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**INFLUENCE OF POWER AND CAREER PROGRESSION
ON JOB SATISFACTION OF LIBRARY PERSONNEL IN
THE FEDERAL CIVIL SERVICE OF NIGERIA**

BY

DR BAYO FANIMEHIN

Abstract

This paper presents the findings of a correlational study on influence of power and career progression on job satisfaction of library personnel on the Federal Civil Service of Nigeria. Total enumeration technique was used to administer questionnaire on 450 respondents from 29 Federal ministries and 44 Extra-ministerial departments.

The response rate achieved was 94.67%. The study found out that there were significant relationships between power, career progression and job satisfaction of the respondents. It is recommended that library personnel should be more committed in professional duties and also exercise the rights of office to ensure professional fulfillment and job satisfaction.

Key words: Career Progression, Power, Job Satisfaction, Federal Civil service, Library Personel.

Introduction

The Federal Civil Service consists of Ministries, Agencies and Departments. It has its root from the British colonial administration's civil service. Before the advent of the British colonial administration, Nigeria had a political and administrative system in which Obas, Emirs, Obis, Chiefs and elders performed functions analogous to those of Chief Executives and 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, western regions and the federal capital territory of Lagos. This development was responsible for each region having its own civil service distinct from the Federal Civil Service.

Prominent functions of the Federal Civil Service include;

- (a) formulation and implementation of government policies and programmes,
- (b) operation of efficient and effective administrative system for the discharge of government functions,
- (c) preparation of annual budgets of the government,
- (d) collection of revenue and judicious control of government expenditure,
- (e) personnel management system,
- (f) promotion of national unity and integration, and

- (g) maintain impartiality and neutrality in the discharge of official responsibilities.

The Federal Civil Service is structured into cadres. The general service cadre consists of the administrative class, executive class, secretarial class and clerical class. The specialist cadre is made of professional class, scientific class, research class, technical class and ancillary class.

The library personnel are placed in the professional class which consists of librarians and library officers. Functions of the library personnel in the Federal Civil Service include; cataloguing and classifications of books and other library materials, provision of simple reference and information, selective dissemination of information, selection, evaluation, acquisition and organisation of books and library materials, provision of library electronic services, supervision of activities in libraries and information centers, giving professional advice on library matters, and publication of newsletters.

In the present organisational structure in the Federal Civil Service, libraries are functioning in the Planning, Research and Statistics Department of each ministry and extra-ministerial department. The department is being headed by an administrator who is not a library personnel. This has made it difficult for library personnel to use legitimate power of office to carry out their functions diligently in the attainment of job satisfaction.

Kanter (1979) viewed power in an organisation as being based on suitability which is noted as the extent to which an individual or department's functions can be performed by another person. Suitability is more common in low level than in high level jobs. While it is possible to easily dispense with the skills of a junior staff, it will be difficult to do so with professional or expert worker especially in the Federal Civil Service.

Power to perform functions in an organisation is derivable from the office one occupies. The struggle for the exercise of power are inevitable and probably essential parts of organisational life. Managers seek power because it helps them to achieve personal and organisational goals.

Barnes (1988) cited three key dimensions of the power people may lay claim to. Firstly, there is the physical power residing in the human body. Secondly, there is personal or charismatic power said to reside in particular personalities, and thirdly, there is the power of office or position which people possess or seek to possess.

Pfeffer (1978) of Stanford University in the United States identified several ways in which groups in organisation can acquire power. One of the ways is by providing resources. Groups in organizations can acquire power if they are able to provide an important resource which creates dependency on the part of other groups. Resources can be in form of money, time, expertise, skills, knowledge,

technology and authority. He agreed that every group in every organisation has power and that some groups have resources that are more highly valued than others.

The second way Pfeffer identified is by coping with uncertainty. Many organisations operate in condition of high uncertainty and find it difficult to predict what is going to happen or interpret what is going on. Groups that are able to reduce any of the uncertainties an organisation might face are likely to acquire power. He identified the third way as being irreplaceable. Groups and departments with knowledge and expertise that are exclusive to them can often be powerful. Departments that are composed of complex technical skills staff fit into this category. These groups of staff include librarians, information professionals, engineers, accountants etc. The skills these groups provide cannot be readily acquired by others and working life can become difficult for everyone if these experts are not available.

The fourth way identified by Pfeffer is the power to affect decision processes. People are also powerful if they have influence on what happens in an organisation. The last way identified by Pfeffer is what he referred to as 'being central'.

He opined that people at the operating core of an organization are also likely to be powerful. The operating core is that group of people responsible for

conducting the organization's main business, be it the manufacture or the production of goods and services. In times of industrial unrest, for instance, the power of core groups will be used to improve conditions of employment. For example, workers in the petroleum industry in Nigeria are central.

There is no doubt that library personnel in Ministries, Agencies and Departments in the Federal Civil Service possess expert power in view of their principal responsibility of acquisition, processing, storing and retrieval of information for the use of all categories of officers and staff in their various establishments. The relationship between power and job satisfaction of library personnel is the ability to influence decisions in the Ministries, Agencies and Departments with the view to derive absolute benefits in these establishments. Unfortunately, library personnel in sections and units of most of these establishments are passive in the use of expert power to arouse interests in job satisfaction.

The attainment of office position and office power is directly linked to the career progression of the office occupier. Desler expressed career as the occupational positions a person has had over many years.

Career progression in the Federal Civil Service follows rules and regulations and it is procedural. Career progression start from the entry point into the Federal Civil Service in accordance with qualification attainment. The entry

point for first degree holders is grade level 08, master degree holder is grade level 09 while Ph.D holders are placed on grade level 10. The entry point for holders of General Certificate in Education or holders of West African Examination Council Certificate (WAEC) is grade level 04. Holders must however passed English language otherwise he or she will be placed on grade level 03. Also, holders of Ordinary national Diploma and Higher National Diploma (HND) are placed on grade level 06 and 07/08 respectively depending on the area of specialization.

Library personnel are of two cadres in the Federal Civil Service. The cadres are library officer and librarian cadre. Librarians are officers with professional qualifications of first degree or post graduate degree in librarianship while library officers are officers with Diploma qualification in librarianship. The expected retirement time for a career officer is when he or she has worked for thirty five years or at the attainment age of sixty years in public service. In the career progression, holders of degree certificates are expected to rise to the directorate grade levels 15-17 while the terminal point for holders of Diploma certificate is grade level 14.

Statement of the Problem

The power position of library personnel are often sidelined in the management of the libraries in the federal civil service. They are made to perform functions under the directives of officers in the administrative cadre. At the attainment of status of directors, they are not accorded with the responsibilities of departmental head like their counterparts in the administrative class. As a result of this, their career progression in the Federal Civil Service has been undermined by lack of recognition, inadequate vacancies for promotion thereby leading to frustration.

Objectives of the Study

Objectives of this study are:

- (a) To establish the relevance of elements of power on job satisfaction of library personnel in Federal Ministries and Extra-ministerial departments of the Federal Civil Service of Nigeria,
- (b) to determine the level of job satisfaction of library personnel in the Federal Civil Service of Nigeria,
- (c) to ascertain the relative influence of power on job satisfaction of library personnel in ministries and extra-ministerial departments of the Federal Civil Service of Nigeria, and

- (d) to determine the influence of career progression on job satisfaction of library personnel in Ministries and Extra-ministerial departments of the Federal Civil Service of Nigeria.

Hypotheses

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

1. There is no significant relationship between power and job satisfaction of library personnel in the Federal Civil Service.
2. There is no significant relationship between career progression and job satisfaction of library personnel in the Federal Civil Service.
3. There are no significant joint effects of power and career progression on job satisfaction of library personnel in the Federal Civil Service.

LITERATURE REVIEW

The Federal Civil Service is the engine of the Federal Government of Nigeria. The structure of the Federal Civil Service provides privileges and opportunities for staff and officers to start their careers on the various cadres of employment. The career starts from the low level and middle level depending on the types of qualifications. The career movement therefore commences at these levels to the top level. Each cadre has hierarchy in the structure of Ministries and Extra-ministerial departments with responsibilities assigned as contained in the scheme of service for Federal civil servants. These responsibilities give position or

office power to the occupant of such office to operate. Therefore, power to perform functions in these Federal Ministries and Extra-ministerial departments is derivable from the office one occupies.

The struggle for the exercise of power is inevitable and probably an essential parts of organizational life. Ekpenyoung (1995) defined power generally as the ability to get an individual or group to do something or to get the person or group to change in some way. He stated that power and influence may be defined in relation to each other. Ekpenyoung further explained that sources of power is where the power holder gets his power and that this is different from bases of power.

Accordingly, power base seems to relate more to the personality, abilities and status of the power holder. He concluded that sources of power can be traced to the position a person holds in an organization (position power), individual personal characteristics (personal power), expertise (expert power) and opportunity (opportunity power).

Ellis and Dick (2003) submitted that in any organizational setting, power relations are crucial in determining the way managers and subordinates work together. When power is held totally in the hands of the manager or owner because they have ultimate power to employ or dismiss, or they control all the resources that employees use, the temptation to employ a dictatorial style of management

will be strong. At the other extreme as stated by Ellis and Dick, if employees have organizational power through their intellectual skills, information or ability, a more consensual or partnership style of management would be more appropriate.

Syque (2002) explained that power is the ability to get what you want as what you want is often constrained by other people. The use of power often includes changing or influencing what others think, believe and do. Syque stated that the most common description of power was made by French and Raven in 1960 which classified power into five different forms namely; coercive power, reward power, legitimate power, referent power and expert power.

Coercive power is the power to force someone to do something against his will. It is the power of dictators, despots and bullies accompanied with threats. Coercion can result in physical harm, although its principal goal is compliance. It is the ultimate power of governments, even though it is often seen as negative, it is used also to maintain peace.

Reward power is the ability to give other people what they want and ask them to do things expressly or impliedly for exchange. Legitimate power is the formal authority acquired by virtue of position of office which entitled the holder of that office to exert influence within certain bounds (power boundary).

Referent power is the power of charisma and fame which is wielded by all celebrities to influence others derived from their strong desire to be associated with

them, usually because they admire them, gain prestige or a sense of purpose by that association.

Expert power is the ability to direct and influence others because they submit to the person based on the person's expertise or specialised knowledge that is related to the task, understanding or assignment in which they are involved. Expert power is that which is used by trade unions when they encourage their members to embark on strike for better pay or working conditions. It is also the power of the specialists like engineers, librarians, and other information professionals.

In line with this, Greene (2000) stated that the ultimate power is the power to get people to do as you wish. He further expressed that when you can do this without having to face people or hurt them and when they willingly grant you what you desire, then your power is untouchable. Green explained that the best way to achieve this position is to create a relationship of dependence where the master requires person's services because he is weak and is unable to function without that person. The person has to be enmeshed in the work so deeply that doing away with him would bring great difficulty, or at least would mean valuable time lost in training another person to replace him.

Library personnel are specialists in the management of information from acquisition, processing, storing and retrieval for official use in the federal

Ministries, Departments and Agencies. They are expected to be the custodians of information that will enable civil servants plan and implement government policies. Therefore, expert and information power is within the purview of authority and library personnel in the federal civil service.

Stoner, Freeman and Gilbert (2006) agreed with the five sources or bases of power as identified by John French and Bertrain Raven. They defined power as the ability to exert influence on other people and contended that power can be present in any relationship. The trio argued that the five sources of power namely; reward power, coercive power, legitimate power, expert power and referent power are potential sources of power only. They are the ways in which one person can influence another person. Possession of some or all of them does not guarantee the ability to influence particular individuals in specific ways.

However, as submitted by Stoner, Freeman and Gilbert, a manager has the potential to operate from all the five power bases. Some of them are inherent in the position of office. Legitimate power always accompanies a person's position in office and his job. It shapes the hierarchical relationships within which the other forms of power occur.

In the same vein, Woldring (2001) accepted the five bases of organisational power as propounded by French and Raven. He expressed the sources of power as;

- i. position in the hierarchy, that is, officer's place in the formal rank structure of the organisation as indicated by his title or rank,
- ii. reference relationships, that is, the perception of personal connection that an individual is having in relation to others in the organisation who are high in the federal hierarchy. It is this perception of relationship that generates power,
- iii. resource control which is as a result of bureaucratic nature of many organizations. Individuals relatively low in the formal hierarchy can often have a great deal of resource control. Resource control means the ability to mobilize or deny the mobilisation of organisational resources,
- iv. demonstrated expertise, that is, an individual who is recognized as having the capability and special knowledge in an area of importance to others in the organisation who have personal power to recognise and value the expertise,
- v. personality power which is the way a person behaves, dresses and communicate in an organisation. It is the display of charisma by the individual which represent who one is and how one wants to be in the world.

In addition to all these sources of power as founded by French and Raven, Woldring suggested that information power should be added to five bases of power. He further stated that information was considered as another form of resource in organisation, nevertheless, access to information is an expertise

technique. As a result of the growing use of information technology, and the growing dependency of organizations on information in order to compete effectively in the exterior market place, information power has become a source of personal power in its own right. In his conclusion he declared that confrontation through the presentation of relevant and well organised facts is often a more effective way of political maneuvering within an organisation than interpersonal conflict that is resolved through the use of personality. It is not just access to information that defines this source of power, rather, it is the combination of access and effective presentation.

Librarians and other library personnel, no doubt, are the custodians of information in their respective ministries and departments. They are therefore in the best position to develop the use of information as a source of power in their respective organizations.

McNamara (2010) opined that the use of power can infer that people are being dominated, manipulated or coerced. He agreed that power always exist in almost all organizations and that recognising and managing it can be very healthy for organizations. Itzin and Newman (1995) agreed and argued that in organizations, power is gendered. They stated that men are oblivious to the power they have and in some instances and feel powerless to address the subordination of women at work. Indeed, their argument suggest that the rituals and practices of

male bonding and the ethos of male culture makes collective male action against sexism and sex discrimination very difficult to achieve.

Clegg, Courpasson and Phillips (2010) admitted that power is very interesting in organizations and that it focuses attention on the differences between individuals and groups, variety of goals and interests. They looked at the levels of power in organizations which were classified as processional, institutional and organizational. The processional focuses on the micro politics of organisational life and stresses power as negotiation and bargaining. The institutional perspective sees managerial power resting on external social and economic structures, so that power is defined as being mandated to the organisation. The organisational level is the third way between the processional level and the institutional structural level. The three levels therefore suggest how organisational hierarchies transmit power between institutional interests, the rules and resources governing action.

Etzioni (1961) discussed the difference between position power and personal power. His distinction resulted from his concept of power as the ability to induce or influence behaviour. He submitted that power is derived from an organisational office, personal influence, or both. Individuals who are able to induce other individuals to do a certain job because of their position in the organisation are considered to have position in the organisation while individuals who derive their power from their followers are considered to have personal power.

Miner (1993) similarly explained that power is the ability to induce a person to do something he or she would not otherwise have done. Miner further explained that influence is a broader concept, referring to anything a person does to alter the behaviour, attitudes, values, feelings of another person. Thus, power is a resource that may or may not be used and the use of power resulting in change and the probability that a person or group will adopt the desired behavioural change is defined as influence (Rogers, 1961).

The position of Robbins and Coulter (2007) is that most effective leaders rely on several different forms of power to affect the behaviour and performance of their followers. They claimed that a leader who employs different types of power in the management of employees by giving orders to them (legitimate), praises them (reward) where necessary, discipline those who commit infractions (coercive), make use of referent power will derive satisfaction on the job increase of his enormous responsibility and authority.

Kazmi (2002) also agreed on the existence of reward power, coercive power, legitimate power, referent power and expert power. He defined power as the ability to use any of these sources of power to influence others. He added that typical approaches to a strategic use of power may involve one or more of the following actions:

- i. first of all to accept the inevitability of politics being there in the organisation,
- ii. to understanding how an organisation's power structure works, that is who wields real power and influence and whose are the individuals and groups who opinions carry weight and cannot be disregarded,
- iii. to know whom to tread softly and rely on coalition management and consensus building, and when to push through decisions and actions,
- iv. to lead strategy and not to dictate it; being patient till a consensus emerges,
- v. to gather support for acceptable proposals and to let the unacceptable ideas die a natural death, and
- vi. to reward commitment and penalize negative or indifferent attitudes

In addition to this, Kazmi recalled that the nature of organisation itself creates the condition for the attainment of power to manifest itself. Through the creation of an organisation structure, not only are the hierarchy, positions and relationship created, but structures leads ultimately to conflicts, coalitions, drives and ambitions among the people who constitute an organisation. He concluded that this makes the pyramid of the organisational structure narrows down progressively which create fewer top positions available as one moves higher and this causes jockeying for power.

Apart from reward power, coercive power, legitimate power, expert power and referent power as sources of power agreed upon by other referenced authors, Yalokwu (2006) added that information power is another important source of power in an organisation. He noted that organizations need and use information in their day to day operations. Invariably, those individuals who, by virtue of their position possess and control information that is critical to the attainment of organisation goals and objectives have power. Yalokwu stressed that this involves the leader's power to access and utilize information gathered for the common good of organizations and their members. In these days of information revolution, those who are able to access relevant information, apply it appropriately and synergistically, are regarded as being knowledgeable. This implies that information is knowledge and knowledge is power.

The bane of library personnel in the federal civil service is to render information services since they are the custodians of information in ministries and departments. In other words, they possess information power or expertise power that can arouse interest on job satisfaction.

Ikotun (2008) pointed out that people are motivated by rewards and incentives which will enable them to satisfy their needs or will provide them with goals to attain as long as those goals are worthwhile and attainable. He referred to the federal public service rule no 150101 of Nigeria which defines reward power as

award of gifts or certificates to deserving officers who must have been considered as the best on the basis of outstanding performance of duties and exemplary conduct. He further explained that rewards in this content could be in form of base pay (rate for the job), performance pay (pay related to performance), bonuses for success and special payments for overtime hours and shifts.

McClelland (1962) identified the need for power as a constituent of job satisfaction. He discovered that people with power tend to exercise a lot of influence and control over others and that such people are forceful, demanding, outspoken and can be successful managers if power is used positively. McClelland agreed that this brings job satisfaction.

Job satisfaction is more of an attitude, an internal and could be associated with personal feeling of achievement, either qualitative or quantitative while the level of job satisfaction is affected by a wide range of variables relating to individual, social, cultural, organisational and environmental factors (Mullins, 2007). Individual factors include personality, education, qualifications, intelligence and abilities, age, marital status and orientation at work. Also, social factors include relationship 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.

Saari and Judge (2004) asserted that the most focal employee attitude is job satisfaction. They agreed that employees have attitudes or view points about many aspects of their jobs, their careers, and their organizations. 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 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.

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, pay, nature of work and supervision which often lead to a number of outcomes held in high primacy by organizations. 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 them include career advancement, the quality of the working conditions, leadership and social relationship and the job itself.

Repetitive tasks without promotions make satisfaction difficult, therefore employees need independence to be fully satisfied within their jobs (Anderson, 1984). Tayeggiar and Hedley (1976) assumed that workers on highly specialized job experience with less autonomy or discretion are more dissatisfied with work than those in less specialized jobs.

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 upgrading 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 all act as strong motivating forces for job satisfaction.

Library personnel are professionals in their respective establishments with the hope of obtaining satisfaction on their jobs. Views expressed by the various authors in this study are applicable to library personnel in the Federal Civil Service of Nigeria. They desire training on their jobs to enhance their job performance which in turn lead to job satisfaction. Also they desire good salary package,

promotion and rewards as part of career management that will ultimately lead to job satisfaction.

METHODOLOGY

The research design adopted in this study is the survey research design of correlation type. The study population consisted of librarians and library officers in all Federal Ministries and Extra-Ministerial departments. Therefore, all the population were selected and the total population of the study consisted of 450 library personnel which is made up of 218 librarians and 232 library officers.

Research Instrument

It consisted of a set of questionnaire which contained;

1. Power influence scale that was self developed
2. Career progression scale developed by Chase, Macaskill and Pakerson (2005).
3. Job satisfaction scale developed by Weiss, Dawis, England and Lofquist (1967).

The power influence scale contained two sections of A and B and were used to gather information on types of power in existence and their applications. The career progression scale consisted of three sections of ABC and were used to ask questions on career development programmes. The job satisfaction scale contained

statement of feelings on the job which respondents were asked to indicate the extent of their satisfaction or dissatisfaction on the job.

The questionnaire also contained respondents demographic information at the introductory part such as age, gender, qualifications, job title, years of experience and salary scale. In order to ensure the validity and reliability of the instruments, 50 copies of the questionnaire were pre-tested among library personnel of Oyo-State Ministry's libraries and Extra-ministerial departments. They did not however form part of the total population used for this study. The Cronbach-alpha method was used to determine reliability co-efficient of the instrument and the value of 0.76 was obtained for power influence scale 0.83 for career progression scale and 0.86 for job satisfaction scale.

Data Collection and Analysis

The administration of the questionnaire was done by the researcher and five trained research assistants. All the libraries in the Federal Ministries and Extra-ministerial departments were visited and questionnaire served on librarians and library officers totaling 450. The exercise lasted for 12 weeks and out of the 450 questionnaire that were distributed to respondents, 426 questionnaires were retrieved, representing 94.67% return rate.

Statistics such as percentages, mean and standard deviation were put to use in the analysis of research questions, while research hypotheses were tested using

correlation analysis and multiple regression analysis. The research hypotheses were tested at 0.05 level of significance.

FINDINGS

Background demographic information of the respondents

Age distribution of the respondents indicated that majority were in the age group of 31-40years (39.2%) and 41-50years (34.7%). Few of the respondents were in the age groups of 20-30(8.7%), 50years and above (17.4%). This is an indication that majority of the respondents fall within active working age and hoping for a successful career on the job in their establishments. It is also a pointer that majority of the respondents are in the middle level cadre of management in their organisations. Also, few respondents in the age group of 50 years and above indicated that there are some library personnel in the top level cadre of management that will soon retire from the federal civil service. Therefore information from these classes of respondents will be reliable as a result of their experiences on the job.

Distribution of respondents along gender line explained that females constituted the majority (52.6%) while males consisted of 47.4%. The implication of this is that career progression of the respondents has no gender barrier and that there is open competition for career development in the Federal Civil Service.

Educational qualifications of the library personnel showed that 50.47% possessed Diploma certificate in library studies. First degree certificate holders were 25.1%, post-graduate diploma certificate holders were 3.1%, while master degree holders and Ph.D holders constituted 25.1% and 3.8% respectively. As a result of the educational attainment of the respondents, it is evident that they are experts in their career and therefore possessed expertise power or information power. Also, there is the indication that more than half of the respondents have limited office power or position power because the career of holders of diploma certificate always terminate at grade level 14 in the Federal Civil Service. This is middle level management cadre in the Federal Civil Service. All first degree holders, post-graduate diploma holders, master degree holders and Ph.D holders formed the few remaining aggregate percentage. These categories of respondents have the tendencies of rising in the career path to the directorate grade levels (GL15-17) in the Federal Civil Service. This is the top management level in the Federal Civil Service. It is the elitist class that possess both expertise power and elongated position or office power in career progression.

Working experience of the respondents revealed that 3.3% have worked for 30 years and above, while 15% also worked for between 26-30years. It was also revealed that 18.8% of the respondents have worked for 21-25years, 24.9% have worked for 16-20years., 22.3% have worked for between 11-15years. 9.4% have put in between 6-10years and 6.3% of the library personnel have worked between

1-5years. The indication is that majority of the library personnel that have worked for 11 years and above are adequately experienced on the job and have acquired sufficient knowledge that will translate to expertise power and position power.

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

S/n	Item	\bar{x}	SD
1	Information resource is a source of power in my organisation	4.11	0.96
2	Knowledge is a good power source in my establishment	4.07	1.02
3.	Power to exercise disciplinary measures against any staff including library personnel exist in ministries and extra-ministerial departments.	4.04	0.90
4.	Leadership at the management level can influence decisions in my organisation.	3.96	1.01
5.	Superior officers have legitimate power over subordinates in the office	3.96	1.01
6.	Assignment of sensitive responsibilities in the office can attract power.	3.91	1.01
7.	Career progression will always lead to acquisition of power in the office.	3.90	0.98
8.	The use of power in the office is a common phenomenon.	3.89	1.09

9.	Leadership in my establishment can exercise power to reward and punish	3.88	0.96
10.	Recommendations that are made by superior officers over subordinate officers are upheld	3.86	0.93

Table 2: Mean and standard deviation scores of Career progression of library personnel in federal ministries and extra-ministerial departments of the Federal Civil Service

S/n	Item	\bar{x}	SD
1	Training is important to me in my career growth	3.66	1.32
2	I want to work in a higher level position	3.45	1.13
3.	My career progression will assure me of my achievement on the job	3.31	1.04
4.	Career progression will earn me recognition in the society.	3.27	1.16
5.	My career progression will lead me to self actualization	3.24	1.02
6.	There is opportunity for me to develop my career in my establishment	3.23	1.05
7.	My career is one of the best in my establishment	3.21	1.03
8.	I am enjoying steady career progression in my profession	3.18	1.02
9.	There is no clear out career path in my place of work.	3.02	1.03
10.	I feel I have already achieved all I want in my career development.	2.68	1.29

Table 3: Mean and standard deviation scores of Career progression of library personnel in federal ministries and extra-ministerial departments of the Federal Civil Service

S/n	Item	\bar{x}	SD
1	The way co-workers relate with each other	3.20	1.16
2	The way my services are appreciated by others	3.16	1.15
3.	Leadership competence of my superior officer on the job	3.14	1.19
4.	The way my views on the job are valued	3.13	1.13
5.	My job keeps me busy all the time	3.11	1.18
6.	Attitude of my boss to subordinates	3.10	1.16
7.	The prospects of career progression on the job	3.08	1.17
8.	Chance of using my abilities to function well on the job	3.05	1.18
9.	Freedom to take decisions in performing my duties	3.01	1.14
10.	Feeling of achievements on my job	2.97	1.13
11.	Opportunities to be creative	2.96	1.21
12.	Encouragement for doing good job	2.96	1.23
13.	My career progression on the job	2.95	1.25
14.	Services are rendered without intervention	2.93	1.20
15.	My profession provides steady employment	2.93	1.14
16.	The working environment	2.89	1.22
17.	The recognition of my profession by others	2.83	1.16
18.	Training on the job for improved performance	2.82	1.19

19.	Availability of equipment to facilitate my duties	2.70	1.16
20.	My take home pay at the end of the month	2.68	1.17

Table 4: Pearson’s Correlation of Power and Job satisfaction of library personnel in Federal Ministries and Extra-ministerial departments

Variable	\bar{x}	SD	N	R	P	Remark
Job satisfaction	20.3216	4.351	426	0.201	.000	Sig.
Power	30.6925	5.589				

Significant at $P < 0.05$

Table 5: Pearson’s Correlation of Career progression and job satisfaction of library personnel in Federal Ministries and Extra-ministerial departments

Variable	\bar{x}	SD	N	R	P	Remark
Job satisfaction	20.3216	4.5313	426	0.459	.000	Sig.
Career progression	20.4554	5.8550				

Significant at $P < 0.05$

Table 6: Test of Joint Effects of Power and Career Progression on Job satisfaction of library personnel in Federal Ministries and Extra-ministerial departments

Variable	Sum of square	Df	Mean square	F	Sig. P
Regression	2251.283	2	750.428	54.641	.000
Residual	5795.659	422	13.734		
Total	8046.941	424			

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

Table 1 provides information on the mean and standard deviation scores of items on influence of power of library personnel in Federal ministries, and Extra-ministerial departments of the Federal Civil Service. Information service as a source of power ranked first with the mean score ($\bar{x} = 4.11$, S.D. = 0.96). The order of ratings of others were; knowledge as a good power source ($\bar{x} = 4.07$, S.D. = 1.02), authority to exercise disciplinary measures against staff in Federal Ministries and Extra-ministerial departments ($\bar{x} = 4.04$, S.D. = 0.90), leadership at the management level of organisation can influence decisions ($\bar{x} = 3.96$, S.D. = 1.01), superior officers have legitimate power over subordinates in the office ($\bar{x} = 3.96$, S.D. = 1.01), assignment of sensitive responsibilities in the office can attract power ($\bar{x} = 3.91$, S.D. = 1.01), career progression will always lead to acquisition of power in the office ($\bar{x} = 3.90$, S.D. = 0.98), the use of power in the office is a common phenomenon ($\bar{x} = 3.89$, S.D. = 1.09), leadership in my establishment can exercise

power of reward and punishment ($\bar{x} = 3.88$, S.D. = 0.96) and that recommendations that are made by superior officers over subordinates officers are upheld ($\bar{x} = 3.86$, S.D. = 0.93).

Table 2 gives detailed information on the mean and standard deviation expectations on career progression of library personnel in federal ministries and extra-ministerial departments of the Federal Civil Service. The importance of training in career growth ranked higher with the mean score ($\bar{x} = 3.66$, S.D. = 1.32). Subsequent order of ratings were; desire to work in a higher level position ($\bar{x} = 3.45$, S.D. = 1.13), assurance that career progression will bring achievement on the job ($\bar{x} = 3.31$, S.D. = 1.04), career progression will earn recognition in the society ($\bar{x} = 3.27$, S.D. = 1.16), my career progression will lead to self actualisation ($\bar{x} = 3.24$, S.D. = 1.02), there is opportunity for career development in the establishment ($\bar{x} = 3.23$, S.D. = 1.05), my career is one of the best in my establishment ($\bar{x} = 3.26$, S.D. = 1.03). I am enjoying steady career progression in my profession ($\bar{x} = 3.18$, S.D. = 1.02), there is no clear-cut career path in my place of work ($\bar{x} = 3.02$, S.D. = 1.03), and I feel I have already achieved all I want in my career development ($\bar{x} = 2.68$, S.D. = 1.29).

Table 3 is information on the mean and standard deviation scores of items on the level of job satisfaction of library personnel in Federal Ministries and Extra-ministerial departments of the Federal Civil Service. The way co-workers relate

with each other was ranked above others ($\bar{x} = 3.20$, S.D = 1.16). Others were; the ways their services were appreciated by others ($\bar{x} = 3.16$, S.D =1.15), leadership competence of superior officers on the job ($\bar{x} = 3.14$, S.D = 1.19), how views on the job are valued ($\bar{x} = 3.13$, S.D = 1.18), attitude of subordinates ($\bar{x} = 3.10$, S.D = 1.16).

The remaining responses included; chance of career prospects on the job ($\bar{x} = 3.08$, S.D = 1.17), chance of using office position to function well on the job ($\bar{x} = 3.05$, S.D = 1.18), freedom to take decisions in the process of performing duties ($\bar{x} = 3.01$, S.D. = 1.14), the feeling of accomplishments on the job ($\bar{x} = 2.97$, S.D = 1.13), opportunities to be creative ($\bar{x} = 2.96$, S.D. = 1.21), encouragement for doing a good job ($\bar{x} = 2.96$, S.D = 1.23), career progression on the job ($\bar{x} = 2.95$,S.D = 1.25), services rendered without intervention ($\bar{x} = 2.93$, S.D =1.20), the way information profession is accepted for steady employment in the labour market ($\bar{x} = 2.93$, S.D = 1.14), the working environment factors ($\bar{x} = 2.89$, S.D = 1.22), recognition of librarianship 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 perform responsibilities ($\bar{x} = 2.70$, S.D = 1.16), and take hope pay at the end of the month ($\bar{x} = 2.68$, S.D = 1.17).

Twenty questions rated at 1-5 were answered by the respondents. In a test nom, total rating of 100 was classified into low job satisfaction of 1-33, average

job satisfaction of 34-66 and high job satisfaction of 67-100. The mean value of the job satisfaction was 20.32 and this can be located at the low level of job satisfaction. The implication is that the library personnel are not satisfied in the performance of their duties.

Table 4 shows a relationship between power and job satisfaction of library personnel in Federal Ministries and Extra-ministerial departments. The mean and standard deviation scores of power are ($\bar{x} = 30.693$, S.D = 5.589 while mean and standard deviation of job satisfaction are $\bar{x} = 20.322$, SD = 4.351. Job satisfaction of library personnel was found to be significant at $p < 0.05$. Therefore, power ($r = 0.201$, N =426, $p < 0.05$) has a significant relationship with job satisfaction, hence the null hypotheses was rejected.

Table 5 presents the strong relationship between career progression and job satisfaction of the respondents. The mean score of career progression is $\bar{x} = 20.455$, S.D = 5.855, while the mean score of job satisfaction is $\bar{x} = 20.322$, S.D = 4.531. The job satisfaction of the respondents was found to be significant at $p < 0.05$. In view of this, career progression ($r = 0.459$, N =426, $P < 0.05$) has a significant relationship with job satisfaction, therefore, the null hypothesis was rejected.

Table 6 has shown that the joint effects of power and career progression on job satisfaction was significant ($F(2, 422) = 54.641$, $R = 0.529$, $R^2 = 0.280$, Adj R^2

= 0.275, $P < 0.05$). The implication is that 27.5 percent variance in job satisfaction of the library personnel could be as a result of their power and career progression variables. The result shows the relative contribution of each of the independent variables of power and career progression on job satisfaction. Thus, power is ($\beta = .724$, $P < 0.05$) and career progression ($\beta = .418$, $P < 0.05$). Hence, power (expertise and position) and career progression are factors that are sensitive to the job satisfaction of the library personnel.

DISCUSSION

The findings have shown that:

- i. There was a significant relationship between power and job satisfaction of library personnel in Federal ministries and Extra-ministerial departments of the Federal Civil Service. The library personnel were of the opinion that power would be derived from the office one occupies and that power of office increases as library personnel are promoted from a grade level to another grade level with enlarge responsibilities. Further, they viewed that acquisition of knowledge increases the experience of library personnel which in turn brings expert power or information power into play. This is in line with Amadi (2005) who stated that the late former Senate President, Dr Chuba Okadigbo brought office power to play when he drew from his vast experience in the art of political balancing act, while ensuring that the men

who fought on his side derived some spoils. Kukah (2003) also agreed that you acquire power as you use your knowledge. In view of this, the benefit derivable from the use of power is the equivalent of satisfaction that would be derived from the job.

- ii. There was a significant relationship between career progression and job satisfaction of the respondents in Federal ministries and Extra-ministerial departments of the Federal Civil Service. The library personnel responses clearly showed that training and promotion are important ingredients of career progression and that there is the desire to perform high responsibilities which would bring achievements in career progression and subsequently lead to job satisfaction. This position is not different from the opinion of Dessler (2011) that an employee's tenure with a firm tends to follow a familiar life cycle of employment, promotion, transfer, retirement and that responsibilities change as the employee moves through this circle.

Consequently, it is very obvious that the variables of power and career progression have joint effects on job satisfaction of library personnel in the Federal ministries and Extra-ministerial departments of the Federal Civil Service of Nigeria.

CONCLUSION AND RECOMMENDATIONS

Job satisfaction of library personnel is essential in the discharge of their responsibilities in Federal ministries and Extra-ministerial departments. Therefore, this informs that as information professionals, there is the need for an enabling environment that will make them perform their responsibilities to the optimum capacity in view of their career progression and power derivable from the offices they occupy.

As a result of these findings, the following recommendations are made:

1. Office of the Librarian-general should be established to take over the management of career progression of library personnel in Federal ministries and Extra-ministerial departments of the Federal Civil Service of Nigeria.
2. Training and promotion of library personnel should be intensified in Federal ministries and Extra-ministerial departments of the Federal Civil Service.
3. Library personnel in all Federal ministries and Extra-ministerial departments should be allowed to adequately perform their roles as custodians of information.
4. All libraries in the Federal ministries and Extra-ministerial departments should be upgraded into full fledged departments which would be headed by a director of library services.

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