federal Republic of Nigeria schemes of service for use in the Civil Service of the Federation of Nigeria (2000) clearly stated career progression for all cadres of officers in the Federal Civil Service.

In accordance with the schemes of service, career progression are different from one cadre to another depending on qualifications. Accordingly, career progression of librarians and information professionals starts from grade level 08 and terminates on grade level 17. The prospect of this career progression to the directorate level is a function of qualifications, confirmation of appointment, training, success in promotion examinations and availability of vacancies.

The schemes of service also provide for the career progression of library officers which commences from grade level 07 to grade level 14. The sustainability of the officer in the career progression equally depends on minimum qualification of diploma certificate, confirmation of appointment, training, promotion and availability of vacancies.

Career progression in the Federal Civil Service is a function of leadership assumption and the subsequent leadership styles in management while leadership leads to power attainment. All these variables as explained by different authorities and scholars tend towards job satisfaction. Balogun (1990) pointed out that, one problem of the

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cabinet which the government has to deal with, is the relationship between generalists on the one hand and specialists who are professionals on the other. The integration of departments into ministries posed problems for the coordination of activities at the ministerial level. Whereas, the generalist administrators feel that they are best placed to assume leadership positions in the ministries, the professional heads of divisions, the former heads of the pre-integration departments, were of the view that the generalists lack the knowledge and professional competence required in the process of policy formulation.

The initial leadership within the civil service were provided by officers in the administrative and professional classes, the constituents were expatriates. They constituted the management team, translating intentions of government to social, political and economic actions. They exercised leadership functions over junior staff recruited from countries in West Africa, including Nigeria nationals. The leadership style adopted by the expatriates in the administration of the junior staff was that of master-servant relationship (Adedeji, 1988).

The bureaucracy model that has characterised the Federal Civil Service is a function of leadership attainment by upward movement along the ladder. At the various levels of units, sections, branches and departments, leadership emerge. The permanent secretary is the overall administrative leader in the ministry while the Executive Secretary or Director/Chief Executive is the overall leader in the extra-ministerial department. In the same vein, librarians and library officers are leaders at the units and sectional levels in ministries and departments.

Attainment of leadership positions in the Federal Civil Service is a process. Leadership has been studied for a number of years, resulting in numerous theories and models but 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 organisation are accomplished.

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The effectiveness of a leader depends on the leadership style adopted in a given situation. Evans and Ward (2007) noted that leadership styles 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 leadership styles can be categorised under autocratic, democratic and paternalistic (Marcouse, 2005).

Leadership styles at the different levels (units, sections, branches, departments), in federal ministries and departments are noted to be more of bureaucratic than either autocratic, democratic or free rein. Bureaucratic leadership style is hierarchical and it is a rational system of personnel administration where rules and regulations govern actions and behaviour. It makes provision for organisation's continuity and uniformity of action based on written records. The autocratic leader takes decisions alone and impose them on the staff. Issues that bother on staff matters, working tools and welfare are based on personal discretion and rigid application of rules and regulations. Experiences have shown that autocratic style of leadership always widen communication gap and sometimes suspicion between the leaders and staff. Democratic leader embarks on consultations and discussions at meetings before arriving at decisions. He/she carries the staff along in the achievement of goals set. The free rein leaders are inactive in taking decisions while important staff matters and welfare are treated with non-challant attitude at the detriment of job satisfaction.

The ability to take decisions, set goals and targets by librarians and library officers in their respective ministries, departments and agencies is limited because of organisational procedures and nature of organisational structure that has incapacitated them. Although, librarians and library officers are leaders in their sections and units, they are not motivated with tools and necessary funds to carry out their responsibilities. Also, they cannot motivate their staff and exercise leadership process in decision making without the approval of the director of the department of planning, research and statistics of their establishments who is not a librarian. The morale to use skills and knowledge and effective control at workplace is dampened and this has been affecting job satisfaction of library personnel.

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In the various attempts to integrate departments with ministries, the prevailing view is that, professional competence alone should not be the qualification for the headship of ministries. Instead, the holder of the highest career post of permanent secretary ought to have proven administrative experience. Consequently, members of the administrative class are posted to head professional ministries at the expense of the specialists who were the professionals. The control and administration of librarians and information professionals are vested in the professional department of the office of the head of service of the federation. The department is responsible for the general administration of librarians and other information professionals. It is pertinent to note that the department is headed by a director, a generalist, who is not a librarian or information scientist.

The lingering friction between the administrative class and professional class in the Federal Civil Service is a prolonged one. Evidently, Al-Gazali (2010), the Chairman of the Federal Civil Service Commission, in a letter of advice to the President of the Federal Republic of Nigeria on November 3, 2010, categorically stated that a replacement for the then outgoing head of the Federal Civil Service should be sought among the seasoned career civil servants that rose to the position of permanent secretary in the administrative cadre. According to him

> The commission's position is premised on the fact that the capacity required for managing the responsibilities of that office should be anchored in public administration/human resources management knowledge, experience and competence. The only cadre in our civil service with such specific mandate is the admin cadre.

The position of Ambassador Ahmed Al-Gazali is that the job of Head of the Federal Civil Service requires administrative experience and that the skills of any specialist is not enough no matter how brilliant he/she may be in his/her field of specialisation. He contended that the specialist skills must be combined with administrative and management skills, underpinned by sense of purpose and fundamental objectives of bureaucracy.

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1.2 Statement of the Problem

The career progression of library personnel is specified in the schemes of service as published by the Office of the Head of Civil Service of the federation in 2000. Observably, limited vacancies existed for their advancement and promotion. This has resulted in frustration to their career as civil servants. This burden has put in to question the job satisfaction of library personnel. This has made some of them cross over to other departments to in order forestall job frustration.

At the attainment of directorate grade level in the Federal Civil Service, librarians are not accorded with the responsibility of heading departments like their counterparts in the administrative class who started career with them in their respective ministries. This often gives the officers in the administrative class the advantage to be appointed permanent secretaries in fulfillment of their career progression unlike librarians and other information professionals. The implication of this is that library personnel inadvertently become subordinates to their colleagues in the generalist or administrative class who enjoy the privilege of heading departments in their ministries.

The most worrisome is the non availability of tools, equipment and other working materials that will facilitate job performance as part of their motivation. Apart from this, other elements of motivation such as security on the job, conducive environment and better salary package are lacking. Despite emphasis on the need for constant training in the Federal Civil Service as part of reformation, librarians and library officers are often being subjected to lobbying for training. All these have impact on the morale of these information professionals resulting in job dissatisfaction. Attention is not paid to recognition of their services, achievements on the job, rewards, promotion as elements of job satisfaction.

The leadership style in the ministries and extra-ministerial departments in the federal civil service does not give room for creative and innovative ideas that will enhance job satisfaction of the library personnel in their establishments. It is in the light of these aforementioned issues that the researcher is interested in investigating the effects

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of career progression, work motivation, leadership styles on job satisfaction of library personnel in the federal civil service.

1.3 Objectives of the Study

The broad objective of this study is to determine the effect of career progression, work motivation and leadership styles on job satisfaction of library personnel in the Federal Civil Service of Nigeria. The specific objectives are to:

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

1.4 Research Questions

To achieve the identified objectives of the study, the following research questions were raised to guide the study.

1. What are the prevailing situation of career progression of library personnel in Ministries and Extra-ministerial Departments in the Federal Civil Service?

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2. What is the level of job satisfaction of library personnel in Ministries and Extra-ministerial Departments in the Federal Civil Service?

3. What are the patterns of leadership styles of library personnel in Ministries, and Extra-ministerial Departments in the Federal Civil Service?

4. What is the level of work motivation of the job of library personnel in Ministries and Extra-ministerial Departments of the Federal Civil Service?

5. What are the relative effects of career progression, leadership styles, work motivation on job satisfaction of the library personnel in the Federal Civil Service?

1.5 Research Hypotheses

In the course of this research work, hypotheses were tested in the study at 0.05 level of significance.

1. There is no significant relationship between career progression and job satisfaction of library personnel in Ministries and Extra-ministerial Departments of the Federal Civil Service.

2. There is no significant relationship between motivation and job satisfaction of library personnel in ministries and extra-ministerial departments of the Federal Civil Service.

3. 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.

4. There are no significant joint effects of career progression, work motivation, leadership styles on job satisfaction of the library personnel in the Federal Civil Service.

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1.6 Scope of Study

The scope of this study covered library personnel in federal ministries and extra-ministerial departments. Only Federal Ministries and Extra-ministerial Departments with functional libraries and managed by librarians and library officers were covered in the study. The study is also limited to the effects of motivation, career progression, leadership styles on job satisfaction of library personnel in the workplace.

The limitation of this study to library personnel in Federal Ministries, and Extra-ministerial departments is informed by the common experiences shared in unified schemes of service, conditions of service and posting instructions of library personnel. This has exposed all library personnel to comparative experiences and challenges in the various ministries and extra-ministerial departments. The time frame in the completion of the study is also a critical factor.

1.7 Significance of the Study

The research is expected to provide empirical evidence in the relationship between career progression, leadership styles, motivation on job satisfaction of library personnel in Federal Ministries and Extra-ministerial Departments. In addition, the study is expected to draw attention of the management and establishment office under the Office of the Head of the Civil Service of the federation to the plight of library personnel on their career progression in the federal civil service as it affects job satisfaction.

Apart from this, the study will hopefully identify motivational factors that will promote job satisfaction of library personnel in the federal civil service in order to boost their morals on information delivery service. The study is expected to equally expose library personnel to the use of best leadership style as a strategy in achieving the desired objectives of their establishments through information service delivery that will enhance job satisfaction.

The anticipated findings from this study should contribute to knowledge in the field of library and information science particularly in the area of library management.

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The beneficiaries of this study are expected to be librarians and library officers through government policy that will centre on job satisfaction.

1.8 Operational Definitions of Terms

The following terms were given operational definitions to express the meaning they reflect in the context of this study.

Career: It is the sequence of positions occupied by staff and officers in the place of work after the attainment of professional qualification in the course of a life time.

Career Progression: This is upward movement in staff position through promotion in the Federal Civil Service.

Federal Civil Service: This refers to the staff of ministries and extra-ministerial departments of the executive arm of the Federal government of Nigeria.

Job Satisfaction: It is the individual feelings of contentment on the job in the work place.

Leader: It refers to a library personnel charged with authority and responsibilities of office and who inspires others to work towards a goal in the Federal Civil Service.

Leadership style: This refers to the manner in the use of authority in libraries of ministries and extra-ministerial departments.

Librarians: They are professional staff with a minimum qualification of Bachelor degree in Library and Information science in ministries and extra-ministerial departments in the Federal Civil.

Library Officers: They are para-professional staff with the minimum qualification of diploma in library studies in ministries and extra-ministerial departments.

Library Personnel: They are librarians and library officers, working in the libraries of federal ministries, and extra-ministerial departments.

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Work motivation: This is the driving force behind action of library personnel on their jobs in the work place.

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CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents literature review in the following order.

2.2 Features of bureaucracy in organisations with reference to the Federal Civil Service of Nigeria

2.3 Career progression in organisations with reference to the Federal Civil Service of Nigeria

2.4 Extant rules and Historical reforms in the Federal Civil Service of Nigeria

2.5 Job satisfaction and its effects in organisations

2.6 Leadership styles and their effects in organisations

2.7 Library system development in the Federal Civil Service of Nigeria

2.8 Effects of authority and responsibility in organisations

2.9 Impacts of motivation in the work place

2.10 Career progression and job satisfaction of library personnel in the Federal Civil Service of Nigeria

2.11 Leadership styles and job satisfaction of library personnel in the Federal Civil Service of Nigeria

2.12 Motivation and job satisfaction of library personnel in the Federal Civil Service of Nigeria

2.13 Theoretical Framework

2.14 Conceptual Model

2.15 Appraisal of Literature Review

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2.2 Features of bureaucracy in organisations with reference to the Federal Civil Service of Nigeria

Egbe (2006) explained that Max Weber, an eminent German scholar propounded the theory of an ideal typical form of organisation which he called "Bureaucracy". According to him bureaucracy has certain characteristic features of adherence to rules, hierarchy, separation of office and selection of employees by merit. He stressed that bureaucracy is capable of attaining high degree of efficiency, formality and the most rational means of carrying out imperative control over human beings. The term bureaucrat from bureaucracy refers to various categories of officers in the administrative class and their equivalent professionals who are civil servants (Adamolekun, 2006). According to Chandler and Plano (1982), bureaucracy refers primarily to government agencies that are characterised by day to day policy implementation, routine, complex procedures, specialisation of duties, rights of authority and status and resistance to change.

In order to achieve the maximum benefits of a bureaucratic organisation, Gibson (1979) submitted that Weber believed an organisation must adopt certain designed strategies which include the following:

(a) that all tasks necessary for accomplishment of goals are divided into highly specialised jobs. This strategy is simply division of labour principle and that job holders could become experts in their jobs and be held responsible for the effective performance of their duties,

(b) that each task is performed according to consistent system of abstract rules to ensure uniformity and co-ordination of different tasks,

(c) that each member or office of the organisation is accountable to a superior. The authority acquired by superiors is based on expert knowledge and it is legitimised by the fact that it is delegated from the top of the hierarchy,

(d) that each official in the organisation conducts business in an impersonal formalistic manner, maintaining a social distance with subordinates and clients. The purpose of this practice is to ensure that personalities do not interfere with the efficient

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accomplishment of office objectives and that there should be no favouritism resulting from personal friendships, and

(e) that employment in the bureaucratic organisation is based on qualifications and is practiced against arbitrary dismissal. Similarly, promotions are based on seniority and achievement, while employment in the organisation is viewed as a life long.

Similarly, Cole (2007) succinctly expressed bureaucracy as a term with several characteristics of red tapism, officialdom and that it is an organisation with hierarchy of authority and a system of rules. Redtapism describes an organisation with bureaucratic structure as an embodiment of rules and paper work while officialdom refers to all apparatus of government. 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 Oransaye (2009) is the implementation of government policies and programmes for rapid and sustainable development. The civil service maintains the government as an entity and constitutes the machinery through which the government realises its objectives or fulfill its obligations.

Chandan (1999) agreed that the origin of bureaucracy emanated from Max Weber and that Weber looked for rules to eliminate managerial consistencies that contribute to ineffectiveness. He noted that Weber believed in strict adherence to rules which would make bureaucracy a very efficient form of organisation founded on principles of logic, order and legitimate authority. Among the benefits of bureaucracy as pointed out by him are:

(a) policies, rules and procedures are set and made applicable to all employees which leads to consistent employees behaviour. This behaviour is predictable, making management process easier to implement,

(b) jobs, duties and responsibilities are clearly defined while overlapping or conflicting job duties are eliminated,

(c) appointments and promotions are based on merit and expertise, while individuals move up in the hierarchy as they gain experience,

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(d) division of labour makes the workers specialists, hence their skills are polished and they become experts and perform effectively, and

(e) the organisation continues even if individuals leave since position or office is emphasized rather than the person holding the office.

There is no doubt, all these characteristics are benefits and the features of the Federal Civil Service which have sustained its continuity and existence over the years despite several changes in government of Nigeria before the present democratic regime. Despite the benefits of bureaucracy as identified by Chandon, the other negative side of bureaucracy also commanded his attention. He listed the demerits of bureaucracy as follows:

(a) there is too much red tape and paper work,

(b) as a result of impersonal nature of work, there is no sense of belonging and devotion,

(c) adherence to excessive rules and regulations inhibit the initiative and growth of the workers and

(d) resistance to change as a result of employees becoming used to routines.

2.3 Career Progression in organisations with reference to the Federal Civil Service of Nigeria

In career progression, Pukapuka (2010) proposed that newly qualified librarians should take up general technical or customer service roles to learn how libraries operate. After two to three years experience, they should move in to more specialised senior roles in acquisitions, cataloguing, collection development or reference section. This will prepare them for team leadership by promotion and within five to ten years, they would be elevated to manage the operations, policy and planning of library services.

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Shaughnessy (2006) explained that for most professions, there are five career stages namely; entry level where one qualifies for and is accepted into the profession, maturation stage, mid career achievement, when the library personnel become recognised, reassessment plateau which concerns possible career movement and career fulfilment at the level in which abilities are being fully capitalised with challenges, excitement and satisfaction.

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 stated that this is an indication that the Federal Civil Service is a virile and stable establishment of which its career service is to guarantee an individual officer's job satisfaction. It will equally guarantee the dynamic continuity of the services of the government.

Stoner (1992) recalled that career concepts 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 in 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/she does not attempt to move up in the organisational hierarchy. In contrast as opined by him, spiral career concept is motivated by the desire for personal growth. It enables individual take up a new job or field, work hard and frequently move up in status and rank. The last career concept as noted by him is transitory career concept which drifts with no particular pattern from one job to another. An individual does not choose a particular field, but occasionally and temporarily moves up in the organisation because of the need for independence and perhaps by the fear of commitment. In the

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overview of these four career concepts as recalled by Stoner, only linear and spiral career concepts are relevant and applicable within the rank and file 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 organised approach used to match employee's goals with the business needs of the establishment in support of workforce development initiatives. In this process, he stated that the purpose of career progression is to enhance each employee's job satisfaction, enables individuals to take advantage of future job opportunities and fulfill the establishment's goals for a dynamic and effective workforce.

Rouda and Kusy (1995) observed that there is increasing rate of change in organisations and in the knowledge and skills necessary to perform on jobs, hence, there is need for individual career progression that will match rapid growth in knowledge and change in workplace environments. 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 is when it is considered that the Nigeria Federal Civil Service has emerged over time, as an important, or perhaps, inevitable organ for the actualisation of government policies.

The importance of career progression in an establishment 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/she will be interested in advancement. He explained that the employee will equally want to climb the career ladder to the top or be among the most highly regarded professionals in his/her field. Apart from this, he/she will be motivated by the status, prestige and power that is attached to the 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 in identifying

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various roles they could undertake and skills they may need to develop in order to do justice to their new roles within the organisation. 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 fulfilment. 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 a permanent secretary is bleak as no responsibilities of a department are assigned in the schedule of duties as contained in the schemes of service.

Federal Republic of Nigeria Schemes of Service for use in the Civil Service of the Federation of Nigeria (2000) clearly and orderly stated career progression for all cadres of officers in the Federal Civil Service. In accordance with the schemes of service, career progression are different from each other depending on the cadre, qualification and responsibilities. Accordingly, career progression of librarians starts from grade level 08 and ends on grade level 17. The prospect of this career progression at the directorate level is a function of qualifications, confirmation of appointment, training, success in promotion examinations and availability of vacancies.

The Schemes of Service also provide for the career progression of library officers which commences from grade level 06 to 14. The sustainability of the officer in the career progression equally depends on minimum qualification of diploma certificate, confirmation of appointment, training, success in promotion examinations and availability of vacancies. However, the scheme of service provides that only entry qualification at grade level 06 shall be ordinary National Diploma in any discipline or General certificate of education (GCE) at advance level. This has brought influx of personnel who have no knowledge of library and information science into this cadre. Nevertheless, these set of officers are eligible to trained on the job. Also, the scheme of service provides for holders of diploma in library studies to be appointed to grade level 0.7 through the Federal Civil Service Commission.

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2.4 Extant rules and Historical Reforms in the Federal Civil Service of Nigeria

El-Rufai (2006) recalled that the public service rules was aimed at producing rules and regulations that would guide the conduct of the public Service in line with governments resolve to institute a competent, virile, transparent, committed and loyal public service. Obasanjo (2006) contended that the public service needed to be transformed into an effective instrument of good governance operating under appropriate and time-honoured rules and regulations that is capable of delivering the democratic needs of citizens. He further expressed concern for discipline and proper conduct and practices by all public officers in accordance with the rules and regulations guiding official functions so that hard work, honesty and transparency would prevail in the transaction of government affairs.

Public Service Rules 010101 (2006) stated that it shall be the duty of every officer to acquaint himself/herself with the public service rules, other regulations and extant circulars. These public service rules apply to all officers except where they conflict with specific terms approved by the Federal Government and written into the contract of employment or letters of appointment. The Federal Government Public Service Rules (2006) is divided into 16 chapters. Chapter 1 contains information on definition of terms used frequently in all the extant rules that federal civil servants must obey in the course of their official duties.

Chapter 2 of the Public Service Rules contains issues that relate to appointment of federal civil servants, transfers and secondments of staff, promotion procedures, processes of leaving the Federal Civil Service and the qualifications for the issuance of certificate of service. In chapter 3, the consequences of general inefficiency, misconduct and serious misconduct are stated while conduct prejudicial to security of the state and procedures for the retirement of erring officers in the public interest were explained. The public service rules in chapters 4 and 5 expressed the payment of emoluments to all staff in the Federal Civil Service and performance appraisal of their work. The extant rules as explained in chapters 6 and 7 consist of prescribed examinations for the confirmation of officers in the Federal Civil Service and their medical rights and obligations.

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The treatment of compensation and insurance related matters, as well as the right of petitions and appeal by officers in the Federal Civil Service were the issues of expression in chapters 8 and 9. Also, chapters 10 and 11 of the 2006 pubic service rules clearly stated types of leave that officers could enjoy and free transport facilities available as privileges to them. In chapters 12 and 13 respectively, officers in the Federal Civil Service are privileged to enjoy courses of instructions within and outside Nigeria while different types of allowances would be paid in the course of official responsibilities. In chapters 14 and 15, the functions of awards committee and reward for outstanding work by civil servants were expressed while in chapter 16, it is explained that parastatals are government-owned organisations established by statute to render specified services to the public. Consequently, they are expected to operate according to the instrument establishing them.

As part of the extant rules in the Federal Civil Service, the Financial Regulations were designed and aimed at producing rules that would guide public expenditure in consonance with prevailing policies on probity, transparency and accountability. The Financial Regulation (2006) consists mainly of financial responsibilities of government officers while definition and responsibilities of accounting officers are defined along with their commitments and limitations. Other important extant rules according to Head of the civil service of the federation (2001) establishment circulars are issues that will address situations and developments in ministries, departments and agencies. These establishment circulars are supplements to the provisions in the Public Service Rules and the Financial Regulations. The violations of these rules and regulations often attract disciplinary measures. Library personnel are required to deliver their services within the rules and regulations that are prevalent in the Federal Civil Service.

Apart from this, they are expected to understand and interprete the extant rules and circulars for better understanding. Usman, (2010) clearly explained that the knowledge of the extant rules by officers introduces them to the practices and procedures for which the Federal Civil Service is known. He further expressed that at the appointment of officers in to the Federal Civil Service, they are expected to familiarise themselves with the Public Service Rules and the Financial Regulations.

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Notes of guidance published in form of pamphlet also contained information on ministerial and extra-ministerial responsibilities, how to relate with other departments and how to prepare memoranda for consideration by the council of ministers. Al-Gazali, (2004) in his comments on the guidelines for appointments, promotion and discipline in the Federal Civil Service noted that the guidelines were issued for the guidance of ministries and extra-ministerial departments in the performance of their personnel management duties which should be read by civil servants in conjunction with existing public service rules and regulations. Guidelines for appointments promotion and discipline as issued by the Federal Civil Service commission explained the institutional framework that each ministry and extra-ministerial department should adopt in the appointments, promotion and discipline of both junior and senior civil servants in the public service.

The history of public administration in Nigeria is replete with reforms and studies designed to improve human resources development and utilisation in the civil service. Barkindo (2005) noted that government service has grown more sophisticated in its operation and that public service reforms of the past government clearly spelt out that there is no place for any individual or group that has no clearly defined contributory role to play in the emerging service.

In the explanation from the Office of the Head of Service of the Federation (2004), government implementation of the public service reform agenda is aimed at repositioning the public service for optimal performance and effective service delivery. The key targets of the reforms in the public service according to the explanatory note include; re-skilling and re-professionalising the public service; restructuring all public service institutions in order to determine their appropriate manning levels; tackling corruption more decisively by strengthening transparency and accountability in the conduct of government business; reducing waste and improving the efficiency of government expenditure; adopting and implementing the charter for public service in Africa and seeks to inspire the development, strengthening and updating of national codes of conduct of the respective public services in the continent.

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Obasi (2010) listed the various Federal Civil Service reforms from the inception of civil service in Nigeria till date as follows;

a. Tudor Davis Commission of 1945 which reviewed wages and general conditions of service;

b. Herragin Salary Review Commission of 1946 which reviewed wages and general conditions of service and divided the civil service into senior service and junior service;

c. Gorsuch Commission of 1951 which noted absence of viable middle category and created five main grades;

d. Newn committee of 1959 which proposed integration of ministries and departments with the roles and functions of permanent secretaries well defined;

e. Mbanefo Salaries and Wages Commission of 1959 which reviewed salaries and wages;

f. Morgan Commission of 1963 which reviewed salaries and wages of junior staff of federal government, private establishments and introduced for the first time the minimum wage in Nigeria on geographical basis;

g. Elwood grading team of 1966 which examined anomalies in the gradings of posts and proposed uniform salaries for officers performing identical duties;

h. Adebo Salaries and Wages Commission of 1971 which proposed establishment of a public service review commission to examine the role of the public service commission, structure of the civil service, conditions of service and training arrangements;

i. Udoji Commission of 1972 which recommended a new single public service staff to be led by professional officers possessing the requisite skills and knowledge. The commission also established a unified grading and salary structure covering all posts in the service and introduced open reporting system for performance evaluation;

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j. Dotun Philips civil service review panel that snowballed into decree 43 of the 1988 civil service reforms; and

k. Ayida review panel of 1995 which recommended abrogation of the civil service re-organisation decree no 43 of 1988 and a return to the status quo.

Explanatory notes for guidance on important elements of Dotun Philips Civil Service reforms commission of 1988 as recorded by the office of the Minister for Special Duties (1989) explained changes in the nomenclatures of officers and professionalisation of ministries and departments. In view of the changes, library officer cadre was abrogated and replaced with library assistant cadre.

Fika (2002) admitted that the 1988 civil service reforms were introduced in an atmosphere of controversy, doubt and suspicion as to the honesty of its authors. He contended that demands for its abrogation or reversal were nationwide and significantly from those knowledgeable in the affairs of public service. Akali (1999) recorded that the 1988 civil service reforms placed emphasis on professionalism, decentralization and delegation, uniform structure for ministries and extra-ministerial department and enhanced accountability. According to experts in public administration, these objectives were either not realizable or contained many loopholes that could make for easy abuse. Thus, the structure was said to be defective and the assumptions only put the Federal Civil Service in a straight jacketed situation.

The introduction of the civil service (re-organisation) decree no 4 of 1988 brought about the following changes;

(i) the abolition of the office of the Head of the civil service of the federation;

(ii) the abolition of the pool system;

(iii) the sharing powers of appointment, promotion, and discipline between the Federal Civil Service Commission and ministries/extra-ministerial departments;

(iv) the making of minister as both the Chief Executive as well as accounting officer of the ministry; and

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(v) the replacement of the designation of Permanent secretary, with Director-General whose tenure terminates with the government that appoint him or her.

Indeed, as laudable as these objectives were, it is important to note that some of the objectives in reality turned out to be a mirage as some of the institutions that would have facilitated the operation of the new reforms have either been dismantled or compromised their functions. For example, the auditors deployed from the Accountant-General office to the ministries and extra-ministerial departments, who were hither to answerable to that office were, under the reform, considerable to the Chief Executive and Accounting Officer of the ministry, whose financial excesses they were expected to check and exposed where necessary.

Adebayo (2000) however noted that much as the salient features of the 1988 reforms of the civil service are in the right direction towards the promotion of efficiency and effectiveness in the civil service, it is necessary to be cautious in their implementation. In 2002, following the Nigeria president's call for a fundamental reform of the civil service, the bureau of public service reforms carried out a preliminary diagnostic survey of the service, using seven ministries as pilots and the survey findings revealed fundamental structural and behavioural problems which called for a more drastic intervention to transform the public service (Shala 2006). Accordingly, Shala (ibid)

revealed that government vented its policy in this regard through comprehensive measures such as the national economic empowerment and development strategy (NEEDS), the enactment of the anti-corruption laws, the establishment of the economic and financial crimes commission (EFCC), the institutionalisation of transparency and due process in tendering and contract awards, and in particular, the launching of the public service reform. The reform efforts focused on budget and finance management, accountability issues, human resources management, operations and systems.

Al-Gazali (op. cit) said that of all these reforms, the Udoji effort of 1972 and decree 43 of 1988 had the greatest impact on the Federal Civil Service. He agreed that the major purpose of these reforms were either to:

a. create new structures for the Federal Civil Service,

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b. review the benefits and other conditions of work in the Federal Civil Service,

c. reduce waste, compact governance and fight against corruption.

Nevertheless, he noted that these various attempts to reform the Federal Civil Service did not adequately address the issue of productivity, managerial succession and a growing service that would bring about needed economic and social development required for the transformation of the Nigerian state. On the contrary, they brought about the consequences of prevalence and virtual institutionalisation of corruption at all levels of the civil service, declining levels of efficiency, effectiveness and non-delivery of services. Other consequences according to him include politicisation of the service, collapse of systems and structures, and over bloating of the junior staff cadre on GL 01 to GL 06.

In view of all the reforms of the past governments, Al-Gazali noted that the year 2003 of the Obasanjo reforms could be regarded as a water-shed in marking the beginning of the transformation process of the Nigeria Federal Civil Service towards modernity. The launching of National Economic and Empowerment Development Strategy (NEEDS) and the subsequent galvanisation of the upper echelon of the service particularly the central agencies of the Federal Civil Service commission and office of the head of the civil service of the federation is a move towards establishing a public service that is focused, disciplined, patriotic and dedicated to assisting government in the development of a strong, united and virile nation.

Consequently, comprehensive reforms commenced with the general assessment of the Nigerian economy that culminated in the NEEDS document of 2004. The aim was that the reform of the public sector should respond to:

(a) rightsizing the service in order to eliminate ghost workers;

(b) restoring professionalism,

(c) restructuring and strengthening the public service,

(d) tackling corruption and improving transparency,

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(e) reducing waste and improving efficiency,

(f) privatising and liberalising the public sector, and

(g) enhancing economic co-ordination

It is on the basis of the above criteria according to Al-Gazali that the office of the head of civil service of the federation, in conjunction with the Federal Civil Service commission, evolved a reform road map that aimed at achieving the underlisted objectives for the Federal Civil Service:-

(i) improving the human resource management tools for appointments, promotion and discipline in the Federal Civil Service, including the right sizing of the service,

(ii) achieving a sustainable and efficient data base for the Federal Civil Service taking cognisance of work so far done by the office of the head of the civil service of the federation, Ministries and Departments;

(iii) developing a new performance management system for the civil service that would balance transparency with accurate and objective assessments,

(iv) professionalising the Federal Civil Service by appropriate re-designation and posting of core competent professionals to appropriate desks,

(v) assessing training needs, building human capacity and study tours by the office of the head of the civil service of the federation and the Federal Civil Service commission,

(vi) reform of public service rules and financial regulations,

(vii) holding quarterly reform workshops, seminars and conferences with Ministries, Departments and Agencies (MDA's) with a view to deepening the reforms,

(viii) redesigning systems, processes, procedures and structures,

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(ix) monetising fringe benefits and outsourcing of jobs and the scrapping or merging certain government agencies, and

(x) monitoring the implementation of civil service reforms in ministries, departments and agencies (MDA's) to ensure compliance with approved guidelines.

Oronsaye (2010) stated that certain factors over the years eroded confidence in the Federal Civil Service as officers were no longer sure of what lay ahead of them in their careers. Subsequently, various reforms were instituted to improve service delivery and capacity such that officers could adequately perform their duties. He further submitted that by 2008, significant results had been achieved across the board in the efforts of government to reform the Federal Civil Service. This was achieved through reform efforts of SERVICOM (Service Compact with Nigerians), right-sizing and elimination of ghost workers underpinned by the Integrated Payroll and Personnel Information System (IPPIS), monetization of benefits to curtail waste in government business, and restructuring of Ministries, Departments and Agencies (MDAs).

Others, according to Oronsaye include review of public service rules and regulations, introduction of consolidated salary structure, pension reforms that ensured pay as you go, budget reforms, due process reforms in the procurement of government contracts and projects, tenure reforms and mandatory training of officers.

Sali (2012) recalled that efforts to establish the institutional frameworks that would provide directions for the transformation of the Federal Civil Service as well as improvement in work ethics and service delivery began to yield result between 2003 and 2004. Bureau of Public Service Reform (BPSR) was established as a coordinating platform for all reform initiatives. Also, a SERVICOM (service compact with all Nigerians) office was established with funding and technical support from the United Kingdom Department for International Development (DFID) to focus on work ethics and efficient delivery service system. He explained that in the four year period from 2004 to 2008, these initiatives made commendable impacts in raising awareness and repositioning the Federal Civil Service. In order to strengthen the institutional framework and to deepen the reform processes, the Bureau of Public Service Reform (BPSR) went into

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collaboration with Department for International Development (DFID) to establish the Federal Public Service Reform Programme (FPSRP) which eventually produced the National Strategy for Public Service Reform (NSPSR). This provided a long-term agenda and has been synchronized with vision 2020 of the Federal Government.

According to Sali, the National Strategy for Public Service Reform has three distinct phases. They are; a re-building phase (2011-2013), a transformation phase (2013-2016) and the final phase that is expected to lead to a world class status (2016-2020). In view of this, the key target results envisaged include; effective governance of the Federal Civil Service as an institution, organizational efficiency and effectiveness, professional and result oriented civil servants, ethical and accountable workforce with a positively changed work culture, improved competence of civil servants and knowledge based workforce.

However, Aja (2012) differs from other authors on the reform policies in the Federal Civil Service. He expressed that the passage into law of the minimum wage of Nigerian workers from ₦7,500 to ₦18,000 monthly is one of the reform policies of the Federal Government. Other reforms according to him are; non delay in the payment of salaries of Nigeria civil servants, payment of arrears on monetisation to federal civil servants, provision for the sum of ten billion naira as staff housing loan to Nigerian civil servants, high boost in capacity building in government and good cordial relationship between labour unions and government.

2.5 Job satisfaction and its effects in Organisations

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 mind set about the job. This mind set may be positive or negative, depending on the individual's mind 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's attitude towards the work and life in general,

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individual's health, age, level of achievement, social status, recognition and training. All these can have influence on job satisfaction.

Job satisfaction is a pleasurable emotional state resulting from the appraisal of one's job (Locke, 1976). Weiss (2002) has argued that job satisfaction is an attitude but pointed out that researchers should clearly distinguish the objects of cognitive evaluation which are emotion, beliefs and behaviours. This suggests that we should form attitudes towards jobs by taking into account of feelings, beliefs and behaviour. The issue of job satisfaction among librarians and information professionals can be observed in attitudes towards the work, disillusionment in working tools availability, recognition, promotion, rewards, control, commitment, achievements and remunerations.

Kaya (1995) explained that job satisfaction is one of the criteria of establishing a healthy organisational environment in an establishment. Individuals want to maintain status, high ranks and authority by giving their capabilities such as knowledge, ability, education and health to their jobs for which they spend most of their time. The individuals who can not meet up with expectations as regards their jobs become dissatisfied. Thus, this dissatisfaction affects the organisation for which he/she works. In the light of these, Kaya defined job satisfaction as the sum of all negative and positive aspects related to the individual's salary, his/her physical and emotional working conditions, the authority he/she has, the autonomous usage of this authority, the level of success he has maintained and the rewards given due to this success, the social status maintained in relation with his/her job and his/her relations with colleagues and administrators. He concluded that individual elements do not result in job satisfaction, but job satisfaction can only be mentioned if all these elements exist in a place where there is harmony.

Job satisfaction of librarians and information professionals is very 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 librarians and information professionals gains importance. Consequently, Alao, (1997) pointed out that if the idea of job satisfaction as a multidimensional phenomenon implies that a satisfied worker is not necessarily

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satisfied with all aspects of his/her job, then the influence of certain variables on his overall job satisfaction could differ from his/her satisfaction with individual aspects of his/her job, as was the case in his study on job satisfaction among selected university library cataloguers in Nigeria. Blum and Naylor (1986) expressed that job satisfaction is a general attitude of the workers constituted by their approach towards the wages, working conditions, control, promotion related with the job, social relations in the work, recognition of talent and some similar variables, personal characteristics, and group relations apart from the work life. All these point towards leadership, good career progression and motivation.

Job satisfaction is a very important attribute which is frequently measured by organisations. Job satisfaction describes how contented an individual is with his/her job. Fagbohungbe and Longe (1999) stated that Eze (1981) expressed job satisfaction as the psychological disposition (attitudes and feelings) of workers towards their jobs. They argued that job satisfaction is an effective response of the worker to his/her job and that it is as a result or consequence of the worker's experience on the job in relation to his/her own values. In view of this, they concluded that job satisfaction has been found to be closely affected by the rewards people derive from their jobs, while performance is closely affected by the level of attainment of rewards. In this regard therefore, job satisfaction is a function of the difference between what is expected as a fair return and what is actually obtained.

Job satisfaction can be an important indicator of how employees feel about their jobs and a predictor of work behaviours such as organisational citizenship (Organ and Ryan, 1995). Gannon (1979) expressed that job satisfaction is an important aspect of motivation. As the overall level of job satisfaction increases, absenteeism and turnover significantly decline. Gannon (op.cit.) further explained that expectancy theory suggests that productivity ordinarily, is influenced positively by high job satisfaction; that is, someone who finds his or her job rewarding is likely to work harder at it if he or she receives desired rewards. It is important that managers understand the concept of job satisfaction and the information in major studies that this area has provided.

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Mason (2011) who studied job satisfaction of 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. He however 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.

Kuzyk (2008) expressed the view that salary does not necessarily guarantee job satisfaction but position that is prestigious with power brings job satisfaction. One common research finding is that job satisfaction is correlated with life satisfaction (Rain, Lane and Steiner, 1991). This correlation is reciprocal, meaning people who are satisfied with life tend to be satisfied with their job and people who are satisfied with their job tend to be satisfied with life. However, some research has found that job satisfaction is not significantly related to life satisfaction when other variables such as non work satisfaction and care self evaluations are taken in to account (Rode, 2004).

Badawi (2005) expressed that organisations whether in the private or public sector, are generally concerned with motivation, job satisfaction, and commitment to productivity among employees. In addition, most individuals are motivated for different reasons to survive in some way or another. The degree to which some people survive better than others is based upon a complex formular of individual needs, desires, goals aspirations and other phenomena while a dissatisfied worker is an unnecessary addition to his or her organization's problems. Badawi (op.cit.) supported the concept of job satisfaction of an employee with Herzberg (1957) model of hygiene-motivator theory. It explained that individuals had two kinds of needs. These are needs that were hygiene in nature and the needs that were motivators. The factors that present dissatisfaction are called hygiene factors and they include money, supervision, status, security, working conditions, policies and organisational relations. In contrast to these hygiene factors are the job context factors, that is, the motivators which include salary, condition of work etc.

Job satisfaction is more of an attitude, an internal and could be associated with a personal feeling of achievement, either qualitative or quantitative while the level of job

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satisfaction is affected by a wide range of variables relating to individual, social, cultural, organisational and environmental factors (Mullins, 2007). Individual factors include personalty, education and qualifications, intelligence and abilities, age, marital status orientation to work. Also, social factors include relationships with co-workers, group working and norms, opportunities for interaction, and informal organisation. Cultural factors include underlying attitudes, beliefs and values while environmental factors include economic, social, technical and governmental influences. The organisational factors include nature and size, formal structure, human resource policies and procedures, employee relations, nature of the work, technology and work organisation, supervision and styles of leadership, management systems and working conditions.

Fagbemi (1990) agreed that the theory of Herzberg is still regarded as an important contribution to the understanding of the effects of job satisfaction, motivation and performance. She explained that Herzberg and his colleagues in late 1950's conducted a study of job attitudes of two hundred engineers and accountants. The subjects were asked to relate the number of times when they felt exceptionally good about their jobs and times when they felt bad. From the research, it was revealed that when people talked about feeling good or satisfied on the job, they mentioned motivators. These motivators or intrinsic variables are achievement, recognition, work itself, responsibility and advancement. They also discovered that when people are dissatisfied with their jobs, they talked about extrinsic or hygiene factors. The hygiene factors include company policy and administration, supervision, relationship with subordinates, status and security.

Lawes (1993) affirmed this submission and related that from the responses of the engineers and accountants that Herzberg interviewed, he developed lists of positive and negative factors on job performance. The negative factors which he called job dissatisfiers or hygiene factors were policy and administration, supervision, relationship with supervisor, work conditions and salary. The positive factors which he called motivators or satisfiers on the job were achievement, recognition, the work, responsibility and advancement in career.

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Saari and Judge (2004) asserted that the most focal employee attitude is job satisfaction. They agreed that employees have attitudes or viewpoints about many aspects of their jobs, their careers and their organisations. In the opinion of Jones (2009) employees often look at job from two points of view and that overall job satisfaction is actually a combination of intrinsic and extrinsic job satisfaction. He contended that intrinsic job satisfaction is when workers consider only the kind of work they do and the tasks that make up the job. Similarly, extrinsic job satisfaction is when workers consider the conditions of the work such as their pay, coworkers and supervisor. These two types of satisfaction are different and they help to look at jobs from both points of view.

2.6 Leadership Styles and their effects in Organisations

Luthans and Doh (2009) expressed 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 (Sally Adukwu-Bolujoko, 2010). The US Army handbook (1983) defined leadership as a process by which a person influences others to accomplish an objective and directs the organisation in a way that makes it more cohesive and coherent. This is similar to Northouse (2007) views on leadership as a process whereby an individual influences a group of individual to achieve a common goal.

Heresy and Blanchard (1988) viewed leadership as a process of influencing the activities of an individual or a group of efforts towards 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 (Prentice, 1999).

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

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knowledge possessed by the leader can be influenced by his or her attributes or traits such as beliefs, values, ethics and character. He affirmed that 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 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 organisation including aims, objectives; tasks; and the external environment of economic, social and political milieu.

The leadership challenge is about how leaders mobilise others to want to get extraordinary things done in organisations (Kouzes and Posner, 2002). It is about the practices leaders use to transform values in to actions, visions in to realities, obstacles into innovations, separateness into solidarity, and risks in to rewards. It is about the leadership that creates the climate in which people turn challenging opportunities into remarkable successes through his influence.

Ekhator (2006) stated that major role and performance of leadership is to ensure efficiency, effectiveness, accountability and transparency in the system. He expressed that the type and quality of leaders are very crucial to the performance of various functions and responsibilities. In order to make a leader to be effective and efficient, the leader must be groomed and educated. He or she must be exposed and trained in modern development strategies. Ekhator concluded that leaders are expected to be honest, dedicated and committed to their responsibilities and their obligations to the people they are leading.

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In his ten laws of leadership that can lead to success in a changing world Newman (1997) explained that a successful leader should have a vision, he must be disciplined, he must have wisdom, he should have courage, he should exhibit humility, he must be a decision maker, he must be able to develop friendships, he should exercise tact and diplomacy, he must be able to develop executive ability and he must be able to exudes inspirational power. Newman specifically stressed that before a leader could develop executive ability, the leader should learn how to communicate effectively as good communicators often become good leaders.

Robbins (2005) explained that the source of influence on a group by the leader towards the achievement of goals may be formal, such as that provided by the possession of managerial rank in an organisation. In the situation, management positions come with some degree of formally designated authority in which a person may assume a leadership role simply because of the position he or she holds in the organisation. The formal leader therefore reflects and clarifies organisational policy with the desire to achieve organisational goals (Littlejohn, 1982).

Early and late theorists have identified styles of leadership in organization. Several writers have considered why some leadership styles frequently produce better results than others, yet almost all of them agree that the styles used should depend not only on the leader but also on the led. Cherry (2011) recalled that in 1939, a group of researchers led by Kurt Lewin set out to identify different styles of leadership. According to him, the research identified three styles of leadership namely authoritarian, democratic and laissez-fair.

The authoritarian leader also known as autocratic provide clear expectations of what needs to be done, when and how it should be done in a dictatorial and bossy manner. The leader makes decisions independently with little or no input from the rest of the group. On the other hand, Lewin study discovered that democratic or participative leadership style is generally the most effective because, the leader offers guidance to group members and allows input from group members in decision making. As a result of this, group members feel engaged in the process and are more motivated and creative. The laissez-fair or delegative leadership style in the study revealed that the leader offers

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little or no guidance to group members and leave decision making process to the members. As a result of this, members of this group are least predictive, unable to work independently and show little or no co-operation.

Iguisi (2009) stated that among eminent authors of seminar research in the area of leadership theories are Rensis Likert, Professor Fred Fiedler, Robert Blake and Jane Mouton. 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 organisation. The paternalistic-authoritative style is a product of master-servant relationship between superior and subordinate. In this relationship, leaders express a condescending confidence and trust towards subordinates and this may develop in to informal organisation that does not always oppose the formal organisational 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 organisation that usually develops within the formal organisation may have an ambivalent attitude towards the formal organisational goal. The participative leadership style differs from the other three styles because subordinates are involved in decision making process and control is decentralised throughout the organisational hierarchy. There is a great overlap between formal and informal organisations which makes them one and the same.

Evans and Ward (2009) stated that leadership styles can be culturally dependent, ranging from autocratic to quasiautocratic, democratic or participative. Marcouse (2005) expressed that the way a leader manages employee will vary slightly from individual to individual and that leadership styles can be categorised under autocratic, democratic and paternalistic. He contended that autocratic leaders are authoritarian and tell employees what to do and do not listen to much of what workers themselves have to say. They tend to use one-way top down communication. Democratic managers, by comparison

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according to Marcouse like to involve their workers in decision making. They always listen to employee's ideals and ensure that people contribute to discussion while mode of communication is two-way approach. Accordingly, the delegation of authority under democratic leadership can be approached either by management by objectives (MBO) or laissez-faire (lazy approach). Marcouse identified his third leadership style as paternalistic in which a leader thinks and acts like a father. The leader is interested in the views of the employees, their social needs and how they feel in the organisation.

Other leadership styles which have been discussed by theorists include transformational and transactional. Hicks (1999) explained that transformational leaders have the ability to recognise 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 organisational culture in order to determine what is possible and when the time is right to attempt changes in the outlook of individuals or organisations. The new system of procurements in the federal civil service will encourage the use of transactional leadership style among librarians and other library personnel.

Goleman, Boyatzis and McKee (2004) described six styles of leading that have different effects on the emotions of the target followers. According to them, these are styles that any leader can use and a good mix that is customised to the situation is generally the most effective approach. The first among these styles is the visionary leadership style. This type of leadership style moves people towards a shared vision, telling them where to go but not how to get there. This enables the subordinates to openly share information which gives them knowledge power. This style is at its best when a new direction is needed.

The second 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 are tied to career aspirations and actions. Leaders using this style are good at delegating challenging assignments, demonstrating faith that demands justification and which leads to high levels of loyalty. The leadership style is best used when individuals need to build long term capabilities.

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The third style of affiliative leadership creates people connections and harmony within the organisation. It is a very collaborative style which focuses on emotional needs over work 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 acts as value inputs and commitment via participation, listening to both bad and good news 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 leader 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.

Straker (2011) explained different approaches or styles to leadership. He named the approaches as charismatic, participative, situational, transactional, transformational, quiet and servant leadership. The style that individuals use will be based on a combination of their beliefs, values and preferences as well as organisational culture and norms. In his explanation, charismatic leader gathers followers through dirt of personality and charm rather than any form of external power or authority. The leader pays a great deal of attention in scanning and reading their environment and he is very persuasive and good at picking up the moods and concerns of both individuals and large audience. The participative leader, rather than taking autocratic decisions, seeks to involve other people in the process, including subordinates, peers, superiors and other stakeholders. This makes people to be more collaborative when they are working on joint goals. Situational leadership style varies according to the situation in the moment. The action of the leader depends on situational factors. The relationship between the leader and the followers affect the leader's behaviour as well as followers behaviour.

Straker (op.cit.) expressed that transactional leader works through creating clear structures whereby it is clear what is required of their subordinates, and the rewards that they get for following orders. When transactional leader allocates work to subordinates they are considered to be fully responsible for it, whether or not they have the resources

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or capability to carry it out. When things go wrong, then the subordinate is considered to be personally at fault, and he is punished for the failure. In contrast to this, transformational leadership starts with the development of a vision, a view of the future that will excite and convert potential followers. This vision may be developed by the leader or may emerge from a broad series of discussion and in an attempt to build or create followers, the transformational leader has to be very careful in creating trust as their personal integrity is a critical part of the package. The approach of a quiet leader is the antithesis of the charismatic and transformational leadership styles, in that the quiet leaders base their success not on ego and force of character, but on their thoughts and actions. The actions of a quiet leader speak louder than his or her words. As part of Strakers explanation, the concept of servant leadership is that such leaders serve others, rather than others, serving the leaders. The assumption is that the leader has responsibility to the followers, towards the society and those who are disadvantaged.

Zowan (2009) recommended servant leadership as a powerful governance principle, especially for a nation facing a severe challenge of corruption. He opined that everybody in the nation's value chain has the potential to be a servant leader. According to him, servant leadership concept begins with the natural feeling that one wants to serve and to serve first. Thereafter conscious choice brings one to aspire to lead. This is different from one who is a leader first whose desire is to assuage an unusual power drive or to acquire material possessions.

Zowan also noted that some Christian scholars are also presenting the life of Jesus Christ as the ultimate example of servant leadership. Humility as an attribute of servant leadership, unlike other leadership style approaches with a top-down hierarchical style. Servant leadership emphasizes collaboration, trust, empathy, patriotism, love, patience and kindness. A servant leader is a concerned leader who is constantly making the conscious decision to lead in order to serve others better. Rather than being driven by self-interests, servant leadership is driven by the desire to improve the lots of people.

Adeka (2011) noted that servant leadership as the anti-thesis of top-down hierarchical style emphasizes collaboration, trust, empathy, and the ethnical use of power. He further expressed that the servant leader is a servant first, who has made a conscious

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decision to lead in order to better serve others, not to increase his own power. He endeavours to enhance the growth of individuals in the organisation and increase team work and personal involvement.

In furtherance of this, Adeka listed ten characteristics of servant leadership as elaborated upon by an American management guru, Robert Greenleaf in 1970. They are; listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of others and building community. Narain (2006) submitted that a manager can develop leadership qualities for effectiveness in an organisational set up. According to him, one of the models of leadership that is useful in an organisation set up is 'Action centred leadership' model developed by John Adair. In this model, a leader has to work in three areas simultaneously. These areas include accomplishment of task, building a team, and developing individuals. A manager is expected to build a team and develop individuals because it is not just achieving only task that matters. Based on the relative importance of these issues in John Adair leadership model, five discrete leadership styles were made possible with varying degrees of importance accorded to issues along the continuum. At one end is the telling style while at the other end is the joining style. In between these two extremes are consulting, selling and counseling leadership styles. In the telling leadership style, a leader takes decisions and asks his subordinates to carry out the task for implementing the decisions. He has no consideration for human feelings nor does he thinks that others can add value to the decision-making process.

At the extreme is the joining leadership style in which the leader leaves everything to his subordinates and later join them. For such a leader, the underlying assumption is that people can take decisions by themselves or the leader is unable to effect control over them. The other styles (consulting, selling and counseling) are different mix of task and human considerations. The interpretation of this model according to Narain is that telling leadership style is autocratic or authoritative while along in the continuum of consulting, selling and counseling styles, leadership style becomes democratic. The joining style which leaves all to the subordinates is laissez faire style.

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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 organisational experiences according to leadership styles or frames. They define the four frames of leadership as structural, human resources, political, and symbolic. The structural leaders define clear goals, assign specific roles for their constituents, and coordinate specific activities within specific policies, procedures, and chains of command. The structural leader tries to align the internal process of the organisation to the external environment while dealing with organisational dilemmas. Also, the human resources frame focuses on needs of people while leaders working within the human resource frame value the feelings and relationships of people. The assumption is that the organisation 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 organisation. Leaders working in the symbolic frame instill enthusiasm, a sense of charisma, and drama to the organisation.

Leadership styles while seemingly vague and esoteric, it is an essential element in effective strategy implementation (Pearce II and Robinson, 2005). Leadership style is central to the success of any organisation either private or public. Therefore, the decisions of leadership permeates every facet of an organisation and hence, its importance (Chukwuma and Idris, 2009). Leadership has assumed greater importance in today's organisation because of the emergence of forces like globalisation, competition, technological innovations and workers expectations. These forces require dynamic leadership anchored on ability to not only combine resources in the most efficient ways but to build a formidable work team that will work enthusiastically for the achievement of organisational goals.

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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. Top-down autocratic attitude is an age-old problematic domineering leadership style based on the military model of barking orders to helpless subordinates.

Samuel (2006) noted that leadership is an issue that has engaged the attention of discerning minds. He explained that true leadership styles and attributes suggest an emphasis on the persons attributes of leadership. Therefore relevant type of authority to this true leadership is personal charismatic authority. According to him, when a leader is placed in position of authority, he acquires a legitimate power. He stressed further that leadership styles differs from one society to the other, depending on the material conditions, the social milieu, the character of the state and obviously the needs of various types of development.

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 direction of an establishment at a lower level of a group of employees, still rests with the one to whom the leadership role is assigned. Though, Stucart and Eastlick (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.

2.7 Library system development in the Federal Civil Service of Nigeria

In the present organisational structure in Federal Ministries and Extra-ministerial Departments, library is a section in the Planning, Research and Statistics Department. The head of this department is a director, who is posted from the administrative cadre.

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All the libraries acquire, process, store and disseminate information in accordance with the vision and mission of their parent bodies.

Edoka (2000) in an attempt to trace the origins of library expressed that the prototype of the library we know it today can be traced to ancient human settlements. This emerged when the need arose to preserve and utilise records of civilisation. Accordingly, Edoka agreed that even with the emergence of records, accounts of libraries were at best fragmentary in form of scattered references in the works of well-known ancient writers. However, he submitted that while there is no evidence of what can be called the first library, the records that formed part of early libraries fall into four categories namely; the temple collection, government or royal archive, organised business or economic records and family or genealogical papers.

Bernhard (1997) pointed out that the word library comes from the latin word "Liber" which means book. According to him, for hundreds of years, libraries were exactly what the name implied; that is, places to keep books, and only the educated few had access to them. Gradually, as education became available to ordinary people, libraries became reading centres, and the books became accessible to all.

Ifidon and Ifidon (2007) comprehensively gave the description of a library and one which conforms with current trends and development that:

> A library can best be described as the key to agricultural development; the rocky foundation for an effective educational system; the secret behind the success of many private sector organisations and some government parastatals; and instrument of conflict prevention and conflict resolution; a tool for administrative effectiveness; a requirement for all health workers and operations of medical databases whether in orthodox or alternative medicine; the main weapon of security operatives; a magnetic attraction for investors added value to services and products and promotion of international trade; and mandatory requirement for planning and provision of amenities.

The above description of a library appears all encompassing of all types of libraries and portrays the library as an enabler of sustainable development in the society.

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It is therefore very clear that the library is a crucial centre in the educational development of man.

Afolabi (2009) expressed that the role of the library in the development of nations educationally, socially, economically, politically and culturally has been realised very early in the developed nations of the world and this realisation prompted them to guard their libraries jealously and also invest huge sums of money to develop them. Afolabi (op.cit.) stated further that the library is central to the provision of the right type of information resources that empowers the institutions or establishments to produce highly resourceful people that would impact positively on national development. The extent to which people in an organisation or institution are creative, informed and knowledgeable will be shaped by the boundaries of the contents of the library. Therefore, the direct support of a library is fundamental to the basic design and optimum implementation of the organisation's programme.

Broadly, government libraries are special libraries established by ministries, extra-ministerial departments and agencies for the purpose of processing, storing and retrieval of information in accordance with the objectives of the establishment. Ogundana (2007) described government libraries and information centres as those strictly established for government ministries, agencies and departments which receive their funding and subventions from the government.

The role of the libraries in the Federal Civil Service from all indications as submitted by Obamoh (2005), could be enumerated as custodial, educational, informative and recreational. Based on the foregoing, she further submitted that the functional of libraries in the civil service, be it state or federal is closely tied to the overall functions of the civil service. Therefore, the libraries in the federal civil service exist to provide the informational needs of the parent body. The libraries therefore should not be seen as mere collection of books, but as dynamic institutions, providing societal information needs and preserving records in a systematic and scientific manner.

The Federal Civil Service remains the instrument by which government carries out its statutory obligations to her citizenry. Also, the philosophy, goals and objectives of

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the nation is tied to the functions of the Federal Civil Service. The civil service formulates, implements and operates programmes aimed at developing an efficient and effective society. Closely tied to this is the library whose main objectives in this regard is to support the role of the Federal Civil Service in the form of collection, organisation, storage, retrieval and dissemination of the needed information for easy accessibility and availability.

According to Anyaoku (1994), the library as a conservator and transmitter of recorded information and knowledge, identifies, interpretes and organises its collection in order to facilitate the communication of that recorded information and knowledge. He equally expressed that in a library, availability of, and physical accessibility of materials are important principles, hence, the library enables patrons to identify materials relative to their needs by ascertaining healthy collections, good preservation and storage of recorded information and knowledge through easy and quick retrieval means or mechanism.

In line with Anyaoku's opinion, the libraries in the ministries, departments and agencies carry out these functions through various relevant divisions, departments, sections or units as the case may be. In the establishment, the particular activities to be carried out are identified and grouped together in broad functions. The responsibilities and duties of the librarians and other library personnel are defined while the lines of authority and relationships that exist among them are clearly sorted out.

Libraries in ministries, departments and agencies are special libraries. Collection development of these libraries are tailored towards the functions of the establishments while librarians and library officers are predominantly professional and paraprofessional staff apart from few supporting staff. Olalere (2010) explained that collection development in the context of librarianship could be seen as the activity that revolves round ensuring that the library is pro-active in getting the needs of the patrons ready. She stressed that it is the outcome of the effort put in place to ensure a systematic increase in the number of the library's holdings.

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As stated in the scheme of service, the general functions of librarians in the Federal Civil Service includes taking charge of library stocks, cataloguing and classification of new books, compilation of bibliographies and reading list; selection, evaluation, acquisition and organisation of books and other library materials. Other functions include; indexing periodicals, initiating action on the review of library programmes and policies, development of libraries in government institutions and departments, taking responsibility for library development planning and giving of professional advice on library matters.

2.8 Effects of Authority and Responsibility in Organisations

Kreitner (1995) explained that organisation theorists have defined authority as the right to direct the actions of others. He further explained that without a clear hierarchy of authority, co-ordination of effort is difficult to achieve. Cole (2002) defined authority as the legitimate power to act in certain ways which emanates from the top and can be delegated to subordinates. Cole identified two types of authority, namely line authority and the other he referred to as staff and functional authority. According to him, line authority is the one that every manager exercises in respect of his or her subordinates and it is peculiar to generalists. On the other hand, staff and functional authority is the right to order others as to what to do and how to do it and are mostly specialists.

Kumar (2008) stated that every organisation requires the establishment of a system of authority in order to achieve the objective of the organisation in the practical form through the efforts of workers in the organisation. He explained that authority is power derived from office or character or prestige and the essence of it is to perform services by means of administrative process.

Drucker (1974) argued that clear authority structure goes with responsibilities. He defined authority as the right to use assigned resources within one's direction to accomplish an assigned task, including the right to direct people and other resources. Drucker also noted that authority is always limited by the organisation's policies, procedures and the rules of the larger society. This submission is relevant in the Federal Civil Service. The exercise of authority by superior over the subordinate is limited by the

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provisions in the public service rules, financial regulations and other circulars and white paper instructions that are issued from time to time by the government.

Heresy, Blanchard and Johnson (1998) expressed that authority is a particular type of power that has its origin in the position that a leader occupies. This authority is the power that is legitimatised by virtue of an individual's formal role in an organisation. Authority is the right to command, to require acceptance of orders from other people, and the power to enforce behaviour in accordance with them, by approved sanctions, if need be (Deverell, 1972).

The term authority implies power derived from office or character or prestige and the purpose of authority is to perform some kind of service by means of administrative process which requires every organisation to establish a system of authority so that the objective of the organisation may be given practical shape through efforts of individuals (Kumar, 1987). Ajila (1989) noted that the arrangement of status relationship in the civil service through grade levels 01-17 shows a definitive hierarchy of both authorities and responsibilities. He further expressed that this arrangement is designed to achieve adequate supervision and control of government business by higher officers over the lower ones. The tasks of the Federal Civil Service as in any ministry are divided into their related units and it becomes necessary that each unit must have a leader assigned with authority and responsibilities.

Agbato (1982) submitted that authority is derived from a person's position or rank in the organisation and personal attributes of charisma, knowledge and expertise which enable him to give commands and direct others. He explained that in almost all organisations, authority based on position or rank comes from top to bottom. Agbato further identified two types of authority namely; line authority and staff/function authority. Accordingly, line managers are authorised to direct the work of their subordinates. They have direct responsibility for the accomplishment of the organisation's basic goals. On the other hand, staff and functional managers are people who are professionals and must constantly prove themselves and are authorised to accomplish set organisational goals.

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The bureaucratic structure in ministries and departments is in agreement with Agbato's view. Those officers in the line authority are the generalists while the specialists or professionals constitute the staff and functional authority. Officers with line authority structure could rise to the peak of their carrier as permanent secretaries in the Federal Civil Service while the authority of the specialist or professional in the staff and functional authority structure is limited.

In the Civil Service Handbook (1997) published by the office of the establishments and management services, authority is stated as the power given to a body or person or office holder by a superior to ensure that some definite objective is achieved. It explained further that authority in the public office could be derived from the constitution of a country, government pronouncements, public service rules, financial regulations, government notices in official gazette, circulars, and official notices and instructions in ministries, departments and agencies.

Lucey (1994) enumerated that organisation charts can be drawn to show various aspects of the organisation including the different types of authority and relationships, the levels of hierarchy, job and departmental duties. He classified authority into three namely, line authority, functional authority and staff authority. According to him, line authority is the authority each manager exercises over his subordinates while functional authority is the authority of a specialist manager to be able to direct others in relation to agreed aspects of his specialised area. Lucey described staff authority as the authority which primarily exists to provide advice and render services.

Light (1984) supported the position of Lucey and stated that the delegation of degrees of authority to individuals enables each employee to know whom he reports to and who reports to him. In his view, authority in formal organisation is of three different kinds, involving three different kinds of relationship. The first is the relationship of superior to subordinate where superior's authority is direct and his responsibility is general (line authority). The second is the specialist who may deal with people on his special subject but cannot have direct authority over other people (functional authority). The third is the authority that is just to assist the executive and cannot be exercised personally (staff authority). The functional authority as expressed by Light is applicable

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to professionals and specialists in the Federal Civil Service. Among such are library personnel who can only exercise authority in their specialised areas but have no direct authority over other staff.

Stillman (1984) contended that the purest type of exercise of legal authority is that which employs a bureaucratic administrative staff. He stated that the person occupies his position of authority by virtue of appropriation, election, or having been designated for the succession. This type of authority is operational in a bureaucratic organisation like the Federal Civil Service.

2.9 Impacts of Motivation on personnel in the work place

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 towards organisational goals, conditioned by the effort ability to satisfy some 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 agree that motivation is the study of the driving forces which help to explain the individual's behaviour in the organization. They contended that pioneers of early management school of thought like Frederick Taylor (1856-1915) and Henry Fayol (1841-1925) have tended to focus primarily on money, job design, discipline and supervision as the most important influences on workers efforts. They explained further that none of them present a detailed theory of motivation and this scientific and structuralists approach to management of human being in work place engaged the attention of proponents of the human relation school in management that emerged thereafter. Lee and Lawrence stated that Elton Mayo was among early human relations writers who saw the significance of motivation as a field of study. In the Hawthorne experiment study, the focus is on "humanization" of organisations and the assumptions about human nature is that;

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1. social needs are the prime motivator of human behaviour and inter-personal relationships which in turn is the prime shaper of a sense of indentity;

2. as a result of the mechanisation entailed in the industrial revolution, work has lost much of its intrinsic meaning, which now must be sought in social/relationships 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.

Cuming (1985) submitted that concern with motivation has been apparent since the early work of industrial psychologists and their investigation revealed that nobody can stimulate anyone else to work unless he knows how that person is motivated and to what incentives he will respond. In line with this, motivation of library personnel in ministries and extra-ministerial departments in the Federal Civil Service will stimulate them to work to their maximum capacity. The desire to meet social, economic, psychological and physiological needs by librarians and other information and staff working in libraries of ministries and extra-ministerial departments is a driving force behind their actions at work. This may therefore have effects on their productivity and love of their jobs. Cuming noted that one of the prime motives of a worker is economic, to obtain the resources to meet his physiological needs and support a family, ideally in every increasing comfort. Ambition therefore plays a part in the sense of the desire to get on and acquire more of the good things in life. The second main motives as stated by Cuming concerns social needs which have wide ramifications. The worker wants to feel that he or she belongs, that he or she is accepted by his fellows; and that his work has some importance which is clearly associated with a desired companionship.

Lucey (1997) opined that the objectives of any organisation will be achieved more efficiently when the people who work in it have drive and commitment. In other words, when they are motivated, efficiency in terms of job performance is recorded. Lucey

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stated that management tend to use variety of methods to make jobs more fulfilling and motivating through job enrichment, job enlargement, job rotation, delegating authority to subordinates and encouraging participation in decision making. He stressed further that there are numerous theories about motivation and the kind of theory a manager believes in influences his approach to management.

Torrington and Hall (1987) expressed that motivation is a psychological concept related to the strength and direction of behaviour. They explained that theories on motivation suggest that individuals are increasingly motivated by a need to fulfil their potential and that individuals behaviour at work will be directed towards satisfying these needs. If a job is designed so that these needs can be fulfilled then the employee will perform to a high standard because he is satisfying personal as well as organisational requirements. Torrington and Hall examined the various theories of motivation ranging from Maslow's hierarchy of needs, which suggested that human motivation was dependent on the desire to satisfy various levels of needs; Herzberg's two-factor theory of extrinsic factors or dissatisfiers and intrinsic factors or motivators; and Vroom expectancy theory of people's behaviours in order to meet their goals. Other interesting motivation theory examined by Torrington and Hall is Alderfer needs hierarchy. The needs hierarchy suggested by Alderfer (1972) is similar in some respects to Maslow, but has three levels namely;

1. Existence (material and physiological desires),
2. relatedness (social contact, friendships and other bonds), and
3. growth (using skills, abilities and developing potentials)

In view of all these motivation theories, they suggested that characteristics of jobs have been observed to identify those which satisfy higher order needs, such as self development and the fulfilling of potential which provide opportunities for satisfaction from the intrinsic content of the job, such as autonomy and recognition. In addition, Torrington and Hall noted that several authors have suggested lists of characteristics which correspond with each other fairly well. Some of the best known are those devised

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by Cooper, Turner and Lawrence and, Heckman and Oldham (1976). Cooper suggested four intrinsic job characteristics which would increase motivation. These are;

1. variety in tasks,
2. surroundings, and people available for interaction,
3. discretion in choosing the means and tools of one's work and selecting the appropriate knowledge to solve problems,
4. goals which are very clear and of sufficient difficulty, and being able to make a visible contribution so that workers can identify the constructive change they have made which contributes to the end product or service.

Equally, the six task attributes which can act as motivators in jobs identified by Turner and Lawrence are not dissimilar from Cooper's job characteristics. They include variety, autonomy in determining methods of work, required interactions with others necessary for task performance, optional interactions, knowledge and skill, and responsibility for problem solving and other decisions.

Willamson (1981) stated that the reasons why people believe in the ways they do range from purely instinctive urges to rational decisions to achieve desired goals. He acknowledged that modern writers recognise the following types of motivation;

1. security of livelihood which is given the greatest importance,
2. levels of income which tend to motivate within certain limits,
3. social status within an occupation,
4. group affiliation which is a motive that is often independent of economic or status consideration,
5. management attitudes, and
6. achievement orientation.

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Other influential factors influencing job satisfaction as noted by Williamson include altruistic motive, the desire for independence, the need for a definite aim or purpose, opportunities for responsibilities, the ability to control the routine details of a job, and the availability of enough activity to employ the energy that the individual wishes to apply to his work. However, he concluded that since people differ in their mental abilities, emotional demands, personality characteristics, physical and sensory capacities, the factors that influence their attitudes to work will differ accordingly and there is no single best answer to the problem of motivation. As human beings, the emotional demands in areas of needs and personality characteristics of library personnel in ministries and extra-ministerial departments may not be the same. As a result of this, what will want to constitute a motivator to a staff may not necessarily appeal to another as a motivator, hence the researcher agrees with the views of Williamson.

Batley (1989) believed that the motivation to perform well and the state of a person's morale are interconnected. He therefore suggested that in order to improve motivation, it is necessary to first recognise the possible causes of low morale. He expressed that there are many factors causing possible demotivation or low morale. These include;

1. insecurity of home or at work,
2. family, domestic or personal problems,
3. level of salary and expenses,
4. inconsistency between salary levels or between conditions of service with other people,
5. adverse working conditions, and
6. difference in treatment between one person and another.

In the same vein, the potential benefits of high motivation of a staff as opined by Batley include;

1. higher quality of service from the employee,

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2. effort to please the employee is greater,
3. attitudes to work and the organisation are positive and constructive,
4. job deadlines completion are met by employees,
5. timekeeping on the job is better,
6. employees respond quicker and better to requests for service, and
7. illnesses are less frequent and may not linger as long.

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 relation 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 actualisation needs at the higher end. Powel suggested a simpler scheme and proposed three types of needs that individuals may seek to satisfy without positioning them in a hierarchy. These are the need for achievement, satisfied by having challenging assignments in which success is neither guaranteed nor precluded; the need for power, satisfied by having influence and control over the activities of others; and the need for affiliation satisfied by having warm and friendly relationships. Powell concluded that the need for power may be subdivided into the need for socialised power, satisfied through serving the organisation or others and the need for personalised power, satisfied through controlling and exploiting others.

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. Herzberg's original research was based on interviews with 200 engineers and accountants. Each was asked to think of a time when he felt especially good and a time when he felt especially bad about his job, and to describe the conditions that led to these feelings. Kohn expressed further that at the end of the experiment, Herzberg suggested two sets of motivators which was tagged extrinsic factors (hygiene) or dissatisfiers and

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intrinsic factors (motivators) or satisfiers. The extrinsic factors are pay or salary increase, technical and competent supervision, organisation policy, working conditions and security of the job. The intrinsic factors include; achievement, recognition, defined responsibilities and advancement through promotions.

There are numerous theories about motivation and the kind of theory a manager believes in influences his approach to management of human being in an organisation. Olagunju (1998) noted that there are various directed theories which explain motivation. He stated that Locke (1976), goal setting, Humble management by objectives, and Vroom (1981) expectancy theory are also relevant. He particularly explained that payne theory suggests the following ideas for a practical attitudinal drive towards work;

1. that the organisation must provide rewards for employees in terms of money, fringe benefits, interesting work and security.
2. there must be a relation between variations in performance and reward,
3. the organisation must make clear what the relationship is between effort, performance and reward,
4. the organisation must be free to vary the size of rewards sufficiently to encourage people to work harder.

Olagunju equally agreed that the focus of energiser theory is on the hierarchical needs of man (Maslow, 1970). He explained that the thrust of the theory is that man tends to satisfy the lower needs before the higher needs. The hierarchical nature of the needs are arranged in ascending order of physical needs, security needs, social needs, esteem needs, autonomy and self actualisation. Library personnel in libraries of ministries, extra-ministerial departments in the Federal Civil Service render information service to their clientele. Motivational factors as founded by theorists in the human relation school, no doubt will be a driving force behind their behaviour in the process of discharging their duties.

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2.10 Career progression and job satisfaction of library personnel in the Federal Civil Service of Nigeria

Hiebert (1999) opined that professional career progression takes a linear path. He explained that professional career progression is a movement from one level to another level which is synonymous with increasing leverage, influence and impact on the establishment. Heibert identified the first level as apprentice level where employees do more of the detail and routine work of the organisation, relying heavily on others for guidance and support. The second level is where employees become experts in their particular specialty and have earned the right to work independently without much supervision. At the third level, Heibert noted that employees make more significant contributions and learn to leverage the work of others in making change happen while the fourth level is where the employees have a broader and more substantial impact through their ability to lead an organisation in their area of expertise. At this level, they influence organisational direction and impact major organisational decisions within their professional specialty which gives satisfaction on the job.

Adeleke (2006) recalled the two factor motivation hygiene theory of Fredrick Herzberg. The theory was developed by Herzberg and his associates by interviewing about 200 accountants and engineers in Pittsburg, USA in the late 1950s and early 1960s. The respondents were asked to recall the times they felt unsatisfied and unmotivated while factors responsible should also be noted. This finding by the Herzberg led to the identification of two sets of motivational factors which he named “motivation factors” and “hygiene factors”. According to Adeleke on the Herzberg finding, motivation factors in the job satisfaction include achievement, recognition, responsibility, work itself and career progression while hygiene factors are listed as pay, working environment, company policies, supervision and relationship with others. He noted that the presence of those motivational factors as discovered by Herzberg will bring job satisfaction while their absence will cause job dissatisfaction. On the other hand, the presence of hygiene factors will not necessarily motivate employee but their absence will give rise to feelings of dissatisfaction on the job. The relevance of this study is that achievements, recognition, responsibility, authority are associated with career progression and workers

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tend to work hard in order to advance in their career. This same concept applies to library personnel in the Federal Civil Service in Nigeria.

In the study on job satisfaction among national highways authority employees in Pakistan carried out by Hayat, Khalid and Mahle (2010), it was noted that job satisfaction is itself made up of a number of constructs like promotions (career progression), pay, nature of work and supervision which often lead to a number of outcomes held in high primacy by organisations . The trio further described job satisfaction as how contented an individual is with his or her job and confirmed that there are variety of factors that can influence a person's level of job satisfaction. Some of these factors as concluded by Hayat, Khalid and Malik include career advancement, the quality of the working conditions, leadership and social relationship and the job itself. Career progression is a good way to improve job satisfaction. Repetitive tasks without promotions make satisfaction difficult, therefore, employees need independence to be fully satisfied within their jobs. Workers in highly specialised jobs experience less autonomy or discretion and consequently, they are more dissatisfied with work than those in less specialised jobs. This submission clearly makes career progression an uphill task in an organisational culture that tasks trust and freedom to make choices.

Kutza (2000), a technology writer based in San Francisco pointed out her experience in a Gatner group IT market compensation study. In the study, enterprises that are experiencing high rates of turnover on average actually offer higher salaries. The Gatner study cited lack of career progression opportunities as the single most reported reason employees leave companies. It is therefore important that in an establishment, there should be a growth period for employees that will be accompanied with training for more skills and promotions in order to attain job satisfaction.

Eneanya (2009) stressed that training as a consult in career development often contribute immensely to the improvement of job performance and satisfaction. He identified training process or cycle in four phases; namely: identification of training needs, programme planning and design, implementation of training plans and evaluation of training effectiveness. Eneanya's views are in line with the training opportunities available for all categories of staff including library personnel in the course of career

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progression in the Federal Civil Service. The training programmes in the Federal Civil Service include induction courses that are designed for new entrants into the civil service; on the job training to enable them learn on the job; in service training which is applicable to all levels of officers; refresher course designed to update the knowledge of serving officers in order to prepare them for new challenges and public service scholarships awards to enable confirmed officials receive training with pay.

Fisher (1995) explained the relevance of achievement, recognition, responsibility in career growth and that people at all levels in organisations recognise the importance of continually up grading their skills and of progressively developing their careers. This is the philosophy of continuous development. Fisher added that many employees regard access to training as a key element in the overall reward package. The availability of learning opportunities, the selection of individuals for high prestige training programmes and the emphasis placed by establishment on learning new skills as well as improving existing ones, can act as strong motivating forces for job satisfaction.

Dell (1988) identified ten qualities that workers want most from their jobs. These include ability to think for themselves; ability to see the end result of their work; to be assigned interesting and challenging work; to be well informed; to be given audience; to be accorded with respect; to be given recognition for their efforts; to be challenged and corrected; and to have opportunities for increased skill development. Malcolm (2009) expressed that librarianship is a highly competitive career and that librarians and other library workers must be very dedicated because establishments often have promotion structures and other management positions after a certain amount of professional experience.

In the career progression of librarians and other library personnel in the Federal Civil Service, development of human capacity in form of training which enhances their qualifications, experience and performance in promotion examinations is a function of job satisfaction. This often prepares them for challenges and the desire to create vacancies for their upward movement and confirmation of their appointments. In view of this, establishment can rely on experience of personnel in the attainment of collective goals.

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2.11 Leadership styles and job satisfaction of library personnel in the Federal Civil Service of Nigeria

The assumption is that the concept of appropriate leadership style in decision making process, goal setting, will influence authority and responsibility as a desire for job satisfaction. Equally, under the leadership style that may be operational by librarians and library personnel in the Federal Civil Service, ability to control, use of skills and knowledge irrespective of position without interference will discourage dissatisfaction on the job.

Nye (2004) submitted that leadership roles can be found throughout the library from the professionals to the paraprofessionals and that leadership is always a process of learning skills. He added that opportunity must be given to use the new skill in various situations in order to be satisfied. This in turn brings efficiency to information service delivery and attainment of a collective mission in the establishment.

Leadership contributes significantly in the success and failure of an organisation. The relationships of leadership style, motivation and employee performance have been extensively studied (Bass, 1990; Collins and Porras, 1996; Manz and Sims, 1991; Sarrors and Woodman, 1993). Transformational leadership style contributes to empowerment and clear visions are often seen as important elements for employee job satisfaction (Iverson and Roy, 1994; Sergiovanni and Corbally, 1984; Smith and Peterson, 1988). This type of leadership style is often associated with a flatter organisational structure (Chen, 2001).

On the contrary, the Federal Civil Service tends to be more bureaucratic, hierarchical with a central decision making and policy driven. Leadership tends to be based on position, authority, and seniority. For example, job satisfaction is highly associated with position, responsibilities, achievements and big offices that are well furnished with all the paraphanelia of office. The expectations of information personnel in the libraries of the Federal Civil Service are not in any way different from this. The desire to have a very large space, conducive atmosphere for the libraries with offices that are well furnished and modern library equipment is a pointer in this direction. Also

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funding and a very good collection development policy that will enable information services to be rendered to library users is always the pride of librarians and other information personnel in the library. The attainment of all these goals will depend on the effect of leadership style that is operational within the bureaucratic set up of such ministry and extra-ministerial department.

Eneanya(Ibid) agreeds that leadership involves managing the performances of team members in styles so as to accomplish organisational goals. He submitted that through behavioural theory, researchers have come up with different classifications of managerial leadership styles. In particular, he showed interest in the leadership styles enunciated by Coleman (2000) and their effects on job satisfaction. The first leadership style is the coercive style. It is do what I say approach and can be very effective in a turn around situation or in time of crisis. In most cases, coercive leadership style has been observed to inhibit the organisation's flexibility and dampen employee's job satisfaction.

The second leadership style is the authoritative style with a command and affirmative approach. This style of leadership works especially when an establishment is adrift and it is less effective when the leader is working with a team of experts who are more experienced than him. The impact of authoritative leadership on job satisfaction is uncertainty.

The third leadership style according to Coleman is the affiliated style. The hall mark of this leadership style is that people come first. The style is particularly useful for building team harmony, or increasing morale, especially team spirit and build job satisfaction to motivate employees during stressful situations. However, affiliated leaders rarely offer advice and this often leaves employee's in a quandary.

The fourth leadership style is the democratic style. This style impacts on the organisational climate by giving workers a voice in decision making. Democratic leaders often build organisational flexibility, responsiveness and help generate fresh ideas among staff. As a result of this all inclusiveness in management, job satisfaction is manifested among employees who feel recognized in the establishment.

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The fifth leadership style as explained by Coleman is the pace-setting style. The leader sets high performance standards and exemplifies them and this will have a very positive impact on employees who are self motivated and highly competent. This style of leadership is useful if the leader wants to get quick results from employees that are highly motivated and with job satisfaction.

The sixth leadership style is the coaching style which focuses more on personal development than on immediate work related tasks. It works well when employees are already aware of their weaknesses and want to improve performances or develop long term strengths. The last leadership style as opined by Coleman is the laissez-faire style. This style allows the subordinates to determine their own direction and function without the involvement of the leader. The leader has no confidence in his ability to lead and this makes it impossible for him to set goals to follow by the subordinates. This type of leadership gives subordinates little or no interest in the way they perform their duties, hence, their morales are killed and hope of job satisfaction is dampened.

Hicks (1999) noted that people find themselves in a leadership role for a variety of reasons and possibly could obtain that position solely by virtue of personal charisma, tradition, situation or appointment. However, he suggested that effectiveness with a democratic, people oriented style of leadership is required from the leader's behaviour rather than authoritarian, task oriented approach. In view of this, Hicks reasoned that worker's objectives in anticipation of their needs for security, friendship, belongingness, support, love, esteem needs and self actualisation as suggested by Abraham Maslow (1970) in his motivational approach will be satisfied.

Leadership is the chief tool of administrative management. In all spheres of human understanding at home, work situation, social interactions, administrative and political institutions, different style of leadership exist to guide, direct, organise, persuade, motivate and inspire others to work for common interest (Mbieli, 2006). The role of appropriate leadership style in strategic success in management is highly significant. Khandwalla (1992) expressed that it has repeatedly been observed that leadership style plays a critical role in the success and failure of an establishment and has been considered important element affecting organisational performance. He further

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expressed that leadership style describes how managers behave in leading and motivating workers in organisations in order to achieve desired goals. Khandwalla recalled that the environment can be rated on the degree of factors such as turbulence or volatility, hostility, heterogeneity, restiveness and technological sophistication, hence leadership style that matches the environment should be adopted.

Bryaman (1986) agreed in his submission that leadership is the process of influencing the activities of an organized group towards goal achievement. The common element in this expression is that leadership involves a social influence process in which a person steers members of the group towards a goal. Bryaman emphasized that the group is a common one in leadership theory and research which conjures the image of a leader. In this connection, he submitted that many researchers have examined the activities of managers and the implication of their leadership styles for the sentiments and performance of the subordinates for whom they are responsible. In line with this, Bryman stressed that participative leadership style with reward, motivational and control strategies will have effect on job satisfaction of the subordinates.

Koontz and Weihrich (1988) stated that leadership has different meanings to different authors. However, they did not object to the fact that leadership is the art or process of influencing people so that they will strive willingly and enthusiastically towards the achievement of group goals. The duo explained that leaders envision the future and that every group of people that performs near its total capacity has somebody as its head who is skilled in the art of leadership. They further expressed that this skill seems to be a compound of at least four major ingredients. They are; ability to use power effectively and in a responsible manner; the ability to comprehend that human beings have different motivation forces at different times and in different situations; the ability to inspire; and the ability to use good leadership style in a manner that will develop a climate conducive to responding to and arousing job satisfaction.

In this direction, Koontz and Weihrich (op.cit.) agreed on some earlier explanations of leadership styles by other writers who classified them on the basis of how leaders use their authority in form of autocratic, democratic or participative and free-rein style of leadership. They however showed special interest in transactional and

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transformational leadership styles as promoters of job satisfaction. They held that transactional leaders identify what subordinates need to do to achieve objectives, clarify organisational roles and tasks, set up an organisational structure, reward performance, and are considerate for the social needs of its followers. Also, transformational style of leadership articulates a vision and inspires followers. They also have the capacity to motivate, shape the organisation culture and create a climate favourable for the organisational change.

2.12 Motivation and Job Satisfaction of Library Personnel in the Federal Civil Service of Nigeria

Motivation has become very important and essential in the attitude towards work in organisations and establishment like ministries and extra-ministerial departments of the Federal Civil Service. Library personnel like their counterparts in other professional services will like to feel important and have their work recognised as important. Although, they may be interested in the size of their pay, this may also not be a matter of first and last concern. Sometimes, they may be more interested in having their pay reflect accurately the relative social importance to them of the different jobs they do. Sometimes, even still more important than maintenance of socially accepted wage differentials, is the way their superiors treat them.

Dale (1978) explained that surveys of employee opinion have confirmed the fact that the absolute amount of the paycheck may be less important to many people than the relation their pay bears to the pay of others and that employees do value highly the other, satisfaction of job security, feeling of belonging and being treated like an individual rather than like a cog in a machine. Dale (op.cit) further contended that beyond this, many behavioural scientists feel that if employees understand objectives and have a chance to express their own opinions and see those opinions acted upon in most cases, they will gain a feeling of participation in the organisation and that the participation will accord them assurance of recognition, sense of belonging and self actualisation. He expressed that Rensis Likert's linking pin plan of organisation is based on this idea and

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this linking plan is made up of four systems of management namely; exploitative, benevolent authoritative, consultative and participative group.

The concept of exploitative, and benevolent authoritative are autocratic in nature, while in the consultative type of management, superior officers place substantial confidence in employees. Under the participative group type, there is complete confidence in employees and organisational goals are established by group action. Dale (ibid) concluded that another method of fostering participation that is being increasingly urged on management by various writers is the concept of management by objectives. Under this system, the employee and the superior sit down together and agree on the objectives the employee should attain. In view of the involvement of the subordinates in setting the goals with the superior officers, they naturally feel a greater commitment to reach the goals set.

The bureaucratic nature that is prevalent in ministries and extra-ministerial departments does not encourage superior officers and their subordinates to sit shoulder to shoulder and jointly set goals for their establishments. Rather, goals come in form of government policies which are expected to be implemented to the letter. Although suggestions may be welcomed in form of proposals, but such suggestions are not bound to be taken. This often put limitations on fulfillments, achievements and sense of belongings in the work motivation of library personnel with reference to the critical role of their professional services in ministries and extra-ministerial departments.

Pinnington and Edwards (2000) gave an overview of several content theories and process theories of motivation. They expressed that content theories seek to explain what motivate employees while process theories explain how to motivate employees. The three content theories that were described in their explanations include Maslow's hierarchy of needs, McClelland's three basic needs and Herzberg's motivators and hygiene factors. All these constitute 'need' theories which means that they assume that individual's motivation is driven by common and fundamental needs.

The Abraham Maslow's hierarchy of five basic needs consists of physiological needs, (food, sex, water, sleep, oxygen, warmth, freedom from pain, etc); safety needs

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(protection, good environment, job security); social needs or love and belonging needs (friendship, acceptance, group interaction); esteem needs (self respect, recognition) and self-actualisation needs (status, appeasement). McClelland's three basic needs on motivation focus on the needs of achievement, power, and affiliation. People with a high need of achievement seek jobs and tasks in which they have personal responsibility and can obtain quick feedback on their progress and attainment while high achievers are moderate risk takers, preferring the odds of success to be even or in their favour. In order words, high achievers are not motivated by success that can be put down to good luck, preferring outcomes that they believe are consequences of their own achievements. People with a high need for power seek situations where they can have power and influence over others. They like to be in positions of status and authority and frequently aim to increase their influence over others in preference to concentrate on effective work performance. Equally people with a high need for affiliation are motivated by being liked and accepted by others. They are most motivated in work situations where there is a high degree of cooperation and where greater priority is given to attaining mutual understanding among the group rather than to competition between individuals.

In Herzberg's motivators and hygiene factors, he proposed that the key to motivating employees lies in job design and job enrichment. He argued that there has been series of myths about motivation and cited nine personnel practices that in his view were failed past attempts to instill motivation. Among them is reducing the time spent at work which he said will not motivate employees and that motivated people seek more hours of work. Also, increasing wages, or reducing them in economic depression, does not motivate employee and that fringe benefits which have become expectation are unlikely to motivate.

It is also the belief of Herzberg that sensitivity training, improving two way communication between managers and employees, job participation and counseling of employees have all failed in the area of motivation. He suggested that only the recognition of the job will make employees gain more of a sense of achievement, recognition, intrinsic satisfaction from work, responsibility, advancement and personal learning and growth. Herzberg therefore submitted that employees in organisations have

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two sets of basic needs. One set stems from the in-built drive to avoid pain and to satiate biological needs.

The other set of needs is unique to human beings and is concerned with achievement, recognition, the work itself, responsibility, growth and advancement. The first set of needs he called hygiene factors which are extrinsic to the work the employee does (establishment policy, administration, supervision, working conditions, interpersonal relationships, salary, status and security). The second sets of needs comprise growth needs or motivating factors (motivators) and are intrinsic to the work.

The other explanation of Pinnington and Edward on process theories centred on Lathan and Locke's goal-directed theory, Victor Vroom's expectancy theory, Bandura's self-efficacy theory, and Hackman and Oldham on job design. The concept of the goal directed theory is to use incentives to direct employee's energies towards the goals of the organization. These incentives include money, participation in decision making, job enrichment and behaviour modification.

The Vroom expectancy theory was developed to explain how individuals can be motivated when they have different values and priorities for rewards. The theory recommendation is that work should be designed so that effective performance leads to outcomes desired by employees. People will work hard if their labours achieve things they want which can vary from extrinsic rewards such as productivity bonus to intrinsic rewards such as the pleasure obtained purely from doing the task.

The Bandura's self-efficacy theory proposed that the main influence over behavioural change and motivation is self-efficacy which is the strength of belief an individual has in his or her ability to achieve outcomes through behaviour. The theory is a theory of social learning, being concerned primarily with how individual learning is affected by social factors such as maintaining self confidence and making comparisons between oneself and other people. It proposed that four major sources of information are used by individuals in creating their sense of personal efficacy. They are performance accomplishment, vicarious experience, verbal persuasion and physiological states.

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The Hackman and Oldham on job design theory expressed that motivation is concerned with effective design of jobs and matching the correct people to the work required. When people are well matched with their jobs, it is not necessary to force, coerce, bribe or trick them into working hard and perform the job well. The theory recommended three conditions for internal motivation. First, the individual must have knowledge of the results of his or her work, otherwise, it will be difficult to be emotionally influenced by the outcomes. Secondly, the employee must experience responsibility for the results of the work. People must be allowed to take initiative and feel pride in the results when they do well and feel concern when goals are not achieved. Thirdly, the employee must experience work as being meaningful. When all these factors are present, strong internal work motivation will develop and is likely to persist.

The view of this research work on the overview of Pinnington and Edwards on all the motivational theories is that the application of Vroom expectancy theory, Maslow hierarchy of needs in the job placement of library personnel in ministries and extra-ministerial departments and to large extent, the considerations of proponents of process theories will fix in to the motivation of library personnel on their jobs in line with the bureaucratic set up of ministerial and extra-ministerial departments. Nevertheless, the desire for equitable take home pay, recognition, rewards, achievements, security of jobs and participation in decision making are vital ingredients that will enhance motivation in the workplace of library personnel in the Federal Civil Service.

2.13 Theoretical Framework

The theoretical model for this study has been drawn from one of the theories on job satisfaction in the work place. One of these theories is the affectivity theory propounded by Edwin Locke (1976). The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. The theory states that how much one values a given facet of work, for example, the degree of autonomy in a position moderates how satisfied or dissatisfied one becomes when expectations are not met.

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The second theory is the job characteristics model proposed by Hackman and Oldhan (1976). This model is widely used as a framework to study how particular job characteristics impact on job outcomes, including job satisfaction. The model states that there are five core job characteristics namely skills, task identity, task significance, autonomy, and feedback that will impact three critical psychological states of meaningful experience, responsibility for outcomes and knowledge of the actual results. All these will influence job satisfaction.

Among these theories is the path-goal theory proposed by George-Poules, Mahoney and Jones in 1957. The theory states that people are motivated to do things which will have a high probability of leading to rewards they will value. A worker that is satisfied will derive expectations of satisfaction in doing the job. Hence, according to this submission, high satisfaction will lead to low turnover and low absenteeism in view of the reason that the satisfied worker is motivated to go to work where his or her important needs are satisfied.

The most important of these theories and on which this study has been anchored upon is the need gratification theory by Wolf (1970). The proposition of this theory is that persons with lower level needs obtain satisfaction and dissatisfaction from the context elements of a job such as establishment policies, working conditions, salary, supervision, job security, administration, interpersonal relations, while persons with higher level needs obtain satisfaction and dissatisfaction from the content elements of job like achievements; recognition, participation, leadership position and innovations.

In the Federal Civil Service, there are three management levels. The first level is the low management level that consists of officers from grade level 01-06 and they are predominantly made up of junior staff. The second level is the middle management staff which consists of officers from grade 07-14. The third level is the top management level which consists of officers from grade level 15 and above. Library personnel cut across these levels while their levels of needs are classified in the needs gratification theory by Wolf. Library personnel from grade 14 and below are often concerned with working conditions, establishment policies, salary, supervision on the job, interpersonal relations and job security. Also, library personnel from grade level 15 and above often express

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concern on recognition, participation in the policy formulations of government, leadership position, achievements and innovations.

Togia, Koustellos and Tsigills (2004) investigated job satisfaction among academic librarians in Greece and used instrument that assessed six dimensions of job satisfaction. These dimensions included working conditions, pay, promotion, job itself, supervision and organisation as a whole. The study revealed that Greek academic libraries were not satisfied with job itself, supervision, working conditions and less satisfied with pay and promotion. Whereas participation in decision making as a democratic leadership style positively influenced job itself and organisation as a whole. The study is useful for providing understanding of job satisfaction in the library profession. In the survey carried out on job satisfaction of library workers by Berry (2007), in both public and academic libraries, he recorded that there were significant under currents unhappiness among library workers and are deeply dissatisfied with salaries, library funding, poor leadership styles, non existent advancement opportunities, and lack of training.

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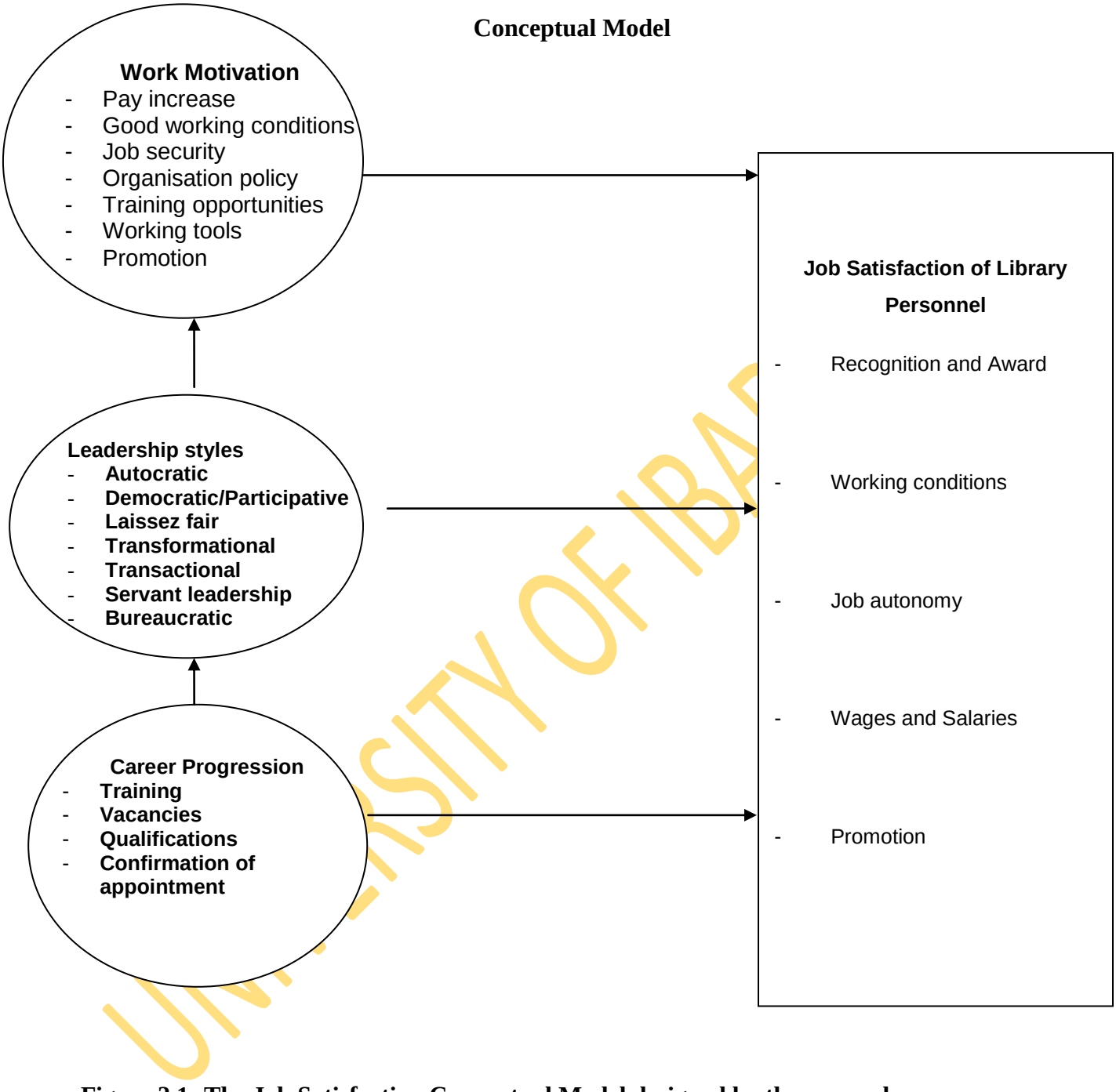

Figure 2.1: The Job Satisfaction Conceptual Model designed by the researcher

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2.14 Conceptual Model

Figure 2.1 shows the conceptual model for the study. The assumption is that career progression of library personnel in federal ministries and departments will promote job fulfillment and self-actualisation. Leadership styles will also have effect on responsibility, ability to direct goal setting, achievement and skills in favour of job satisfaction. Also, motivation in the area of good working conditions, provision of working tools, training opportunities will promote job satisfaction. The cumulative effects of these will have bearing on efficient information service delivery, and attainment of mission goals by various federal ministries, and extra-ministerial departments.

In the above model, there is constant link between interrelated variables. The independent variables of career progression, leadership styles and work motivation have significant linkages with one another and direct linkages with job satisfaction to bring fulfillment, recognition, meritorious award, good working conditions, achievements, promotion, responsibility, authority, wages and increase in value.

2.15 Appraisal of literature reviewed

The various literature reviewed in this study indicated that career progression is a key factor in the job satisfaction of working situations of librarians and other library personnel. Other key factors include motivation, the provision of good leadership at their respective establishments. Library personnel have aspirations that centre around their work which have effects in fulfillment, recognition, achievements, working conditions, responsibility, authority, promotion, awards, wages, increase in ability and value.

The summary of the literature covered career progression of library personnel and its relevance in the rendering of information services, leadership styles and their uses to achieve desired goals in the management of human resource, and motivation of workers in libraries. It is evident that career progression can have profound consequences on the individual's job satisfaction, most especially in ministries, and extra-ministerial libraries. Also, it is very obvious that leadership style has become imperative in the management of human resource as a means of deriving satisfaction on the job. In the opinion of the

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researcher, the views of various authorities on leadership styles are almost the same but expressed in different appellations. Therefore, this study has summarised and classified leadership styles into autocratic, democratic, laizez-fair, transformational, transactional, bureaucratic and servant leadership styles. In addition to this, the attainment of power through career progression and motivation on the job has made job satisfaction the main issue in the discharge of responsibilities by library personnel.

Several studies have been carried out on work motivation, leadership style, and career progression in the field of management, administration and other related fields but there is lack of emphasis on the serious implications and effects of these independent variables on job satisfaction of library personnel in the Federal Civil Service establishment. Consequently, the main thrust of this study is to fill this gap. In addition, it is noteworthy to mention that functions of library personnel are professional duties. However, these professional functions are often being performed by officers who are not trained in library studies in the Federal Civil Service. This study will therefore draw the attention of the Federal Civil Service to this anomaly and ensure full professionalisation of library and information services in all Federal Ministries and Extra-ministerial Departments.

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CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter of the study gives detailed information of the methodology used by the researcher in the following subheadings:

3.2 Research design

3.3 Variables in the study

3.4 Population of the study

3.5 Sample and sampling procedure

3.6 Data collection instruments

3.7 Validity and reliability of the instruments

3.8 Data collection procedure

3.9 Method of data analysis

3.2 Research Design

This study adopted the correlational type of research design due to the nature of the subject of investigation. Correlational type of research method investigates the extent to which variations in one factor correspond with variations in one or more other factors. These factors are based on relationships often measured by the use of statistical coefficient of correlation whether in quantitative or qualitative terms. Aborisade (1997) expressed that correlational studies seek to establish the existence or otherwise of relationships among variables. He stated further that the direction may be negative or positive type of relationship, and the magnitude may be weak or strong.

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Olayinka, Taiwo, Raji-Oyelade and Farai (2006) stated that correlational research determines whether, and to what degree a relationship exists between two or more quantifiable variables. In line with this direction, Nwabuokei (1986) explained that correlation analysis is concerned with measuring the degree or strength of this relationship. This correlational research design is considered to be more appropriate to this study because it will attempt to establish the relationship between career progression, work motivation, leadership styles on the job satisfaction of library personnel in libraries across the Federal Civil Service of Nigeria.

3.3 Variables in the study:

The variables in this study are the following

A. Independent variables: These are:

1. Career progression
2. Leadership style
3. Work motivation

B. Dependent variable: This includes:

1. Job satisfaction

3.4 Population of the study

The population of this study comprises librarians and library officers in all federal ministries and extra-ministerial departments. There are 29 federal ministries and 66 in the category of the extra-ministerial departments as indicated in Table 3.1. All the population were covered. Therefore, the target population of this study consists of 450 library personnel made up of librarians and library officers, working in libraries of federal ministries and extra-ministerial departments.

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Table 3.1: Library Personnel in Federal Ministries and Extra-ministerial Departments

Library Personnel	Federal Ministries	Extra-ministerial Department	Total
Librarian	59	151	210
Library Officer	105	135	240
Total	164	386	450

Source: Professional Department, Office of the Head of Service of the Federation, and office of the Secretary to the Government of the Federation (SGF)

3.5 Sample size and sampling procedure

A preliminary investigation was conducted and enumeration of library personnel in Federal Ministries and Extra-ministerial Departments was carried out. Findings indicated that there were total of 450 library personnel. The study was therefore made up of 450 library personnel. The implication is that a total enumeration technique was used to cover all the 450 library personnel in Federal Ministries and Extra-ministerial Departments.

3.6 Data collection instruments

The following data collection instruments were used to gather data from the respondents.

- Career Progression Questionnaire (CPQ)
- Leadership Style Questionnaire (LSQ)
- Job Satisfaction Questionnaire (JSQ)
- Work Motivation Scale (WMS)

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Career Progression Questionnaire

This instrument gathered relevant data on factors relating to and affecting career progression of library personnel in federal ministries and extra-ministerial departments. It is divided into three sections. Section A contains seven suggestions on career development opinion. Section B consists of seven assumptions on impediment to career progression while Section C is made up of eleven items in career development programmes that could have effect on career progression. The factors relating to career progression was measured by their degree of importance.

The items used to measure effects of career development on career progression was adapted from studies carried out on career progression and development by Chase, Macaskill and Paterson (2005). Respondents were asked to indicate their agreement or disagreement with several statements, using a five point Likert scale from strongly agree to strongly disagree. Items capturing career programmes were measured using three pairs of descriptive words of Good, Average and Poor while factors on likely impediments in career progressions were measured by simple Yes or No.

Leadership Style Questionnaire

The instrument generated data on styles in decision making process and the use of authority in leadership. The whole section contains 26 items for the respondents and were presented in five point scale ranging from strongly agree (1) to strongly disagree (5). This was adapted from studies carried out by Oates (2010). These items include; authority to make decisions, final decision making authority, inclusion of staff in decision making, line authority of passing instructions and the mode of communication, involvement of staff in meeting, whether staff are allowed to determine the needed functions to perform and that whether responsibilities are delegated. Others include the protection of staff interests by the boss, whether management decisions are discussed with staff by the headship of the library, the attitudes of the boss to the subordinates, leadership competence of superior officers and whether leadership always follow rules and regulations before decisions are taken.

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Job Satisfaction Questionnaire

This instrument measured the job satisfaction of library personnel in the libraries of ministries and extra-ministerial departments in the federal civil service. The scale was adapted in short form of a 20 item Minnesota satisfaction scale developed by Weiss, Dawis, England and Lofquist (1967).

The questionnaire contains statement of feelings on the job which respondents were requested to indicate the extent of their satisfaction or dissatisfaction on job related factors of recognition, achievements, working environment, resource availability, take home pay, career progression, etc by using a five-point Likert type scale arranged in the order of 1=very dissatisfied, 2=dissatisfied, 3= Neutral, 4= satisfied, 5= very satisfied. In addition to this Weiss reported that the reliability coefficient for the overall general scale is 0.90.

Work Motivation Scale

The instrument on work motivation investigated motivational factors in the work place of library personnel in the Federal Civil Service. This scale was adopted from the work motivation behaviour inventory test for personnel selection conducted by Professor Akinboye (2001) of the Department of Guidance and Counselling, Faculty of Education, University of Ibadan. The scale contains related factors on motivation of personnel at the workplace. Such items include compensation, job security, training benefits, opportunity for career growth, welfare package, financial reward and recognition of skills, monthly household provisions, refreshment in the office, job life insurance, performance evaluation based compensation, job enlargement and enrichment, home mortgage scheme, cooperative society enrolment, car loan, ICT technology devices to work with, festive periods welfare package, provision of office vehicles, family care plans and frequent increment in salary. The instrument used five point Likert type scale arranged numerically in the order of 5= Absolute important, 4= highly important, 3=moderately important, 2=slightly important, 1= Not important.

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3.7 Validity and reliability of research instruments

In order to ensure the validity and reliability of the instrument, the questionnaire was given to the researcher's supervisor for face validity. Apart from this, the researcher also gave experts in library management field at National Library of Nigeria, Federal Ministries and lecturers in the Department of Library, Archival and Information Studies at the University of Ibadan for review. Comments and suggestions were used to improve the quality of the draft questionnaire.

The questionnaire was also pre-tested in three states ministry's libraries and three extra-ministerial department's libraries among 50 library personnel. The state ministries are Oyo State Ministries of Justice, Commerce and Agriculture while departments libraries included Simeon Adebo library, governors office library Oyo State, and library board, Oyo State.

The population from these state ministries and extra ministerial departments libraries did not however form part of the total population that was used for this study.

The cronbach-alpha method was used to determine reliability coefficient 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.

3.8 Data Collection Procedure

The administration of the questionnaires was done by the researcher and three trained research assistants. All the libraries in the ministries, extra-ministerial departments were visited by the research team and the questionnaires served on respondents, who are mainly personnel dealing with information in the libraries. The administration of the questionnaires on the target population lasted for twelve weeks.

3.9 Method of Data Analysis

All the administered questionnaires were retrieved, coded and analysed. Statistical Package for Social Science (SPSS) was adopted for the analysis. Statistics such as

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percentages, mean, and standard deviation were put to use in the analysis of the research questions, while research hypotheses were tested using correlation and multiple regression analyses. The research hypotheses were tested at 0.05 level of significance. The justification for using this statistical procedure was aimed at bringing into perspective the relationship between the independent variables of career progression, work motivation and leadership styles on the job satisfaction of library personnel in the Federal Civil Service of Nigeria.

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CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

The chapter presents the results of data collection in analytical form and their interpretations. The findings were presented in descriptive form using tables, frequencies, percentages, mean and standard deviations.

The order of presentations included the research questions and the hypotheses. The hypotheses were tested using Pearson Product Movement Correlation and multiple regression analysis. A total of 450 questionnaires were administered. The usable number returned by the library personnel was 426, making a response rate of 94.7%.

The following were the different aspects of the demographic profiles of the respondents.

Table 4.1 Distribution of respondents by age

Age	Frequency	Percentage
20-30years	37	8.7
31-40 years	167	39.2
41-50 years	148	34.7
50 years and above	74	17.4
p-Total	426	100

Table 4.1 shows that respondents from the age of 20 to 30 years were 37 (8.7%). Those from 31 to 40 years were 167 (39.2%). The respondents from 41 to 50 years were 148 (34.7%), while respondents from 50 years and above were 74 (17.4%).

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Table 4.2: Distribution of respondents by gender

Gender	Frequency	Percentage
Male	202	47.4
Female	224	52.6
Total	426	100

Table 4.2 shows the distribution of respondents by gender. There is an indication that the total number of females (224 or 52.6%) was more than that of males (202 or 47.4%). The implication of this is that there are more female library personnel in the libraries of federal ministries and extra-ministerial departments of the federal civil service.

Table 4.3 Distribution of the respondents by educational qualification

Educational qualification	Frequency	Percentage
Ph.D.	16	3.8
Master Degree	75	17.6
PGD	13	3.1
First degree	107	25.1
Diploma	203	47.7
School certificate	12	2.8
Total	426	100

Table 4.3 shows the pattern of educational qualification of the respondents. Diploma holders recorded the highest frequency at 47.7% followed by the number of first degree holders at 25.1%. The table also revealed the frequency of 75 (17.6%) for library personnel with Masters Degree, frequency of 16 (3.8%) for Ph.D degree holders while

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holders of Post Graduate Diploma recorded frequency of 13 (3.1%). The least recorded were holders of school certificate with frequency of 12 (2.8%). It should be noted that holders of secondary school certificate that were captured in the instruments have passed combined confirmation examination in library matters and have been subsequently converted to library officers.

Table 4.4: Distribution of respondents by number of years of working experience

Number of years of working experience	Frequency	Percentage
1-5 years	27	6.3
6-10 years	40	9.4
11-15 years	95	22.3
16-20 years	106	24.9
21-25 years	80	18.8
26-30 years	64	15.0
30 years and above	14	3.3
Total	426	100

In Table 4.4, 27 which represents 6.3% of the respondents had a working experience of 1 to 5 years, 40 library personnel had a working experience of 6 to 10 years and 95 library personnel that represented 22.3% had between 11 and 15 years of working experience. Also, 106 respondents that constituted 24.9% had working experience of 16 to 20 years, 80 of the respondents that made up of 18.8% had working experience of 21 to 25 years, and 64 respondents which constituted 15% had working experience of 26 to 30 years. The least in the table was 14 which represented 3.3% with working experience of 30 years and above.

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4.2 Research Questions

In this section, the research questions raised for the study were answered using both quantitative and qualitative data. The results were presented in order of the research questions.

4.2.1 Research Question 1

What are the prevailing situations of career progression of library personnel in ministries and extra-ministerial departments in the Federal Civil Service?

Table 4.5 Library personnel opinion of career progression

S/N	Career Progression opinion	SD	D	N	A	SA	Mean	SD
1	Training is important to me in my career growth.	53 12.4%	29 6.8%	63 14.8%	145 34.0%	136 31.9%	3.66	1.32
2	I want to work in a higher level position.	36 8.5%	38 8.9%	123 28.9%	157 36.9%	72 16.9%	3.45	1.13
3	My career progression will assure me of my achievement on the job.	28 6.6%	62 14.6%	127 29.8%	169 39.7%	40 11.5%	3.31	1.04
4	Career progression will earn me recognition in the society.	44 10.3%	61 14.3%	108 25.4%	164 38.5%	49 11.5%	3.27	1.16
5	My career progression will lead me to self actualisation in my establishment.	29 6.8%	63 14.8%	140 32.9%	163 38.3%	31 7.3%	3.24	1.02
6	There is opportunity for me to develop my career in my organisation	33 7.7%	62 14.6	144 33.8%	150 35.2%	37 8.7%	3.23	1.05
7	My career is one of the best in my establishment	30 7.0%	68 16.0%	141 33.1%	156 36.6%	31 7.3%	3.21	1.03
8	I am enjoying steady career progression in my profession	31 7.3%	71 16.7%	140 32.9%	158 37.1%	26 6.1%	3.18	1.02
9	There is no clear cut career path in my place of work	41 9.6%	86 20.2	137 32.2%	148 34.7%	14 3.3%	3.02	1.03
10	I feel I have already achieved all I want to achieve in my career.	88 20.7%	133 31.2%	83 19.5%	73 17.1%	49 11.5%	2.68	1.29

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Table 4.5 shows the expression of opinion by the library personnel on prevailing situations in respect of career progression. The analysis of the data in the table is an indication that training is an important tool in career growth as it ranked highest by the mean score rating ($\bar{x}$ =3.66, SD = 1.32). This was followed by the opinion of the respondents who believed that they would want to work in higher level positions in order to ensure their promotions ($\bar{x}$ =3.45, SD=1.13). Achievement on the job through career progression as opined by the respondents ranked next ($\bar{x}$ =3.31, SD = 1.04). The implication of this is that library personnel will be fulfilled in career progression. This is closely linked with the recognition in the society that career progression will attract in line with the library personnel next ranking order ($\bar{x}$ =3.27, SD = 1.16). The next ranking order is that career progression will lead to self actualisation in an establishment as recorded by the respondents ($\bar{x}$ =3.24, SD=1.02). Other respondents agreed that there is indeed opportunity for them to develop their careers in their organisations ($\bar{x}$ =3.23, SD =1.05). The group of those who agreed that their career is one of the best in their establishments ranked next ($\bar{x}$ =3.21, SD=1.03). The next rank is the group of respondents who believed that they were enjoying steady career progression ($\bar{x}$ =3.18, SD = 1.02). In the lower rank is the group of library personnel who expressed that they have no clear cut career path in their organisations ($\bar{x}$ =3.02, SD= 1.03). Finally, the least rank is the group of respondents that agreed that they have already achieved all that they would want to achieve in their chosen career ($\bar{x}$ =2.68, SD = 1.29).

Further clarification revealed the maximum score of career progression of all the respondents to be 50 (e.g. 5 x 10). This can be further classified in to poor (1-15), fair (16-31), and good (32-50). The mean of their career progression was 20.46 ($\bar{x}$ =20.46) and standard deviation of 5.86 (SD=5.86). The implication is that the overall mean of the career progression of the respondents (20.46) is within the bracket of 16 to 31 in the test norm.

Therefore, the implication is that the career progression of these library personnel in ministries and extra ministerial departments is fair.

4.2.2 Research Questions 2

What is the level of job satisfaction of library personnel in ministries and extra-ministerial departments in the Federal Civil Service?

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Table 4.6: Job satisfaction of library personnel

S/N	Job Satisfaction items	SD	D	N	A	SA	Mean	SD
1	The way coworkers relate with each other	44 10.3%	74 17.4%	107 25.1%	155 36.4%	46 10.8%	3.20	1.16
2	The way my services are appreciated by others.	34 8.0%	101 23.7%	106 24.9%	134 31.5%	51 12%	3.16	1.15
3	The leadership competence of my superior officer on the job	46 10.8%	90 21%	98 23%	143 33.6%	49 11.5%	3.14	1.19
4	The way my views on the job are valued	42 9.9%	110 25.8%	72 16.9%	164 38.5%	38 8.9%	3.13	1.13
5	The way my job keep me busy all the time	42 9.9%	110 25.8%	72 16.9%	164 38.5%	38 8.9%	3.11	1.18
6	The attitude of my boss to subordinates	44 10.3%	94 21.1%	108 25.4%	137 32.2%	43 10.1%	3.10	1.16
7	The chance of a prospect career on my job	53 12.4%	79 18.5%	115 27.0%	140 32.9%	39 9.2%	3.08	1.17
8	The chance of using my power to function well on the job	48 11.3%	101 23.7%	100 23.5%	136 31.9%	41 9.6%	3.05	1.18
9	The freedom to take decision in performing my duties	52 12.2%	93 21.8%	106 24.9%	149 35.0%	26 6.1%	3.01	1.14
10	Feeling of accomplishment on my job	52 12.2%	95 22.3%	120 28.2%	132 31.0%	27 6.3%	2.97	1.13

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11	Opportunities to be creative	55 12.9%	115 27.0%	89 20.9%	128 30.0%	39 9.2%	2.96	1.21
12	Encouragement for doing a good job	66 15.5%	94 22.1%	93 21.8%	136 31.9%	37 8.7%	2.96	1.23
13	My career progression on the job	74 17.4%	84 19.7%	95 22.3%	134 31.5%	39 9.2%	2.95	1.25
14	Free hand to render my services	70 16.4%	83 19.5%	111 26.1%	132 31.0%	30 7.0%	2.93	1.20
15	The way my profession provides for steady employment	53 12.4%	108 25.4%	104 24.4%	136 31.9%	25 5.9%	2.93	1.14
16	The working environment	71 16.7%	99 23.2%	88 20.7%	140 32.9%	28 6.6%	2.89	1.22
17	The recognition of my profession by others	63 14.8%	115 27.0%	102 23.9%	122 28.6%	24 5.6%	2.83	1.16
18	Training on the job for improved performance	67 15.7%	117 27.5%	91 21.4%	126 29.6%	25 5.9%	2.82	1.19
19	Availability of resources to perform	81 19.0%	112 26.3%	104 24.4%	113 26.9%	16 3.8%	2.70	1.16
20	My take home pay at the end of the month	90 21.1%	98 23.0%	110 27.2%	116 27.2%	12 2.8%	2.68	1.17

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Table 4.6 shows the reactions of the library personnel on their feelings with regards to job satisfaction in libraries of ministries and extra-ministerial departments in the federal civil service. The way coworkers relate with each other was ranked highest by the mean score rating ($\bar{x}$ = 3.20, S.D. = 1.16). This was followed in order of the way their services are appreciated by others ($\bar{x}$ =3.16, S.D. = 1.15), the leadership competence of their superior officer 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. = 1.13), the way their job kept them busy all the time ($\bar{x}$ =3.11, S.D. =1.18), the attitude of subordinates ($\bar{x}$ =3.10, S.D. = 1.16). Others reactions include the chance of a prospect career on their job ($\bar{x}$ =3.08, S.D. = 1.17), the chance of using their power to function well on the job ($\bar{x}$ =3.05, S.D. = 1.18), the freedom to take decision in performing their duties ($\bar{x}$ =3.01, S.D. = 1.14), feeling of accomplishment on the job ($\bar{x}$ =2.97, S.D.= 1.13), opportunities to be creative ($\bar{x}$ =2.96, S.D. 121), and encouragement for doing a good job ($\bar{x}$ =2.96, S.D. = 1.23). The order of ranking also continue with the career progression recorded in the workplace ($\bar{x}$ =2.95, S.D. = 1.25), free hand to render services ($\bar{x}$ =2.93, S.D. = 1.20), the way information profession provides for steady employment in the labour market ($\bar{x}$ =2.93, S.D.=1.14), the working environment situations ($\bar{x}$ = 2.89, S.D = 1.22), the recognition of professionalisation by colleagues in the same establishment ($\bar{x}$ =2.83, S.D = 1.16), training on the job for improved performance ($\bar{x}$ =2.82, S.D = 1.19), availability of resources to performance responsibilities ($\bar{x}$ =2.70, S.D = 1.16) and lastly, the take home pay at the end of the month ($\bar{x}$ = 2.68, S.D = 1.17).

In the overall analysis of the job satisfaction of the library personnel in ministries and extra-ministerial departments, the maximum ratings of questions to the respondents was 100. This is therefore classified into three levels of low job satisfaction of 1-33, moderate job satisfaction of 34-66 and high job satisfaction of 67-100.

The mean value of the respondents job satisfaction was 20.32 ($\bar{x}$ =20.32) with standard deviation of 4.53 (SD = 4.53). Therefore, the mean value of 20.32 can be located within 1-33 level of job satisfaction in the test norm.

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The inference is that the job satisfaction of the library personnel in federal ministries and extra-ministerial departments of the Federal Civil Service is low.

4.2.3 Research Question 3

What are the patterns of leadership styles of library personnel in ministries, and extra ministerial departments in the Federal Civil Service?

Table 4.7: Leadership styles

S/N	Items	SD	D	N	A	SA	Mean	SD
1	Final approval on all issues rest in the boss.	27 6.3%	24 5.6%	84 19.7%	119 27.9%	172 40.4%	3.90	1.18
2	Information is issued in form of instruction and staff are bound to comply	32 7.5%	25 5.9%	77 18.1%	163 38/3%	129 30.3%	3.78	1.16
3	The leadership follows rules and regulations in making recommendations	29 6.8%	37 8.7%	103 24.2%	142 33.3%	115 27.0%	3.65	1.24
4	Most people are intrinsically hard working, but others need to be pushed into completing work.	33 7.7%	45 10.6%	99 23.2%	117 27.5%	132 31.0%	3.63	1.16
5	Cost savings can be made if all staff do exactly what they are told and don't try to over engineer solutions.	33 7.7%	29 6.8%	111 26.1%	144 33.8%	109 25.6%	3.63	1.23
6	Staff operate best within a clear and structured framework of procedures	35 8.2%	48 11.3%	92 21.6%	133 31.2%	118 27.7%	3.59	1.25
7	Staff are often told what to do and how to do it.	40 9.4%	45 10.6%	92 21.6%	135 31.7%	114 26.8%	3.56	1.26
8	Responsibilities are delegated to the subordinates	42 9.9%	45 10.6%	88 20.7%	136 31.9%	115 27.0%	3.56	1.24

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9	The boss always supports the right of staff	34 8.0%	58 13.6%	96 22.5%	123 28.9%	115 27.0%	3.53	1.32
10	Management decisions are discussed with staff by the leadership of their libraries.	52 12.2%	50 11.7%	81 19.0%	131 30.8%	112 26.3%	3.47	1.33
11	Meetings are not necessary before issuing instructions	57 13.4%	44 10.3%	100 23.5%	117 27.5%	108 25.4%	3.41	1.28
12	The leadership of the library meets with staff regularly to discuss their needs.	41 9.6%	69 16.2%	96 22.5%	113 26.5%	107 25.4%	3.41	1.33
13	Staff know more about their jobs and they are allowed to carry out decisions to do their jobs	51 12.0%	53 12.4%	96 22.5%	113 26.5%	107 25.1%	3.41	1.28
14	Staff are allowed to set priorities with guidance of the boss.	71 16.7%	37 8.7%	84 19.7%	141 33.1%	93 21.8%	3.35	1.28
15	The leadership allows staff to get back to him/her when they choose, rather than get in touch with the staff.	49 11.5%	60 14.1%	112 26.3%	119 27.9%	86 20.2%	3.31	1.26
16	The leadership in the library often focus on opportunities and not problems.	59 13.9%	45 10.6%	120 28.2%	113 26.5%	89 20.9%	3.30	1.29
17	Staff are provided with resources and time to pursue developmental objectives.	57 13.4%	51 12.0%	112 26.3%	128 30.0%	78 18.3%	3.28	1.27
18	Boss feel responsible for staff and their families and to be pushed in to completing work.	54 12.7%	73 17.1%	91 21.4%	121 28.4%	87 20.4%	3.27	1.31
19	For decision to pass in my section/department, approval of each individual or the majority is necessary.	87 20.4%	43 10.1%	96 22.5%	111 26.1%	89 20.9%	3.17	1.41

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20	Each staff is responsible for defining jobs	95 22.3%	45 10.6%	81 19.0%	116 27.2%	89 20.9%	3.14	1.35
21	Final decision making authority is within the section/department	94 22.1%	44 10.3%	81 19.0%	125 29.3%	82 19.2%	3.13	1.43
22	Staff are often included in what to do and maintain the final decision	84 19.7%	53 12.4%	95 22.3%	122 28.6%	72 16.9%	3.11	1.37
23	Staff are allowed to determine what needs to be done and how to do it.	83 19.5%	57 13.4%	86 20.2%	132 31.0%	68 16.0%	3.11	1.36
24	Staff can lead themselves just as the boss can do	99 23.2%	36 8.5%	99 23.2%	109 25.6%	83 19.5%	3.10	1.43
25	All staff always vote to take major decisions	135 29.3%	37 8.7%	67 15.7%	100 23.5%	97 22.8%	3.02	1.55
26	Staff have rights to determine their establishment's objectives	115 27.0%	37 8.7%	82 19.2%	116 27.2%	76 17.8%	3.00	1.47

Table 4.7 reveals the pattern of decision making authority in libraries of ministries and extra ministerial departments of the Federal Civil Service with reference to different leadership styles. The highest rank is that final approval on all issues rests in the power of the boss. ($\bar{x}$ =3.90, S.D. = 1.18). The second rating followed in succession with the expression that information is issued in form of instruction of which staff are bound to comply ($\bar{x}$ =3.78, S.D = 1.16). Next in rank is that leadership in libraries of ministries and extra ministerial departments always follow rules and regulations in making recommendations ($\bar{x}$ =3.65, S.D=1.16). Also, it was recorded that most people are intrinsically hard working, but others need to be pushed into completing work ($\bar{x}$ =3.63, S.D=1.24). The means and standard deviations of answers to other competing questions in order of succession include, cost savings can be made if all do exactly what they are told and will not over engineer solutions by pretence ($\bar{x}$ =3.63, S.D=1.16), staff operates best within a clear and structured framework of procedures ($\bar{x}$ =3.59, S.D = 1.23), staff are often told what to do and how to do it ($\bar{x}$ =3.56, S.D = 1.25), responsibilities are delegated to

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subordinates ($\bar{x}$ =356, S.D = 1.26), The boss always fight for the right of staff ($\bar{x}$ =3.53, S.D. = 1.24). Other expressions are; management decisions are discussed with staff by the headship of their libraries ($\bar{x}$ =3.47, S.D = 1.32), meetings are not necessary before issuing instructions (x=3.41, S.D = 1.33), the leadership of the library meets with staff regularly to discuss their needs (X=3.41, S.D = 1.28), staff know more about their jobs and they are allowed to carry out decisions to do their jobs ($\bar{x}$ =3.38, S.D=1.28), staff are allowed to set priorities with guidance of the boss ($\bar{x}$ =3.35, S.D=1.36), the leadership allows staff to get back to him or her when they choose rather than get in touch with the staff ($\bar{x}$ =3.31, S.D. = 1.26), the leadership in the library often focus on opportunities and not problems ($\bar{x}$ =3.30, S.D = 1.29).

Others responded in order of rating that staff are provided with resources and time to pursue developmental objectives ($\bar{x}$ =3.28, S.D = 1.27), boss feel responsible for staff and their families and to be pushed into completing work ($\bar{x}$ =3.27, S.D = 1.31), for decision to pass through section, departmental approval of each individual or the majority is necessary ($\bar{x}$ =3.17 S.D = 1.141), each staff is responsible for defining jobs ($\bar{x}$ =3.14, S.D=1.45), final decision making authority is within the section or department ($\bar{x}$ =3.13, S.D = 1.43), staff are often involved in what to do and maintain the final decision ($\bar{x}$ =3.11, S.D=1.37), staff are allowed to determine what needs to be done and how to do it ($\bar{x}$ = 3.11, S.D = 1.36), staff can lead themselves just as the boss can do (($\bar{x}$ =3.10, S.D.= 1.43), all staff always vote to take major decisions ($\bar{x}$ =3.02, S.D. = 1.55) and lastly staff have rights to determine their own establishment objectives ($\bar{x}$ =3.00, S.D=1.47).

In consideration of data pertaining to the respondents, leadership style is hereby classified as good or bad. Leadership styles that are good include democratic, bureaucratic, paternalistic, transformational, transactional and servant leadership styles. Those leadership styles considered bad are; autocratic and laissez faire.

The maximum ratings of the respondents in the research question is 130. The level of good leadership style is drawn from 1-65 and bad leadership style is drawn from 66-130. The

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mean value of leadership style was 30.69 ($\bar{x}$ =30.69) and this can be located within the range of 1-65 in the test norm.

The inference is that the leadership style of bureaucratic model that is common practice in federal ministries and extra-ministerial departments of the Federal Civil Service has good effect on the job satisfaction of library personnel. The bureaucratic leadership style is hierarchical in nature and relies strongly on the application of rules and regulations in administrative procedures. It gives room for expression of opinion and redress within the confine of laid down rules and regulations.

4.2.4 Research Question 4

What is the level of work motivation of the job of library personnel in ministries and extra-ministerial departments of the Federal Civil Service?

Table 4.8: Work motivation of library personnel

S/N	Work Motivation	NI	SI	MI	HI	AI	Mean	SD
1	ICT technology devices to work with	13 3.1%	12 2.8%	33 7.7%	147 34.5%	221 51.9%	4.29	.95
2	Security on the job	15 3.5%	9 2.1%	33 7.7%	155 36.4%	214 50.2%	4.28	.95
3	Training benefits	15 3.5%	6 1.4%	31 7.3%	165 38.7%	209 49.1%	4.28	.93
4	Medical insurance package	17 4.0%	7 1.6%	28 6.6%	167 39.2%	207 48.6%	4.27	.95
5	Exposure in professional field	20 4.7%	5 1.2%	38 8.9%	148 34.7%	215 50.5%	4.25	1.00
6	Job life insurance	15 3.5%	17 4.0%	40 9.4%	146 34.3%	208 48.8%	4.21	1.01
7	Frequent increment in salary	16 3.8%	12 2.8%	46 10.8%	149 35.0%	203 47.7%	4.20	1.00
8	Opportunity for career growth	16 3.8%	12 2.8%	40 .9.4%	160 37.6%	198 46.5%	4.20	.99

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9	End of the year monetary bonus	17 4.0%	7 1.6%	44 10.3%	172 40.4%	186 43.7%	4.18	.97
10	Recognition of new skills at work	18 4.2%	10 2.3%	39 9.2%	188 44.4%	171 40.1%	4.14	.98
11	Festive periods welfare package	17 4.2%	8 1.9%	50 11.7%	189 44.4%	161 37.8%	4.10	.97
12	Recognition of services through long service award	21 4.9%	10 2.3%	52 12.2%	170 39.9%	173 40.6%	4.09	1.03
13	Job enlargement and enrichment	17 4.0%	9 2.1%	46 10.8%	199 46.7%	155 36.4%	4.09	.95
14	Family care plans	22 5.2%	13 3.1%	51 12.0%	176 41.3%	164 38.5%	4.05	1.04
15	Performance evaluation based compensation	18 4.2%	11 2.6%	53 12.4%	196 46.0%	148 34.7%	4.04	.98
16	Home mortgage scheme	25 5.9%	13 3.1%	57 13.4	178 41.8%	153 35.9%	3.99	1.07
17	Refreshment in the office	18 4.2%	23 5.4%	70 16.4%	168 39.4%	147 34.5%	3.95	1.05
18	Car loan	17 4.0%	21 4.9%	75 17.6%	186 43.7%	127 29.8%	3.90	1.01
19	Monthly household provisions	24 5.6%	26 6.1%	73 17.1%	160 37.6%	143 33.6%	3.87	1.12
20	Cooperative society enrolment	24 5.6%	20 4.7%	81 19.0%	182 42.7%	119 27.9%	3.83	1.12
21	Office vehicle	60 14.1%	18 4.2%	86 20.2%	136 31.9%	126 29.6%	3.59	1.33

Table 4.8 explains the level of work motivation of library personnel in ministries and extra ministerial departments of the Federal Civil Service of Nigeria. The highest in the ranking order was ICT technology devices to work ($\bar{x}$ = 4.29, S.D =0.95). This was followed by security on the job ($\bar{x}$ = 4.28, S.D=0.95).

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The order of ranking by respondents shifted to training benefits ($\bar{x}$ = 4.28, S.D=0.93). This again was followed in succession by medical insurance package ($\bar{x}$ = 4.27, S.D=0.95), exposure in professional field ($\bar{x}$ = 4.25, S.D=1.00), life insurance on job ($\bar{x}$ = 4.21, S.D=1.01), frequent increase in salary ($\bar{x}$ = 4.20, S.D=1.00), opportunity for career growth ($\bar{x}$ = 4.20, S.D=0.99).

Others are end of the year monetary bonus ($\bar{x}$ =4.18,S.D = 0.97), recognition of new skills at work ($\bar{x}$ = 4.14, S.D 0.98), festive periods welfare package ($\bar{x}$ =4.10,S.D =0.97), recognition of services through long service award ($\bar{x}$ =4.09, S.D 1.03), job enlargement and enrichment ($\bar{x}$ =4.09, S.D. = 0.95), family care plans ($\bar{x}$ =4.05, S.D. =1.04), performance evaluation based compensation ($\bar{x}$ =4.04, S.D. = 0.98), home mortgage scheme ($\bar{x}$ =3.99, S.D. = 1.07) refreshment in the office ($\bar{x}$ =3.95, S.D=1.05), car loan ($\bar{x}$ =3.90, S.D. = 1.01), monthly household provisions ($\bar{x}$ =3.87, S.D. = 1.12), cooperative society enrolment ($\bar{x}$ =3.83, S.D. = 1.12) and lastly, office vehicle ($\bar{x}$ =3.59, S.D. = 1.33).

It is noted in the responses of the respondents that expectations of motivation on their jobs is much desired, however, index performance of motivation would be determined by the classification of their level of motivation into three categories of poor, low and high. The maximum rating of the respondents was 105, distributed into poor motivation of between 1 and 35, low motivation of between 36 and 70 and high motivation of between 71 and 105. The mean value of motivation was 35.9 and this falls within the rating of low motivation in the test norm. Therefore, the inference is that the work motivation of library personnel in ministries and extra-ministerial departments of the Federal Civil Service is low.

4.2.5 Research Question 5

What are the relative effects of career progression, leadership styles, work motivation on job satisfaction of the library personnel in the Federal Civil Service?

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Table 4.9: Relative effect of career progression, leadership styles and work motivation on job satisfaction of library personnel in the ministries and extra-ministerial departments

Model	Understandized co-efficient		Standardized	T	Sig P
	B	Std. Error	Beta contribution		
(constant)	9.515	1.126		8.449	.000
Career progression	0.311	0.032	0.418	9.803	.000
Leadership styles	0.564	0.89	0.724	6.359	.000
Work motivation	-0.678	0.114	0.670	-5.939	.000

In Table 4.9 above, the result shows the relative contributions of each of the independent variables of career progression, leadership styles, work motivation on job satisfaction, the dependent variable. Thus, career progression (β =0.418; t =9.803; P<0.05), Leadership styles (β =0.724; t = 6.359; P<0.05) and work motivation (β =-.670; t = 5.939; P<0.05). The implication is that career progression, leadership styles, and work motivation are significant. In view of this, they are good predictors of job satisfaction.

4.3 Test of Hypotheses

This section presents the results of the null hypotheses testing formulated for this research work. The results are presented in sequence in table 4.10, 4.11, 4.12 and 4.13.

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Hypothesis 1

There is no significant relationship between career progression and job satisfaction of library personnel in ministries, and extra-ministerial departments of the Federal Civil Service of Nigeria.

The outcome of this hypothesis, tested using Pearson's Correlation method at 0.05 level of significance, is summarised in Table 4.10.

Table 4.10: Pearson's correlation of career progression and job satisfaction of library personnel in ministries and extra-ministerial departments

Variable	Mean	Std. Dev.	N	r	P	Remark
Job satisfaction	20.3216	4.5313	426	.459	.000	Sig
Career progression	20.4554	5.8550				

Significant at P<.05

Table 4.10 reveals that there is a strong relationship between career progression and job satisfaction of library personnel in ministries and extra ministerial department of the Federal Civil Service. The mean score of career progression is ($\bar{x}$ =20.4554, Standard Deviation = 5.8550 while the mean score of job satisfaction ($\bar{x}$ =20.3216, standard deviation = 4.5313) of library personnel in ministries and extra-ministerial departments is found to be significant at p<0.05. Hence, career progression (r=0.459, N=450, P<0.05) has significant relationship with job satisfaction. The null hypothesis is therefore rejected.

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Hypothesis 2

There is no significant relationship between work motivation and job satisfaction of library personnel in ministries and extra-ministerial departments of the Federal Civil Service of Nigeria. The outcome of this hypothesis which was tested using Pearson's Correlation method at 0.05 level of significance is summarised in Table 4.11.

Table 4.11: Pearson's correlation of work motivation and job satisfaction of library personnel in ministries and extra-ministerial departments

Variable	Mean	Std. Dev.	N	r	P	Remark
Job satisfaction	20.3216	4.3513	426	.108	.000	Sig
Work motivation	35.9085	5.3743				

Significant at P<0.05

Table 4.11 shows that the mean score of work motivation of the respondents is $\bar{x}$ =35.9085, SD= 5.3743; while the mean score of job satisfaction of respondents is ($\bar{x}$ =20.3216, SD=4.3513). Thus, there is significant relationship between work motivation and job satisfaction of the respondents (r=0.108, N=450, P<0.05). Therefore, the null hypothesis is rejected.

Hypothesis 3

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. The result of this hypothesis, tested by using Pearson Correlation method at 0.05 level of significance is expressed in Table 4.12.

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Table 4.12: Pearson's correlation of leadership styles and job satisfaction of library personnel in ministries and extra-ministerial departments

Variable	Mean	Std. Dev.	N	r	P	Remark
Job satisfaction	20.3216	4.3513	426	0.201**	.000	sig
Leadership Styles	30.6925	5.888				

Significant at P<0.05

Table 4.12 shows that the mean score of leadership styles of the respondents is $\bar{x}$ =30.6925, SD= 5.888, while the mean score of job satisfaction of respondents as compiled is ($\bar{x}$ =20.3216, SD = 4.3513). The implication of this is that there was significant relationship between leadership styles and job satisfaction of the respondents, hence, r= 0.201, N=450, P<0.05. Thus, the null hypothesis is rejected.

Hypothesis 4

There are no significant joint effects of career progression, work motivation, leadership styles on job satisfaction of the library personnel of the Federal Civil Service. The result of this hypothesis which was tested using Pearson Correlation Method at 0.05 level of significance is shown on Table 4.13.

Table 4.13 Test of joint effects of career progressions, leadership styles, and work motivation on job satisfaction of library personnel in the federal civil service

Model	Sum of squares	DF	Mean square	F	Sig. P.
Regression	2251.283	3	750.428	54.641	.000
Residual	5795.659	422	13.734		
Total	8046.941	425			

R = 0.529

R^2 = 0.280

Adj R^2 = 0.275

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Table 4.13 shows that the joint effects of the independent variables of career progression, leadership styles and work motivation on job satisfaction was significant is (F(3,422)=54.641; R=0.529, R^2 = 0.280, Adj. R^2 = 0.275; P<0.05). It shows also that about 28% of the variation was accounted for the independent variables.

The mean and standard deviation of job satisfaction, career progression, leadership styles and work motivation of library personnel is shown on Table 4.14.

Table 4.14: Mean and standard deviation of job satisfaction, career progression, leadership styles and work motivation of library personnel

S/N	Federal Ministries/ Extraministerial Dept	Job Satisfaction		Career Progression		Leadership Styles		Work Motivation	
		Mean	S.D.	Mean	S.D	Mean	S.D.	Mean	S.D.
1	Federal Ministry of Agriculture	61.0000	5.9442	32.2500	5,5603	70.5000	25.8005	136.0000 141.6667	16.5126
2	Federal Ministry of Aviation	46.3333	22.8108	33.6667	32146	70.6667	39.8037	113.1250	4.6188
3	Federal Ministry of Trade and Investment	63.0000	9.6511	44.7500	7.5923	92.7500	13.6565	116.5000	27.3257
4	Federal Ministry of Culture and Tourism	59.5000	16.2635	47.5000	4.9497	96.0000	8.4853	120.6000	4.9497
5	Federal Ministry of Defence	7 1 .4000	12.7645	47.1000	4.3063	91.7000	13.3P1	114.6102	29.9414
6	Federal Ministry of Education	66.2373	15.0348	38.9153	8.5385	104.7000	19.0250	122.0000	27.5694
7	Federal Ministry of Environment	62.0000	25.2389	42.6667	3.0551	94.3333	19.6554	113.1000	4.0000
8	Federal Ministry of Capital Territory	67.3000	1 7.4423	42,2000	4.3153	102.3000	22.2663	134.1429	28.923 1
9	Federal Ministry of Finance	75.2857	4.5722	48.1429	3.9340	119.2857	11.8844	129.1250	4.0591

10	Federal Ministry of Foreign Affairs	73.3750	2.1998	44.5000	3.4226	1 18.1250	8.2711	128.0000	3.4408
11	Federal ministry of health	70.2000	2.4900	36.4000	11.1490	120.8000	3.3466	127.5000	6.5955
12	Federal Ministry of Information	49.5000	16.0593	38.8333	3.1885	94.3333	21.9332	121.5000	3.5071
13	Federal Ministry of Interior	62.250	15.4353	48.7500	2.8723	90.2500	14.0564	114.5000	7.1880
14	Federal Ministry of Justice	65.3333	5.8538	47.8333	2.9269	96.6667	12.6438	125.6667	12.4056
15	Federal Ministry of Labour and Productivity	70.333	2.8868	49.0000	2.6458	95.6667	18.9033	128.3333	5.5076
16	Federal Ministry of Communication Technology	78.3333	3.2146	50.6667	2.8868	93.6667	13.6504	119.0000	3.5119
17	Federal Ministry of Petroleum Resources	43.5000	3.5355	41.0000	2.8284	84.5000	9.1924	122.7500	12.7279
18	Federal Ministry of Police Affairs	61.2500	14.2215	42.5000	5.2599	112.0000	16.0831	132.0000	4.2720
19	Federal Ministry of Power	69.0000	-	47.0000	-	121.0000	-	121.0000	-
20	Federal Ministry of Solid Minerals	730000	-	44.0000	-	126.0000	-	132.0000	-
21	Federal Ministry of Niger Delta	76.0000	-	42.0000	-	118.0000	-	132.0000	-
22	Federal Ministry of Science and Technology	76.0000	-	44.0000	-	117.0000	-	125.5000	-
23	Federal Ministry of Transport	67.7500	5.3774	46.5000	2.3805	99.5000	39.7869	119.0000	4.3589
24	Federal Ministry of Women Affairs	70.5000	.7071	46.0000	1.4142	121.5000	.7071	117.0000	2.8284

25	Federal Ministry of Works	62.2000	6.0166	46.6000	2.0736	106.4000	14.6048	111.0000	3.9370 >
26	Federal Ministry of Housing and Urban Development	72.0000		49.0000		109.0000		108.0000	
27	Federal Ministry of Youth Development	70.0000	-	55.0000	-	110.0000	-	112.0000	-
28	Federal Ministry of Sport	68.0000	-	54.0000	-	111.0000	-	124.3333	-
29	Federal Ministry of Water Resources	72.6667	6.6583	47.00000	3.0000	111.0000	9.4516	123.0000	2.0817
30	Office of the Head of the Civil Service of the Federation	71.2857	5.7071	47.5714	1.9881	101.4286	27.5430	124.3077	4.3205
31	Office of the Secretary to the Government of the Federation	70.0000	3.4641	45.6923	3.5913	404.1538	19.9033	132.5000	9.1231
32	Office of the Accountant General of the Federation	66.333	1.5275	43.0000	.0000	104.1538	.5774	103.0000	10.4083
33	National Productivity Centre	72.5000	2.1213	43.0000	1.4142	115.3333	4.9497	125.7500	.7071
34	National Planning Commission	60.6667	12.8970	51.3333	3.0551	105.5000	27.5379	133.0000	43.2782
35	State House	42.2500	17,1148	44.0000	1.4142	93.3333	24.5561	125.0000	4.7871
36	National Salaries, Incomes and Wages	39.0000		48.0000		112.5000		133.0000	
37	National Boundary Commission	27.0000	-	42.0000	-	128.0000	-	125.0000	-
38	Office of the Surveyor-General of the Federation	36.0000	-	39.0000	-	67.0000	-	123.3333	-

39	Federal Civil Service Commission	32.5000	.7071	35.0000	5.6569	73.0000	7.0711	125.0000	4.2426
40	Federal Character Commission	35.3333	2.0817	37.6667	1.1547	73.0000	.5774	126.3333	3.7859
41	National Youth Service Corps	25.0000	-	43.0000	-	67.6667	-	130.0000	-
42	National Revenue Mobilization	33.0000	-	48.0000	-	133.0000	-	133.0000	-
43	New Partnership for Africa Development (NEPAD)	37.0000		47.0000		127.0000		133.0000	
44	Nigerian National Merit Award	33.0000	4.2426	47.5000	.7071	122.0000	4.9497	123.5000	3.5355
45	Millennium Development Goals	32.5000	2.1213	45.0000	2.8284	116.5000	4.9497	128.0000	5.6569
46	National Commission for Mass Literacy. Adult and Non Formal Education	34.0000	2.8284	48.0000	1.4142	123.5000	5.6569	126.5000	2.1213
47	National University Commission	35.0000	-	44.0000	-	124.0000	-	124.0000	-
48	National Archives of Nigeria	39.8571	22.8066	44.7143	1.8898	125.0000	6.8522	130.0000	4.6188
49	National Human Rights Commission	42.2000	1.8.4174	41.8000	5.0200	122.5714	28.0393	131.8000	10.7098
50	National Library of Nigeria	70.0000	-	40.0000	-	99.2000	-	125.0000	-
51	National Health Insurance Commission	38.0000	-	39.0000	-	129.0000	-	138.0000	-
52	National Museum	35.0000	-	38.0000	-	77.0000	-	131.0000	-
53	Nigeria Copyright Commission	58.9753	T8.215I	42.8519	6.4781	73.0000	23.1131	122.1358	21.0027
54	Petroleum Trust Fund	31.0000	-	37.0000	-	1 02.0062		127.0000	-

55	Consumer Protection Council	74.0000	.0000	32.0000	19.7990	71.0000	1.4142	124.5000	3.5355
56	Bureau of Statistics	37.0000	10.6958	42.1667	5.5648	114.0000	29.5325	117.0000	42.7458
57	Directorate of Pilgrims Affairs	38.0000	-	33.0000	-	109.1667	-	130.0000	-
58	National Office for Technology Acquisition and Promotion (NOTAP)	36.0000		45.0000		76.0000		140.0000	
59	Office of the Auditor-General of the Federation	35.0000		46.0000		120.0000		122.0000	
60	Raw Materials and Development Council	32.8000	6.0992	45.0000	3.1623	127.0000	25.0260	130.80000	7.7910
61	Code of conduct Bureau	76.0000	-	44.0000	-	115.6000	-	129.0000	-
62	National Pension Commission	35.0000	-	42.0000	-	133.0000	-	122.0000	-
63	Bureau of Statistics	32.0000	4.2426	128.5000	6.3640	133.0000	11.3137		
64	Directorate of Technical Co-operation in Africa	66.0000	-	43.0000	-	133.0000	-		
65	Universal Basic Education Commission	54.5000	30.4056	45.0000	6.3640	128.5000	.7071		
66	National Identity Management Commission	78.000		44.0000	-	129.0000			

Table 4.14 shows the Mean and Standard Deviation of Job Satisfaction, Career Progression. Leadership Styles and Work Motivation of library personnel in Federal ministries and extra ministerial departments

Table 4.14

Table 4.14 reveals the mean and standard deviation of career progression, leadership styles, work motivation and job satisfaction of respondents in all the Federal Ministries and Extra-ministerial departments covered by the study. The three highest in rank of the respondents among the federal ministries are Federal Ministry of Youth Development ($\bar{x}$ = 55), Federal Ministry of Sports ($\bar{x}$ = 54) and Federal Ministry of Housing and Urban Development ($\bar{x}$ = 49). The three lowest in rank among respondents in Federal Ministries were; Federal Ministry of Agriculture ($\bar{x}$ = 32.25. SD = 5.56). Federal Ministry of Aviation ($\bar{x}$ = 33.67, DS = 3.22), and Federal Ministry of Health ($\bar{x}$ = 36.4,80=11.15).

In the work motivation of the respondents, the three highest rank in mean value and standard deviation were, Federal Ministry of Agriculture ($\bar{x}$ = 141.67, SD = 16.51). Federal Ministry of Capital Territory ($\bar{x}$ = 134.14, SD = 28.9) and Federal Ministry of Police Affairs ($\bar{x}$ = 132, SD = 4.27). The three lowest in rank among the respondents were; Federal Ministry of Housing and Urban Development ($\bar{x}$ = 108), Federal Ministry of Works ($\bar{x}$ = 111, SD = 3.94) and Federal Ministry of Youth Development ($\bar{x}$ = 112).

Under the leadership styles, the three highest in rank of the mean value and standard deviation of three respondents were in the Federal Ministry of Solid Minerals ($\bar{x}$ = 126) Federal Ministry of Women's Affairs ($\bar{x}$ = 121.50, SD = 0.71) and Federal Ministry of Power ($\bar{x}$ = 121). The three lowest in rank included Federal Ministry of Agriculture ($\bar{x}$ = 70.50, SD = 25.8), Federal Ministry of Aviation ($\bar{x}$ = 70.67, SD = 39.80) and Federal Ministry of Petroleum Resources ($\bar{x}$ = 84.50, SD = 9.20).

In the job satisfaction of the respondents, the three highest in rank among the ministries were; Federal Ministry of Communication ($\bar{x}$ = 78.33, SD = 3.22), Federal Ministry of Niger Delta ($\bar{x}$ = 76) and Federal Ministry of Science and technology ($\bar{x}$ = 76). The three lowest level in rank were; Federal Ministry of Petroleum Resources ($\bar{x}$ = 43.5, SD = 3.54), Federal Ministry of Aviation ($\bar{x}$ = 46. 33, SD = 22.81) and Federal Ministry of Information ($\bar{x}$ = 49.50, SD = 16.06).

In the Extra-Ministerial Departments, the ranking of respondents showed that three of them recorded the highest mean value and standard deviation under career progression. Thus,

respondents at National Planning Commission recorded ($\bar{x}$ = 51.33, SD = 3.06), National Salaries, Wages and Income Commission ($\bar{x}$ = 48) and National Revenue Mobilization ($\bar{x}$ = 48). The three lowest rank showed Directorate of Pilgrim with ($\bar{x}$ = 33), Federal Civil Service Commission ($\bar{x}$ = 35, SD = 5.66) and Federal Character Commission ($\bar{x}$ = 37.67, SD = 1.16).

In work motivation, the respondents in the three highest Extra-ministerial departments comprised National Office for Technology and Promotion Acquisition (r = 140), National Health Insurance Commission ($\bar{x}$ = 138) and New Partnership for African Development ($\bar{x}$ = 133). The three lowest in rank were Office of the Accountant-General of the Federation ($\bar{x}$ = 103, SD = 10.41), Office of the Auditor-General of the Federation ($\bar{x}$ - 122) and Pension Commission ($\bar{x}$ = 122).

The respondents under leadership styles recorded highest mean value and standard deviation in three extra-ministerial departments namely: Office of the Secretary to the Government of the Federation ($\bar{x}$ = 404.5, SD =19.90), Raw Materials and Development Council ($\bar{x}$ = 134) and National Revenue Mobilization ($\bar{x}$ = 133). The three lowest were; Office of the Surveyor General of the Federation ($\bar{x}$ = 67), National Youth Service Corps ($\bar{x}$ = 67.67) and Nigeria Copyright Commission ($\bar{x}$ = 73, SD = 23.11)

Reactions of the respondents to job satisfaction indicated highest mean value and standard deviation in National Identity Management Commission ($\bar{x}$ = 78), Code of Conduct Bureau ($\bar{x}$ = 76) and National Productivity Centre ($\bar{x}$ = 72.50, SD = 2.12). The three lowest mean and standard deviation were recorded in National Youth Service Corps ($\bar{x}$ = 25), National Boundary Commission ($\bar{x}$ = 27) and Millennium Development Goals ($\bar{x}$ = 32.50, SD = 2.12).

4.4 Discussion of the Findings

The findings of the research are discussed in this section in the order of findings based on research questions raised and findings based on the hypotheses of the study.

4.4.1 Findings based on research questions

Research Question 1:

The respondents views on the prevailing situations of career progression of library personnel in ministries and extra-ministerial departments of the Federal Civil Service reveal that constant training, desire to work in higher level positions, achievements on the job, recognition and self-actualization recorded high levels of expectations. These expectations support Ansar (2009) and Harrison (2005) who submitted that training enhances workers level of skills and provides sense of satisfaction on the job while employees respond to appreciate expressed through recognition of their good work as a confirmation that their efforts are valued and this brings a rise in job satisfaction. The possible explanation of all these is that training on the job in form of seminars, study leave with pay, workshops, will assure library personnel of their relevance in ministries and extra-ministerial departments. This will enhance performance and job satisfaction. In the same vein, the desire to work in higher level positions is an expectation of promotion in their establishments as at when due like their counterparts occupying positions in other professional departments. Promotion as at when due brings enlarged responsibilities, recognition and esteem. It is also an official ladder to the status of leadership. Before promotion of officers in the Federal Civil Service, vacancies are created in anticipation and when workers are promoted, they are happy and fulfilled because promotion also come with increased pay package. In all therefore, respondents reactions confirmed that training, promotion, availability of vacancies are important elements in the career progression of library personnel in ministries and extra-ministerial departments of the Federal Civil Service. Dargham (2010) agreed that all these items give high hopes and expectations to career progression.

Notably, further probe of research question 1 reveals the maximum level of Career Progression of all the respondents. This can be further classified in to poor, fair and good. The overall mean of the career progression of the respondents is within the bracket of fair. Therefore, the career progression of these library personnel in the Ministries and Extra-ministerial Departments is fair.

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Research Question 2:

Information available on the responses of the respondents on job satisfaction of library personnel in ministries and extra-ministerial departments show that they were not satisfied with all issues that surround job satisfaction. Availability of resources that will enable the staff perform very well received low satisfaction. The effect of this is that library personnel are handicapped in the effective and efficient discharge of their responsibilities in ministries and extra-ministerial departments as a result of lack of tools, equipment, financial and material resources. It is very evident that respondents were not satisfied with their take home pay at the end of the month as satisfaction with monthly pay recorded low responses. This is an indication that employee will derive satisfaction on the job if they are well paid. This confirms the position of Wiki (2009) that there is a relationship between job satisfaction and salary. The higher the salary of an individual, the more satisfied they are likely to be. Equally, satisfaction on training opportunities for better performance on the job recorded low responses while job satisfaction on the environment where library personnel are performing their duties rated at very low. The implication of this is that library personnel are not adequately exposed to training opportunities like seminars, workshops, short and long duration courses that will enhance their performances. It also implied that library personnel were performing their duties in an unconducive environment.

The satisfaction on free hand to render their professional services by the respondents received little responses. More also, satisfaction on the recognition of their professional services by other workers in their establishments recorded low rate. The underlining fact is that library personnel are placed in the same department with administrators. They are therefore finding it difficult to function efficiently in such a way that their services will be recognised. This finding therefore agrees with Danish (2010) who concluded that recognition is among the prime factors that impact on employees job satisfaction. Other issues that received low satisfaction percentage of the respondents included career progression on the job, encouragement for doing good job, opportunities to be creative, feelings of accomplishment on the job and freedom to take decisions in performing their duties. All these feelings support Vaugnn and Dunn (1994) on the conclusion that job satisfaction is actually the feeling an employee has about his pay, work, promotion, opportunities, coworkers, superior and that employee's feeling about each of these items will

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determine how he or she is satisfied with the work. These assessments have shown that library personnel in ministries and extra-ministerial departments are experiencing frustrations and lack of contentments on the job. This also confirms that frustration leads to job dissatisfaction as expressed by Spector (2006). The respondents also expressed low satisfaction on attitude of boss to subordinates, leadership competence of their superior officers in relation to the job, and the way co-workers relate with each other. It means therefore that workers have been working in mutual suspicion of each other. In overall, the mean value of job satisfaction is not impressive and this can be located within the first low level of a test norm. The implication of the finding therefore is that job satisfaction of library personnel is low.

Research Question 3:

The opinions of the respondents on the pattern of leadership styles show that majority generally submitted that final approval on all issues about their jobs is within the purview of their bosses. Similarly, majority of the respondents were of the view that information always get to them in form of instruction and that they are bound to comply. Associated with this is that many of the respondents expressed that leadership in their respective establishments always follow rules and regulations before arriving at decisions and in making recommendations. This corroborates Akrani (2011) who expressed that bureaucratic organisations have clear rules and regulations strictly followed in their defined line of authority. It also confirms Robbins and Barnwell (2002) who agreed that bureaucracy is based on rules and regulations, clear lines of authority, and understanding of responsibilities. The underlining findings are that, organisational structure in all the ministries and extra-ministerial departments is hierarchical and instructions flow from top to the bottom. This study also confirms that the management of the Federal Civil Service is governed by the provisions in the public service rules 2006, financial regulations 2006 and circulars issued from time to time. This has made the entire administrative procedures in the ministries and extra-ministerial departments a bureaucratic model.

Other reactions of the respondents showed that they collectively agreed that most library personnel, if given the opportunities are intrinsically hard-working even though, some others need to be pushed in doing their work. Other respondents agreed that workers would operate best within a clear and structured frame of rules and regulations, while some of them agreed that staff are often being told by their bosses what to do and how to do the work. On the other submission,

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some of the respondents stated that responsibilities were being delegated by the superior officers to the subordinates. This is an interpretation that the style of leadership in ministries and extra-ministerial departments of the Federal Civil Service where the library personnel were functioning was bureaucratic and participative. This therefore aligns with Ingram (2009), Mullins (2005) and Bass (1981) that both bureaucratic and participative leadership styles have elements of consultations with subordinates and delegation in operational processes. Respondents equally stated that management decisions are discussed with staff by the leadership, however, less respondents expressed that staff are often included in what to do and participated in final decisions. Other points of reference are that less respondents agreed that staff were provided with resources to pursue developmental objectives. The implication of this is that leadership style in ministries and extra-ministerial departments is devoid of transformational and transactional leadership. From the point of view of the respondents in all, it is clear that the model of leadership style in ministries and extra-ministerial departments of the Federal Civil Service is majorly the bureaucratic style with a bit of participative style as the case may be. The finding showed that the leadership style is with a very good mean value. In a test norm of good and bad leadership styles, bureaucratic leadership style is rated in a range of good leadership. The mean value of leadership style operational in the Federal ministries and extra-ministerial departments is therefore very good.

Research Question 4:

Reactions of the respondents on the various elements of motivation on their job clearly showed that the requirements of ICT technology devices to enable them discharge their responsibilities recorded high and absolute importance. The obvious reason for this could be that the world has become a global village where demand for computer literacy is gaining momentum. This finding is in line with Ogbonna's (2011) on public library services provided by the Enugu State library board from 2007 to 2010 where he concluded that there is seemingly no option to the integration of ICT in library services and that many libraries all over the world have started making attempts to embrace ICT in their services. The library personnel will want to be computer literate on the job in order to be more relevant in the service of information delivery. Security on the job also recorded high expectation from the respondents. The understanding of this is that they will derive job satisfaction if their careers are not truncated abruptly as it has

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severally happened to workers in the Federal Civil Service during Murtala/Obasanjo regime in 1975 and the latest rationalisation of staff in the Federal Civil Service in 2006. Interestingly, respondents equally expressed that they will derive job satisfaction in training benefits and opportunity for career growth. This has affirmed the relevance of constant training on the job as an important key element that makes worker to derive job satisfaction. The findings therefore are in agreement with Oladunjoye (2002) who expressed that training is a major tool to motivate workers to perform optimally and to cope with the ever changing nature of work. The need for career growth to attain leadership positions also motivate workers on the job. Career growth will enable the library personnel occupy positions of authorities and responsibilities with the exercise of power of such office. This is what motivates workers to work hard and derive job satisfaction.

Other motivators that the respondents believed will give them job satisfaction are exposure in professional field, medical insurance package for them on the job, frequent increment in salary, recognition of new skills at work,, welfare package especially at festive periods, recognition of services through long service award, refreshments in the office, opportunity of car loan that will be paid back over a period of time, performance evaluation based on compensation plan, privilege of monthly household provisions, and opportunity of cooperative society enrolment for workers where goods could be purchased at low prices. All these motivational needs confirm the submissions of Tella, Ayeni and Popoola (2007) that there is correlation between motivation and job satisfaction. They also agree with Casey (2006) who expressed that achievement, recognition, opportunity for training, pay, job security and benefits are critical factors of motivation.

The implication of the respondents expectations is that, they showed an absolute commitment to the importance of all contents in Frederick Herzberg theory on motivation hygiene or two factor theory that suggested two sets of motivators tagged extrinsic factors (hygiene) and intrinsic factors (motivators) as prime movers behind reaction of workers on their job. The extrinsic factors are pay or salary increase, working conditions, and job security, while intrinsic factors are career growth through promotion, recognition of service and achievements. All these will motivate library personnel in their ministries and extra-ministerial departments in the Federal Civil Service to perform well and attain job satisfaction. This is evidently supported by Edigin (2000) who submitted that motivation is a management function that stimulates

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individual to accomplish laid down institutional goals. It is also in line with Popoola (2007) submission that work motivation is universally agreed to be of paramount importance to personnel productivity in the workplace. The finding revealed that the work motivation of the library personnel is low with unimpressive mean value. The implication in the test norm is that the motivation of library personnel is low.

4.4.2 Findings based on Hypotheses

Hypothesis 1:

Table 4.10 revealed that there is correlation coefficient "r" between career progression of library personnel in ministries and extra-ministerial departments of the Federal Civil Service and job satisfaction. It implies therefore that there is a significant relationship between career progression of library personnel and job satisfaction in ministries and extra ministerial departments of the Federal Civil Service. In view of this finding, the null hypothesis is rejected. This further implies that career progression of library personnel in ministries and extra-ministerial departments will contribute to their job satisfaction. This is supported by Brown (2004) who expressed that career progression consists of promotions and career development opportunities like positions, power, status which give job satisfaction.

Hypothesis 2:

Table 4.11 revealed that there is correlation coefficient "r" between motivation and job satisfaction of library personnel in the ministries and extra-ministerial departments of the Federal Civil Service. It is an indication that there is a significant relationship between motivation and job satisfaction of library personnel in ministries and extra-ministerial department of the Federal Civil Service. In view of this, the null hypothesis is rejected. The importance of this is that motivation is an essential element of management that brings job satisfaction. It also confirm the facts established in the various motivational theories as propounded by Frederick Herzberg, Abraham Maslow hierarchy on motivational needs, and the needs gratification theory by Wolf (1970) on which this study is anchored. All these motivational factors include recognition, salary increase, job security, good policy, safety needs, self-actualisation through career progression, good leadership style, participation and good working conditions. This is a confirmation of Kane

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(2014) that motivation factors such as good working environment, good establishment policies, recognition, salary, achievements play good roles in job satisfaction.

Hypothesis 3:

Table 4.12 showed that there is correlation coefficient "r" between leadership styles and job satisfaction of library personnel in ministries and extra-ministerial departments of the Federal Civil Service. The interpretation is that there is a significant relationship between leadership styles and job satisfaction of library personnel in ministries and extra-ministerial departments of the Federal Civil Service. Based on this, the null hypothesis is rejected. The explanation to this is that bureaucratic leadership style that prevails in the ministries and extra-ministerial departments gives room for expression, inclusiveness based on laid down rules and regulations. This often builds confidence and sense of belonging which in turn brings job satisfaction. This is supported by Wardheere (2013) that leadership style would provide greater job satisfaction.

Hypothesis 4:

Table 4.13 showed that there is a joint effect of independent variables of career progression, leadership styles, and motivation on job satisfaction of library personnel in Ministries and Extra-ministerial Departments of the Federal Civil Service. There is correlation co-efficient "r" between joint independent variables of career progression, leadership styles, motivation and dependent variable of job satisfaction of library personnel. The interpretation is that there is a significant joint effects of career progression, leadership styles and motivation on the job satisfaction of library personnel in Ministries, and Extra-ministerial Departments of the Federal Civil Service. As a result this, the null hypothesis is rejected. This has shown that career progression, leadership style, and motivation are relevant in the job satisfaction of library personnel in Ministries and Extra-ministerial departments of the Federal Civil Service.

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CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The library personnel constitute two cadres out of several cadres of personnel in the Federal civil service of Nigeria with the desire to provide library and information services in order to compliment the objects of ministries and extra-ministerial departments. Thus, the strategic importance of these functions has made this study to investigate career progression, work motivation and leadership styles as factors affecting job satisfaction of library personnel in the Federal civil service of Nigeria. This chapter therefore presents the summary of the research findings, the conclusion from the study and recommendations.

5.2 Summary of the Findings

The major findings of the study are:

i. The level of job satisfaction of library personnel in ministries and extra ministerial departments of the federal civil service is very low.

ii. There is indeed career progression in ministries and extra-ministerial departments of the Federal Civil Service. Notably, career progression of library personnel is subjected to the whips and caprices of administrators in the department of planning research and statistics where they function. The administrator often determine the number of vacancies that should be created for them before they can be promoted in their career. They are generally not involved in their career development programmes.

iii. There is significant relationship between career progression and job satisfaction of library personnel in ministries and extra ministerial departments of the Federal Civil Service.

iv. Library personnel are not satisfied with their career progression because they are not involved in the administration of their career progression.

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v. Bureaucratic leadership style is the order of leadership style in ministries and Extra-ministerial departments of the Federal Civil Service. The library personnel have adopted this leadership style and indeed the mode of practice. The bureaucratic leadership style is based on hierarchy and application of rules ad regulations. This has provided the opportunity of expression while obeying instructions.

vi. There is significant relationship between leadership styles and job satisfaction of library personnel in ministries and extra ministerial departments of the Federal Civil Service.

vii. Work motivation of library personnel in ministries and extra ministerial departments of the Federal Civil Service is very low. This is not giving them job satisfaction.

viii. There is significant relationship between work motivation and job satisfaction of library personnel in ministries and extra ministerial departments of the Federal Civil Service.

ix. There are significant joint effects of independent variables on the dependent variable.

x. There are significant relationships between independent variables namely career progression, leadership style, motivation and the dependent variable of job satisfaction.

5.3 Implications of the findings.

This study has raised the vital fact that the job satisfaction of library personnel in the ministries and extra- ministerial departments of the Federal Civil Service is at a low ebb. This is hampering their performance in the management and dissemination of information in the implementation of government policies and programmes. The low morale of library personnel has led to frustration and eventual crossing from the library to administrative cadre which they considered to be enjoying steady career progression in the federal civil service. In addition, this has prompted others to resign for exchange of better offer of information services in other establishments. The aftermath effect is the depletion of the library and information services in the federal civil service.

Another implication is that library personnel in some ministries and extra-ministerial departments have become redundant and relegated to the background and their relevance could not be felt in most of the ministries and extra ministerial departments. The immediate and future effect could lead to rationalisation from the federal civil service. On the part of the government, the value of their redundancy is a financial loss to the government.

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As a result of poor motivation which include poor infrastructural facilities like ICT and conducive environment to work, there is distortion in information package and dissemination as information could not be updated there by making government to rely on obsolete information in planning its programmes and policies.

The inactive role of library personnel as a result of low job satisfaction has brought a disconnect from United Nations Organisation such as UNESCO of which Nigeria could have derived maximum benefits. Moreover, the incapacitation of library personnel has brought adverse effects on the reading culture of staff in their ministries and extra ministerial departments of the Federal Civil Service.

5.4 Contribution to knowledge

The study contributes to knowledge in the following ways:

1. That constant training, availability of vacancies for promotable officers are essential in the career progression of library personnel in Federal Ministries and extra ministerial departments. This will ultimately lead to job satisfaction.
2. Motivational factors such recognition, achievements, rewards, good salary package will lead to job satisfaction of library personnel in Federal Ministries and extra-ministerial departments of the Federal Civil Service.

5.5 Conclusion

In this study, job satisfaction of library personnel in ministries and extra ministerial departments of the Federal Civil Service is based on career progression, work motivation and leadership styles as major determinants 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 Civil Service. Career progression, leadership styles, and motivation affect the job satisfaction of these library personnel in the discharge of their responsibilities.

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Based on the findings of the study, it is evidently clear that in order to attain job satisfaction, for efficient and effective information service delivery in ministries and extra-ministerial departments of the Federal Civil Service, attention should be paid to the career progression, leadership styles and work motivation of library personnel.

5.6 Recommendations

The following recommendations are made based on the findings of this study.

1. The civil service administrators should endeavour to put in place good career progression that enhance job satisfaction of library personnel in Federal Ministries and Extra-ministerial departments. This include creation of vacancies for library personnel that are due for promotion from time to time, ensure constant training to prepare them for responsibilities and promotion, creation of library and information departments for ease of upward movement in their progression in the establishments in order to increase their job satisfaction.
2. Library personnel should be motivated by ensuring that working tools such as information and communication technologies are provided. Other motivational factors such as improved salary, good and conducive working environment and review of scheme of service to enlarge responsibilities, should be considered so as to improve job satisfaction of library personnel in the Federal Civil Service.
3. In order to ensure that the library personnel function efficiently and effectively in their establishments, office of the Librarian-General should be established to enhance their career progression in Federal Civil Service which consequently will enhance job satisfaction.
4. Although, the library personnel are already use to bureaucratic leadership style, however, it is hereby recommended that transformation leadership style should be embraced because it contributes to empowerment and clear visions that would enhance employee job satisfaction.

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5.7 Limitations of the study

Limitations encountered in the course of this study are:

i. The study ought to have generated data on demographic variables, career progression, motivation and leadership styles as they affect the job satisfaction of library assistants to determine their level of productivity since they perform library functions.
ii. Hierarchical regression analysis method could also be used to analyse the data collected from the field. This would have assisted in determining the strength of the effect of each of the independent variables when analysed at the three levels of job satisfaction of library personnel in ministries and extra-ministerial departments of the Federal Civil Service.

5.8 Suggestions for further research

It is practically impossible to segregate job satisfaction of library personnel in the three arms of government, that is, executive, legislative, and judiciary, therefore, the following suggestions are made for further studies;

i. Effects of career progression, leadership styles and work motivation on the job satisfaction of library personnel in the National and state houses of assembly in Nigeria.
ii. Effects of career progression, leadership styles and work motivation on the job satisfaction of library personnel in the federal and state judiciary services in Nigeria.
iii. Effects of career progression, leadership styles, and work motivation on job satisfaction of library personnel in Federal Research Institutes in Nigeria.

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APPENDIX I

DEPARTMENT OF LIBRARY, ARCHIVAL AND INFORMATION STUDIES,

UNIVERSITY OF IBADAN,

IBADAN, NIGERIA

Dear Respondent,

RESEARCH QUESTIONNAIRE ON CAREER PROGRESSION, WORK MOTIVATION AND LEADERSHIP STYLES AS FACTORS AFFECTING THE JOB SATISFACTION OF LIBRARY PERSONNEL IN THE FEDERAL CIVIL SERVICE OF NIGERIA

This questionnaire is designed to collect data for a doctoral degree study on the effects of career progression, work motivation and leadership style on job satisfaction of library personnel in libraries of ministries, and extra-ministerial departments of the Federal Civil Service of Nigeria. Your kind assistance in completing the questionnaire as accurately as possible would be appreciated.

Please, kindly note that all information provided would be treated confidentially and use strictly for research purposes only.

Thank you for your cooperation.

Adebayo Fanimehin

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RESPONDENTS DEMOGRAPHIC INFORMATION

INSTRUCTIONS: You should please answer questions by ticking in the appropriate box or circling appropriate number or fill in the gap.

1. Name of establishment ……..
2. Department of work? ……
3. Age as at last birthday (years)
4. Gender (a) Male [ ] (b) Female [ ]
5. Highest academic qualification (a) P.hd [ ] (b) Master [ ] (c) PGD [ ] (d) degrees [ ] (e) Diploma [ ] (f) School Cert [ ]
6. How long have you been working in the Library?
7. What is your current job title?.....
8. In total, how many years have you worked in the Federal Civil Service?.....years
9. What is your salary grade level/Step?.....
10. What is your salary range per month? (a) less than ₦20,000 [ ] (b) ₦21,000-₦40,000 [ ] (c) ₦41,000 – ₦60,000[ ] (d) ₦61,000-₦80,000 [ ] (e) ₦81,000-₦100,000 (f) ₦101,000-₦120,000 [ ] (g) ₦121,000 – ₦140,000 [ ] (h) ₦141,000-₦160,000 [ ] (i) ₦161,000 – ₦180,000 [ ] (j) ₦181,000-₦200,000 [ ] (k) ₦201,000-₦240,000 [ ] (l) Above ₦240,000[ ]

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CAREER PROGRESSION

SECTION A:

Instruction: Please indicate your agreement or disagreement in the following statement by ticking the appropriate option. Where Strongly Agreed = 5, Agreed = 4, Neutral = 3, Strongly Disagree = 2, Disagree = 1

S/N	Career Development opinion	Strongly Agreed	Agreed	Neutral	Disagree	Strongly Disagree
1	I feel I have already achieved all I want to achieve in my career.					
2	Training is important to me in my career growth.					
3	I want to work in a higher level position					
4	There is opportunity for me to develop my career in my organisation.					
5	I am enjoying steady career progression in my profession.					
6	My career progression will lead me to self actualisation in my establishment.					
7	My career is one of the best in my establishment.					
8	There is no clear cut career path in my place of work.					
9.	My career progression will assure me of my achievement on the job.					
10	Career progression will earn me recognition in the society.					

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SECTION B

Instruction: Please tick Yes or No to answer the questions below

S/N		Yes	NO
1	Impediment of career progression		
2	I don't have the necessary qualification(s).		
3	I don't have the necessary experience.		
4	I prefer to stay on my current job.		
5	No desire to work in a higher-level position.		
6	No desire to take additional responsibilities		
7	Promotion examinations are not conducted as and when due.		
8	Vacancy situation is responsible.		

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SECTION C

Instruction: please, rate the following career development programmes that can enhance career progression as being practiced in your establishment and its effect on you.

S/N	CAREER DEVELOPMENT PROGRAMMES	Excellent	Very Good	Good	Average	Poor
1	On the job training					
2	Training courses and seminars					
3	Study leave with pay					
4	Study leave without pay					
5	Acting in higher positions					
6	Gaining experience in a range of tasks					
7	Demonstration of skills and abilities					
8	Feed back on career development needs					
9	Access to mentoring					
10	Staff working co-operatively					
11	Involvement in designing and preparing training programmes					

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LEADERSHIP STYLES

Instruction: This questionnaire contains statements about leadership style of library personnel in libraries and information units. Next to each statement, circle the number that represents how strongly you feel about the statement by using the following scoring system.

- Strongly disagree – 1
- Moderately disagree – 2
- Neutral – 3
- Moderately agree – 4
- Strongly agree – 5

The leadership styles description are;

A – Autocratic (authoritarian)

B – Democratic (participative)

C – Free reign (Laissez faire)

D – Paternalistic

E – Bureaucratic

F – Transformation

G – Transformational

H – Servant

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S/N	Decision making authority	1	2	3	4	5
1	Final decision making authority is within the section/department.					
2	All staff always vote to take major decision.					
3	Staff are often included in what to do and maintain the final decision.					
4	Staff are often told what to do and how to do it.					
5	For decision to pass in my section/department, approval of each individual or the majority is necessary.					
6	Information is issued in form of instructions and staff are bound to comply.					
7	Meeting are not necessary before issuing instructions.					
8	Staff are allowed to determine what needs to be done and how to do it.					
9	Staff know more about their jobs and they are allowed to carry out decisions to do their jobs.					
10	Staff are allowed to set priorities with guidance of the boss.					
11	Responsibilities are delegated to the subordinates.					
12	Each staff is responsible for defining jobs.					
13	Staff have rights to determine their own establishment objectives.					
14	Staff can lead themselves just as the boss can do.					
15	Staff operate best within a clear and structured frame work					

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	of procedures.					
16	The boss always fight for the rights of staff.					
17	Most people are intrinsically hard working, but others need to be pushed in to completing work.					
18	Boss feel responsible for staff and their families and to be pushed in to completing work.					
19	Management decisions are discussed with staff by the headship of the library.					
20	The leadership of the library meets with staff regularly to discuss their needs.					
21	Staff are provided with resources and time to pursue developmental objectives.					
22	The leadership in the library often focus on opportunities and not problems.					
23	Cost savings can be made if all do exactly what they are told, and don't try to over engineer solutions.					
24	The leadership allows staff to get back to him/her when they choose rather than get in touch with the staff.					
25	The leadership follows rules and regulations in making recommendations.					
26	Final approval on all issues rest in the boss.					

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JOB SATISFACTION

SECTION A

Please indicate the frequency occurrence of the following factors in relation to job satisfaction by ticking the relevant option.

JOB SATISFACTION SCALE

Instruction: Please tick to indicate importance of the following statements to the level of your job satisfaction.

S/N	Statement of feelings on the job	Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied
1	The way my job keep me busy all the time.					
2	The way my services are appreciated by others.					
3	The chance of a prospect career on my job.					
4	My take home pay at the end of the month.					
5	The recognition of my profession by others.					
6	Availability of resources to perform.					
7	Free hand to render my services.					
8	The working environment.					
9	Opportunities to be creative.					
10	The way co-workers relate with each other.					
11	Feeling of accomplishment on my job.					

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12	The attitude of my boss to subordinates.					
13	The way my views on the job are valued.					
14	The freedom to take decision in performing my duties.					
15	Encouragement for doing a good job.					
16	The leadership competence of my superior officer on the job.					
17	The way my profession provides for steady employment.					
18	Training on the job for improved performance.					
19	My career progression on the job.					
20	The chance of using my power to function well on the job.					

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Work Motivation Scale

Instruction: Please indicate the importance of the following items to you in your job by circling appropriate figure using this format.

5= Absolutely important

4= Highly important

3= Moderately important

2= Slightly important

1= Not important

S/N	Items	Figure				
1	Office vehicle	1	2	3	4	5
2	Family care plans					
3	Frequent increment in salary					
4	Security on the job					
5	End of the year monetary bonus					
6	Medical insurance package					
7	ICT technology devices to work with					
8	Training benefits					
9	Recognition of service through long service award					
10	Festive periods welfare package					
11	Recognition of new skills at work					
12	Opportunity for career growth					

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13	Monthly household provisions					
14	Refreshment in the office					
15	Job life insurance					
16	Performance Evaluation based compensation					
17	Job enlargement and enrichment					
18	Home mortage scheme					
19	Co-operative society enrolment					
20	Car loan					
21	Exposure in professional field					

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APPENDIX II

List of Library Personnel in Federal Ministries/Extra-ministerial Departments

S/No	Federal Ministries/Extra-ministerial Departments	No of Library Personnel	
		Librarians	Library officer
1	Federal Ministry of Agriculture	4	-
2	Federal Ministry of Aviation	2	1
3	Federal Ministry of Trade and Investments	2	6
4	Federal Ministry of Culture and Tourism	-	2
5	Federal Ministry of Defence	4	6
6	Federal Ministry of Education	15	44
7	Federal Ministry of Environment	1	2
8	Federal Ministry of capital Territory	4	6
9	Federal Ministry of Finance	5	2
10	Federal Ministry of Foreign Affairs	2	2
11	Federal Ministry of Health	3	2
12	Federal Ministry of Information	2	4
13	Federal Ministry of Interior	2	2
14	Federal Ministry of Justice	3	3
15	Federal Ministry of Labour and Productivity	1	2
16	Federal Ministry of Communication Technology	-	3
17	Federal Ministry of Petroleum Resources	1	1
18	Federal Ministry of Police Affairs	1	3
19	Federal Ministry of Power	-	1
20	Federal Ministry of Solid Minerals	1	-
21	Federal Ministry of Niger Delta	-	1
22	Federal Ministry of Science and Technology	-	1
23	Federal Ministry of Transport	2	2
24	Federal Ministry of Women Affairs	1	1

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25	Federal Ministry of works	2	3
26	Federal Ministry of Housing and Urban Development	-	1
27	Federal Ministry of Youth development	-	1
28	Federal Ministry of Sports	-	1
29.	Federal Ministry of Water Resources	1	2
30.	Office of the Head of the Civil Service of the Federation	3	4
31	Office of the Secretary to the Government of the federation	6	7
32	Office of the Accountant General of the Federation	1	2
33	National Productivity Centre	1	1
34	National Planning Commission	1	2
35	State House	3	1
36	National salaries, incomes and wages commission	-	1
37	National boundary commission	-	1
38	Office of the surveyor-General of the federation	-	1
39	Federal Civil Service commission	1	1
40	Federal character commission	1	2
41	National Youth Service Corps	1	-
42	National Revenue Mobilization	-	1
43	New Partnership for Africa Development (NEPAD)	-	1
44	Nigerian National Merit award	1	1
45	Millennium Development goals	-	1
46	National poverty Eradication Programme (NAPEP)	-	1
47	National Commission for mass literacy, Adult and non formal Education	-	1
48	National Commission for normadic education	-	1
49	National Commission for Colleges of Education	1	-
50	National University Commission	5	2
51	National Broadcasting Commission	-	-
52	National Archives of Nigeria	3	2
53	National Council for Arts and Culture	-	-

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54	National Directorate of Employment	-	1
55	National Manpower Board	-	-
56	National Human Rights Commission	1	-
57	National Gallery of Arts	1	-
58	National Film and Video Censors board	-	-
59	National Library of Nigeria	105	83
60	National Pension Commission	-	-
61	National Population Commission	1	-
62	National Health Insurance Commission	-	1
63	National Council AIDS	-	-
64	National Troupe of Nigeria	-	-
65	National Museum	1	1
66	Centre for Black, Africa and Civilization (CEBAAC)	2	5
67	Nigeria Social Insurance Trust Fund	-	-
68	Nigeria Copyright Commission	-	1
69	Education Trust Fund	-	1
70	Petroleum Trust Fund	-	1
71	Raw Materials and Development Council	3	2
72	Code of conduct bureau	1	-
73	Debt management office	-	-
74	Family economic Advancement Programme	-	-
75	National Commission for refugees	-	-
76	National Economics empowerment development strategy (NEEDS)	-	-
77	National Economic Intelligence Committee	-	-
78	National Pension Commission	1	-
79	Consumer Protection Council	1	-
80	Pubic Accounts Commission	-	-
81	Budget office of the federation	-	-
82	Bureau of Statistics	3	-
83	Directorate of Technical Aid Corps	-	-

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84	Directorate of Technical Co-operation in Africa	-	1
85	Directorate of Pilgrims Affairs	-	1
86	Directorate of military pension board	-	-
87	National Office for Technology acquisition and promotion (NOTAP)	1	-
88	National park service	-	-
89	National Urban water Sector reform	-	-
90	Office of the Auditor-General of the Federation	1	1
91	Strategic Gain Reserves department	-	-
92	Population Information and communication bureau	-	-
93	Universal Basic Education Commission	1	1
94	National Identity Management Commission	-	1
95	Utilities Charges Commission	-	-
	Total	210	240
	Grand Total	**450**	

Source: Professional Department, Office of the Head of Service of the Federation, and office of the Secretary to the Government of the Federation (SGF)

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