



ANALYSIS OF PROFESSIONAL COMPETENCIES AND JOB SATISFACTION OF LIBRARIANS IN PRIVATE UNIVERSITIES IN SOUTH-WEST, NIGERIA

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ABSTRACT

The study analyzed the professional competencies and job satisfaction of librarians in private university libraries in South-West, Nigeria. A survey research design was used for the study. The participants in this study were two hundred and forty-three (243) librarians from thirty-three private universities in Nigeria's South-West. Total enumeration was used to cover the two hundred and forty-three (243) librarians working in the thirty-three under study. The researcher adopted the instrumentation of the questionnaire method from Yaya (2019) for the collection of data on job satisfaction. The response rate was 61.7%. Descriptive statistics of frequency, percentage, mean and standard deviation were used to analyze the research question. Findings revealed that librarians in private university libraries in South-West, Nigeria experienced a high level of job satisfaction in overall relationship with fellow workers, carrying support from colleagues, information sharing and team spirit among colleagues. Despite high level of librarians' job satisfaction; there was low satisfaction in the areas of salary and job security. Therefore, it is recommended that the management of private universities in the study areas improve satisfaction in these low areas. The librarians in the private university libraries in South-West, Nigeria possessed professional competence on the job. Professional competence was measured with three dimensions namely traits, knowledge and self-concept. The study recommended that academic librarians' professional competence on the job must be sustained.

Keywords: Librarians, Job Satisfaction, Private universities, Professional Competence, South-West, Nigeria

INTRODUCTION

The library's primary goal, as a support system for the university, is to aid all academic efforts by collecting, organizing and giving access to relevant and current information resources. However, it may be difficult to achieve the university's mission without the support of the library staff. Job satisfaction is the extent to which a worker enjoys doing his work. It is the way he shows satisfaction with the work he is doing. Job satisfaction is reflected in the love exhibited as he is doing the work with or without compensation. Ezeamama (2019) described job satisfaction as the extent to which a worker enjoys doing his work. It is the way the worker shows satisfaction with the work done. Without continued support, contributions and work satisfaction of library personnel, the university libraries' aims will be unattainable. To underscore the importance of job satisfaction, Buchanan and Huczynski (2017) asserted that it will be costly for an establishment to lose hardworking workers. The question of professional competence has gotten a lot of attention in the literature. Several characteristics that affect job satisfaction have been found by researchers. Notable among the factors associated with poor job satisfaction in Nigerian organizations is professional competence, which is seen as critical to achieving job satisfaction (Spencer & Spencer, 1993). Craig C. Lundberg used the term competence in his 1970 paper "Planning the Executive Development Program." In his 1970 paper "Planning the Executive Development Program", Craig C. Lundberg used the phrase competence. Around the time David McClelland gave a seminar paper on "Testing for competence rather than intellect," the term "competence" became widespread. In some research, "competence" is defined as a set of abilities, talents and activities that can be used to improve performance, or as the state or quality of being sufficiently capable of executing a task. When knowledge skills are transferred to a group of individuals or

an individual in employment and the skill results in efficient performance, the participants' competency is strengthened (Idhalama, Aiyelabehin & Okobo, 2020). Griffiths and King (1985) cited by Swapna and Biradar (2016) define competency as the general knowledge, abilities or behaviour of an individual, which is related to the actual behavior as demonstrated through performance. Knowing something, comprehending something, being familiar with something, being mindful of something, having knowledge of something, being conversant with something or someone, or knowing how to accomplish something are all examples of knowledge. As a result, professional competence is demanded of modern librarians.

Competence is a specific attribute associated with the active performance of a task (Sriekaningsih & Setyadi, 2015). The framework or guiding concept in worker recruitment (selection of employees), preparation of those who will succeed, evaluation of work performance and progression are the limitations of competency or unique competence for a job. According to Renyut et al. (2017), competence is defined as a person's ability to operate at a reasonable level in the job. It refers to a person's knowledge and skills that help them to efficiently complete their responsibilities and day-to-day activities, hence boosting the quality of their professional job. Lotunani et al. (2014) who support the aforementioned viewpoint, define competence as a person's capacity to carry out obligations assigned to them.

Objectives

The main objective of this study is to determine the influence of professional competencies and job satisfaction of librarians in private university libraries in South-West, Nigeria;

Research Questions

- i. What is the level of job satisfaction of librarians in private university libraries in South-West, Nigeria?

- ii. What are the professional competencies of librarians in private university libraries in South-West, Nigeria?

Literature Review

The term "job satisfaction" has been discussed extensively in the literature over the years. The notion of job satisfaction has grown in popularity to the point that it now infects not just businesses but also service industries like private university education. According to Malik and Singh (2016), the degree to which one's needs, wants, and expectations are met in the workplace is referred to as job satisfaction as well as how closely they match the actual pay received. Similarly, Ezeamama (2019) described job satisfaction as the extent a worker enjoys doing his work. It is the way he shows satisfaction with the work he is doing. Job satisfaction is reflected in the love exhibited as he is doing the work with or without compensation. Job satisfaction affects an employee's attitude toward their work Choi (2018). In conclusion, job satisfaction on the outside and job satisfaction on the inside are positively related; that is, librarians are more motivated to accomplish their jobs when they believe their union is effective. This might trigger workers to possess greater external job satisfaction. The attitude which an employee exhibits on his work is determined by his job satisfaction. These attitudinal behaviours may be influenced by either internal or external factors. If library management wants to retain or keep the right staff, it must not toil with identifying and implementing both internal and external factors that are determinants of job satisfaction.

The main goal of labour welfare policy is to put in place the conditions that will allow librarians to advance in their careers. Labour welfare policies are seen to be successful in encouraging mutual conversation, planning and implementing labor welfare programs and arranging for all feasible health, education and other welfare programs. Private colleges place a premium on librarian advancement. These should examine the availability of promotion possibilities, the variables that must be addressed in order to get promotional opportunities and the duration of service at the university. Several elements must be examined to gain promotional chances. These include contributing a certain period of service to the institution, having sufficient knowledge and abilities, adopting appropriate behavioral traits, and instilling moral and ethical values. Management must also efficiently apply promotion rules and standards. Worker's compensation is a government-sponsored program that compensates injured workers financially. Librarians who receive worker's compensation may have the ability to sue their employers for negligence in particular instances (Kagan, 2019). Management needs to make sure that the compensation policy is in line with the injuries or accidents that have occurred. Worker's compensation rules assist employees in recovering and reimbursing for their losses. Performance appraisal policy is a systematic procedure through which the work performance of employees is assessed. Performance assessment policies aid managers in placing the right people in the proper roles, based on their abilities and aptitude. As a result, management and librarians need to be aware of the importance of performance assessment policies and put them into action to achieve the intended results and encourage employee and organizational well-being. If these policies are violated by the university, it may lead to job dissatisfaction among librarians.

Previous research by Ogunbanjo (2021) claimed that librarians stay in their current professions due to a lack of career chances in other university libraries. Their mindset on the other hand, will influence their job satisfaction. According

to Maslow's Hierarchy of Human Needs, job satisfaction and employment stability can influence employee productivity. Having a feeling of purpose in their work is a sign that library employees are self-actualized. Hence, to be productive and stable in the long run, university workers must be satisfied with their job status (Kaba, 2017). It is also vital to their growth and development as professionals. Job security refers to people's sense of their work stability. A librarian's allegiance to the university depends on job stability. Librarians will be more dedicated to the university and their employment if they feel protected. When librarians are assured of their job security they would be attached to their work and loyal.

Hampton (2019) affirms that it is vital for leaders to have a good relationship with subordinates. Subordinates can trust their boss when they have good supervisor-subordinate relationships in the workplace. In addition, both parties must enjoy each other's company or at the very least maintain a neutral relationship. There is no possibility for two people who have a bad opinion of one other to work together productively. The supervisor should ensure that the subordinate is routinely developed if the supervisor does not have or no longer has an institutional hierarchy and has a positive relationship with the subordinate. Staff development policies are critical to an institution's success. A supervisor should not just spend time with an employee but also invest in their training and development so that they may become better at what they do. This highlights the ability of a subordinate to reach self-actualization. Self-actualization, according to literature, is the pinnacle of a human's wants (Maslow, 1943). If the boss follows the steps specified in this review, he or she may be confident that there are no issues in the boss-subordinate relationship. During the self-evaluation process, the supervisor may discover that the subordinate's perspective has shifted and that they are now performing well and enjoying their work. There is no problem at this stage, so the boss may relax. If a person is performing well and is pleased with his job, then there is no challenge.

The question of professional competence has gotten a lot of attention in the literature. Several characteristics that affect work satisfaction have been found by researchers. Notable among the factors associated with poor job satisfaction in Nigerian organizations is professional competence, which is seen as critical to achieving job satisfaction (Spencer & Spencer, 1993). Craig C. Lundberg used the term competence in his 1970 paper "Planning the Executive Development Program." In his 1970 paper "Planning the Executive Development Program", Craig C. Lundberg used the phrase competence. Around the time David McClelland gave a seminar paper on "Testing for competence rather than intellect," the term "competence" became widespread. In some research, "competence" is defined as a set of abilities, talents and activities that can be used to improve performance, or as the state or quality of being sufficiently capable of executing a task. When knowledge skills are transferred to a group of individuals or an individual in employment and the skill results in efficient performance, the participants' competency is strengthened (Idhalama, Aiyelabehin & Okobo, 2020). Griffiths and King (1985) cited by Swapna and Biradar (2016) define competency as the general knowledge, abilities, or behaviour of an individual, which is related to the actual behavior as demonstrated through performance. Knowing something, comprehending something, being familiar with something, being mindful of something, having knowledge of something, being conversant with something or someone, or knowing how to accomplish something are all

examples of knowledge. As a result, professional competence is demanded of modern librarians.

Renyut et al (2017) argued competency is understood as part of the ideal modernization of young men, work and family values. Professional competency may be seen in another way as the capability to do a thing effectively and proficiently on the job (Tongchairpravit & Ariyabuddhiphongs, 2016). It is also the abilities, worth, the aptitude desired to get a job done successfully. According to Oyedun et al. (2018), the capacity of a person to perform or execute anything efficiently is defined by their competence, abilities and traits. Competence can also be described as the fundamental way distinguished people display how to conduct themselves, which generalizes in numerous circumstances and continues for lengthy periods (Jeffrey & Dinata, 2017).

Competence is a specific attribute associated with the active performance of a task (Sriekaningih & Setyadi, 2015). The framework or guiding concept in worker recruitment (selection of employees), preparation of those who will succeed, evaluation of work performance and progression are the limitations of competency or unique competence for a job. According to Renyut et al. (2017), competence is defined as a person's ability to operate at a reasonable level in the job. It refers to a person's knowledge and skills that help them to efficiently complete their responsibilities and day-to-day activities, hence boosting the quality of their professional job. Lotunani et al. (2014) who support the aforementioned viewpoint, define competence as a person's capacity to carry out obligations assigned to them.

The ability to predict future job performance or behavior based on a given criterion or norm, according to Spencer and Spencer was the most important feature of competence. They employed the Iceberg Model, which had two parts: one hidden (motivations, characteristics, and self-concepts) and one visible (motives, attributes, and self-concepts) (including knowledge and skills). Motives, qualities, self-concept, knowledge and skills were recognized as five categories of competence characteristics. To begin, motivations are the things that one considers. Motives steer conduct in one direction and away from another. Traits, on the other hand, include physical attributes as well as consistent reactions to stimuli. Third, one's self-concept is made up of one's attitudes and values. Fourth, knowledge is information about certain topics that one possesses. Onuoha, Ogunjinmi and Owowunmi (2016) opined that a person's self-concept consists of what they believe about themselves and how they view themselves in the world. Our self-perception might be either positive or negative. Contrarily, poor self-perception may hinder development and the capacity to lead a happy life. Finally, skill refers to a person's ability to accomplish a specific activity. Training was the most cost-effective strategy to ensure those talents because surface knowledge and skill competencies were relatively straightforward to create (Spencer & Spencer, 2008). Individual traits that could be measured or tallied were in the visible section, allowing outstanding and average performers, as well as efficient and inefficient performers, to be distinguished. The most difficult elements to grow are the hidden portions, which comprise the person's personality.

MATERIALS AND MTEHODS

Research Design

A survey research design was used for the study. It is a study, according to Orodho (2003) that aims to acquire information through a questionnaire interview or by presenting it to a sample of respondents. The survey design is ideally suited for this analysis as it helps the researcher to study the professional

competence and job satisfaction of librarians. The survey is deemed appropriate since it is dependable in terms of respondent confidentiality and permits a significant number of people to reply to the questions.

Population of the Study

Research is done on a small or whole set of specific participants and the findings are generalized. In the study this group is referred to as a population. Before beginning research operations, the researcher must decide on and precisely define the population. A well-defined population aids the researcher in choosing a sample that is representative of the complete population and is of the right size. The sample is largely responsible for the success of the study and the validity of the findings (Shukla, 2020). The participants in this study were one hundred and sixty-seven professionals and seventy-six para-professionals which amount to two hundred and forty-three (243) librarians from thirty-three private university libraries in Nigeria's South-West.

Sample and Sampling Technique

Total enumeration was used to cover the two hundred and forty-three (243) librarians working in the thirty-three private university libraries in the South-West zone of Nigeria. Total enumeration was chosen by the researcher because the population size is reasonable and the whole population may be investigated if it is feasible in terms of expense and accessibility to the study participants (Adekeye & Apeh 2019). Another cogent reason for using total enumeration was to ensure that all elements in the population participated and to reduce sampling selection bias in the study. Therefore, the entire librarians in the 33 private university libraries were used for the study.

Data Collection Instruments

The researcher adopted the instrumentation questionnaire method for the collection of data for this study. Some sections of the questionnaire were adopted from literature review such as Adekeye & Apeh, (2019); Ezeudu, (2019); Iwu, 2020; Yaya, (2019) while some were self-constructed. The title of the questionnaire is 'Analysis of Professional Competencies and Job Satisfaction of Librarians in private universities in South-West, Nigeria. Two research questions were devised to achieve the aforementioned aims.

Data Collection Procedure

Research assistants assist and act as a go-between to data collection. Six research assistants were trained for two days on data collection procedures by explaining to them the ethical issues, purpose of the study distribution and collection of questionnaires. They were also trained on how to handle the questionnaire to ensure confidentiality. They were to be courteous when seeking permission from the university management. The questionnaires were distributed to the private university librarians in the private University libraries in South-West, Nigeria. The researcher and the research assistants assisted in the administration and collection of questionnaires during the study. The collection of the questionnaire was completed within six weeks and returned for analysis. The researcher sent reminders to respondents to try and increase the participation and response rate. However, keeping in mind advice from Porter and Whitcomb (2005: 131) who believe that continuous follow-up reminders, to try and increase response rate, could result in biases the researcher decided to close the survey after two reminders.

Validity of Instruments

For pilot testing, the researcher sent the instruments to five information professionals in five different Nigerian private institutions' departments of library and information science. The professional librarians used for pilot testing were not among those used for this work. Comments were gotten from the pilot testers and the instrument was modified accordingly. The final survey instrument was forwarded to the supervisor for final approval before administering to respondents.

Twenty-five librarians from four private university libraries who were not part of the research group pre-tested the questionnaire. The universities used were Al-Hikman University, Ilorin; Crown Hill University, Ballah Eiyenkorin, Ilorin; Landmark University Omu Aran, Summit University Offa and Thomas Adewumi University, Oko all in North-Central, geo-political one of Nigeria. Due to the fact they share many characteristics with private universities included in this study, these institutions were chosen for the study. The researcher was able to clear up some of the survey's more confusing questions. After the pilot study, the questionnaire's content validity and reliability were established.

To ensure that each of the questionnaire's constructions measures what it promises to measure, construct validity was also examined. The questionnaire's components were verified using exploratory factor analysis (EFA). The Kaiser-Meyer-Olkin (KMO) and Bartlett tests are used to gauge the sample

size's suitability. According to Hadi, Abdullah, and Ilham (2016), KMO and Bartlett's test of sphericity is used to determine whether data are acceptable for EFA. According to Tabachnick and Fidell (2001), 0.5 is acceptable for EFA. This indicates that the study's variables were assessed by the questions.

Construct validity was also tested to guarantee that each of the questionnaire's constructs measures what it claims to measure. The constructs in the questionnaire were validated using Exploratory Factorial Analysis (EFA). Kaiser-Meyer-Olkin (KMO) and Bartlett test to determine the adequacy of the sample size. Hadi, Abdullah and Ilham (2016) asserted that the appropriateness of data for EFA is measured through KMO and Bartlett's test of sphericity.

Tabachnick and Fidell (2001) considered 0.5 as suitable for EFA. This means that the questions measured the variables of the study. In Table 1,2, the KMO of the variables was equal to or greater than 0.5. The Bartlett test's findings at 0.00 had a p-value of less than 5%, indicating that the items accurately assessed the variables. The Average Variance Extracted (AVE) was greater than then the 0.5 recommended benchmark. This result indicates that the factors were valid and suitable as the correlation between the variables was highly significant, thus the instrument was considered appropriate for the study. This result is shown below:

Table 1: Results showing suitability of instrument

Knowledge	.768	.527	p< 0.05
Traits	.987	.723	p< 0.05
Self-concept	.629	.895	p< 0.05

Reliability of Instruments

The internal constituency of research instruments is referred to as reliability. The Cronbach's alpha test was used to determine the instrument's internal consistency. This test determined how consistently respondents answered the questionnaire's questions. A value of 0.70 and above was considered adequate for this study. All the twenty-five copies of the questionnaire were retrieved. When the result is more

than 0.70, Cronbach's Alpha is said to be satisfactory (Obeka, 2011). To ensure that the items were internally consistent, the scores were subjected to a Cronbach's alpha reliability test. According to the findings, the scales' items had appropriate reliability values that met the rule of thumb for internal consistency, with a Cronbach's alpha value of greater than 0.70. The result is shown below:

Table 2: Reliability Coefficients

Professional Competence	0.81	24
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Data Analysis

Data analysis was done using Statistical Package for Social Sciences (SPSS, Version 23) Software. Descriptive statistics of frequency, percentage, mean and standard deviation were used to analyze the research questions on a scale of 1-4. This is done to provide descriptive information on the variables of the study.

Analysis of Research Questions

Research Question One: What is the level of librarians' job satisfaction in private university libraries in South-West, Nigeria?

Table 3: Level of Librarians' Job Satisfaction in Private University Libraries

Librarians' Job Satisfaction	Very High Satisfaction	High Satisfaction	Low Satisfaction	Very Lowly Satisfaction	Mean	SD	Decision
How satisfied are you as a librarian with:							
Relationship with colleagues					3.13	.65	High
cordial relationship with fellow workers	52(34.7)	77(51.3)	20(13.3)	1(.7)	3.20	.68	High
receiving support from colleagues on the job	48(32.0)	79(52.7)	23(15.3)	()	3.17	.67	High
information sharing regarding the librarian practice by colleagues	46(30.7)	75(50.0)	24(16.0)	5(3.3)	3.08	.77	High
team spirit among colleagues on the job.	49(32.7)	71(47.3)	23(15.3)	7(4.7)	3.08	.81	High

Relationship with Boss					3.10	.66	High
cordial relationship with boss	50(33.3)	78(52.0)	20(13.3)	2(1.3)	3.18	.70	High
caring and being considerate by the boss	48(32.0)	80(53.3)	17(11.3)	5(3.3)	3.14	.74	High
the boss in showing interest in your career progress	46(30.7)	79(52.7)	21(14.0)	4(2.7)	3.11	.74	High
your boss leadership style	40(26.7)	77(51.3)	26(17.3)	7(4.7)	3.00	.80	High
Company policy					2.73	.68	High
policy on librarians' job roles and functions	29(19.3)	88(58.7)	27(18.0)	6(4.0)	2.93	.73	High
policy on performance management	23(15.3)	75(50.0)	43(28.7)	9(6.0)	2.75	.78	High
policy on the provision of in-service training	18(12.0)	73(48.7)	45(30.0)	14(9.3)	2.63	.81	High
policy on welfare packages	17(11.3)	69(46.0)	54(36.0)	10(6.7)	2.62	.77	High
Salary					2.41	.64	Low
the current salary in the library	9(6.0)	77(51.3)	52(34.7)	12(8.0)	2.55	.73	High
the salary increment	12(8.0)	74(49.3)	48(32.0)	16(10.7)	2.53	.80	High
regular salary increment as at when due	13(8.7)	67(44.7)	56(37.3)	14(9.3)	2.52	.78	High
the salary is meeting all your basic needs.	5(3.3)	33(22.0)	76(50.7)	36(24.0)	2.05	.78	Low
Job security					2.01	.76	Low
Downsizing/ Rationalization of staff	9(6.0)	48(32.0)	62(41.3)	31(20.7)	2.24	.85	Low
termination of the librarian's appointment	12(8.0)	24(16.0)	63(42.0)	51(34.0)	1.98	.94	Low
sudden reduction in salary	9(6.0)	27(18.0)	57(38.0)	57(38.0)	1.92	.91	Low
demotion of the librarian's appointment	9(6.0)	23(15.3)	63(42.0)	55(36.7)	1.90	.89	Low
Level of librarians' job satisfaction = 2.68							

Decision Rule: If mean is 1.0 to 1.74 = Very Low; 1.75 to 2.49 = Low; 2.50 to 3.24 = High; 3.25 to 4.0 = Very High. Criterion Mean = 2.5

The finding in Table 1 shows that the level of librarians' job satisfaction had an overall mean of 2.68 on a scale of 4. This indicates that generally Librarians in private university libraries in South-West, Nigeria had a high level of job satisfaction. Librarians' job satisfaction was measured by five dimensions: job security ($\bar{x} = 2.01$), company policy ($\bar{x} = 2.70$), salary ($\bar{x} = 2.41$), relationship with colleagues ($\bar{x} = 3.13$) and relationship with boss ($\bar{x} = 3.10$). Relationship with colleagues had a mean score of 3.13; this means that librarians in private university libraries in South-West, Nigeria experienced a high level of job satisfaction in overall with fellow workers, carrying support from colleagues, information sharing and team spirit among colleagues. The mean score for relationship with boss reveals 3.10, suggesting that librarians in private university libraries in South-West, Nigeria are highly satisfied with the cordiality, caring, compassionateness, interests and leadership style of their bosses on the job.

Company policy had a mean score of 2.73, indicating that, the librarians in private university libraries in South-West, Nigeria experienced a high level of job satisfaction in every aspect of company policy measured such as roles and

functions, performance management, in-service training and welfare packages. The mean score for salary is 2.41, showing that Librarians in private universities Librarians in South-West, Nigeria, are highly satisfied with their current, basic and regular salary, but unhappy with the inability of the salary to meet their basic needs. Similarly, the findings show that each aspect of job security in the private university Librarians in South-West, Nigeria, had a mean Likert scale of less than 2.5. The average score was 2.01, which shows that the Librarians in private universities and libraries in South-West, Nigeria, Nigeria are less satisfied with their job security in terms of downsizing of staff, termination of librarian's appointment, sudden reduction in salary and demotion of the librarian's appointment. In the private university libraries examined, relationships with colleagues received the greatest scores for the five criteria of job satisfaction while job security received the lowest scores. According to the findings, private librarians in South-West Nigeria were quite happy with their relationships with coworkers, their bosses and corporate policies, but they are not satisfied with their current salaries and job security situations.

Research Question Two: What are the professional competencies of librarians in private University libraries in South-West, Nigeria?

Table 2: Professional Competences of Librarians in Private University Libraries

Professional Competence	Strongly Agree	Agree	Disagree	Strongly Disagree	Mean	SD	Decision
Traits					3.50	.49	Strongly Agree
I communicate effectively what is intended.	86(57.3)	60(40.0)	3(2.0)	1(0.7)	3.54	.57	Strongly Agree
I am an active and good listener.	81(54.0)	67(44.7)	2(1.3)		3.53	.52	Strongly Agree
I coordinate well with colleagues on the job	84(56.0)	60(40.0)	5(3.3)	1(0.7)	3.52	.60	Strongly Agree
I can generate results as a collective member.	79(52.7)	66(44.0)	4(2.7)	1(0.7)	3.49	.58	Strongly Agree
I love to discuss the products with clients	75(50.0)	72(48.0)	1(0.7)	2(1.3)	3.47	.58	Strongly Agree
I prefer team goal attainment over individual goals.	76(50.7)	67(44.7)	6(4.0)	1(0.7)	3.45	.60	Strongly Agree
Self-concept					3.50	.76	Strongly Agree
I am an approachable person	96(64.0)	51(34.0)	1(0.7)	2(1.3)	3.60	.57	Strongly Agree
I am free with people	86(57.3)	61(40.7)	2(1.3)	1(0.7)	3.55	.56	Strongly Agree
My level of benevolence is good	86(57.3)	59(39.3)	2(1.3)	3(2.0)	3.52	.63	Strongly Agree
I have the feeling that I add value to others	86(57.3)	56(37.3)	6(4.0)	2(1.3)	3.51	.64	Strongly Agree
I can handle unexpected circumstances	78(52.0)	65(43.3)	4(2.7)	3(2.0)	3.45	.65	Strongly Agree
I can face difficulties in life	72(48.0)	65(43.3)	10(6.7)	3(2.0)	3.37	.70	Strongly Agree
Knowledge					3.20	.54	Agree
I can classify information resources by using library software online.	63(42.0)	76(50.7)	8(5.3)	3(2.7)	3.33	.67	Strongly Agree
I know how to manage the selective Dissemination of Information (SDI)	59(39.3)	83(55.3)	6(4.0)	2(1.3)	3.33	.61	Strongly Agree
I am familiar with major databases of courses offered at my university	53(35.3)	84(56.0)	10(6.7)	3(2.0)	3.25	.66	Strongly Agree
I possess complete knowledge of library policies guiding information resource acquisition	51(34.0)	82(54.7)	14(9.3)	3(2.0)	3.21	.68	Agree
I know Resource Description and Access (RDA)	46(30.7)	78(52.0)	19(12.7)	7(4.7)	3.09	.79	Agree
I can catalogue with RDA	43(28.7)	80(53.3)	20(13.3)	7(4.7)	3.06	.78	Agree

Professional competences = 3.22
Decision Rule: If mean is 1.0 to 1.74 = Strongly Disagree; 1.75 to 2.49 = Disagree; 2.50 to 3.24 = Agree; 3.25 to 4.0 = Strongly Agree. Criterion Mean = 2.5

Research question two helps identify the areas of professional competence possessed by librarians on the job. This is presented in Table 2. The result indicates that librarians' professional competence had an overall mean of 3.22, on a scale of 4. This shows that generally the librarians in the private university libraries in South-West, Nigeria possessed professional competence on the job. Professional competence was measured with three dimensions namely traits, knowledge and self-concept. Further analysis shows that all the measures for professional competence namely traits (\bar{x} = 3.50), knowledge (\bar{x} = 3.20) and self-concept (\bar{x} = 3.50) received considerably very high scores. This implies that the librarians at the private university libraries in South-West

Nigeria exhibited professional competence in terms of personality characteristics, knowledge and self-concept.

Specifically, traits attracted a mean score of \bar{x} =3.50. This implies that librarians strongly agree that they communicate effectively, engage in active listening, co-ordinate well with colleagues and possess the ability to generate results. Knowledge had a mean score of 3.20. This shows that librarians strongly agreed that they can classify information resources by using library software online, manage Selective Dissemination of Information and are familiar with major databases of courses offered in their universities. Self-concept attracted a mean score of 3.50 signifying that, librarians are approachable, free with people, benevolent, add value to others, possess abilities to handle unexpected circumstances

and have the ability to face life's difficulty. Librarians in the private university libraries in South-West, Nigeria, were highly motivated on the job. There were five dimensions representing librarians motivation namely self-actualization, social affiliation, self-esteem, physiological factors and security. Further analysis shows that the job motivators among the librarians in the private university libraries in South-West, Nigeria have self-actualization (\bar{x} = 3.24), social affiliation (\bar{x} = 3.20), self-esteem (\bar{x} = 3.11), physiological factor (\bar{x} = 3.11) and security (\bar{x} = 2.80), based on the reason that the mean scores for these sub-variables were high. Self-actualization attracted a mean score of 3.24.

RESULTS AND DISCUSSION

Discussion of Findings

Research question one reveals that librarians' job satisfaction had an overall mean of 2.68, on a scale of 4. From all the indicators used for librarians' job satisfaction: relationships with colleagues, relationships with bosses and company policy were high. However, levels of satisfaction with salary and job security were low. Of the five indicators of job satisfaction, relationship with colleagues had the highest score while job security had the lowest score in the private university libraries surveyed. This is in agreement with previous studies which affirmed that when a librarian is dissatisfied with his or her job, there is a tendency to display of negative attitude toward users (Anyaku, Osuigwe, & Oguaka, 2015; Aghadiuno, Ayele&Itodo, 2020). Despite the important roles of librarians, some librarians still exhibit poor attitudes toward their work and those they serve which may be due to irregular promotion, lack of incentives and delays in salary payment. This apparent attitude exhibited by these librarians might therefore, bring dissatisfaction and this could lead to a lack of commitment to work, absenteeism and lateness which make librarians perform below expectations. Also in agreement with this study, Ogunbanjo (2021) indicated that work happiness and security had a substantial impact on library job satisfaction. The university libraries' motivational incentives should be maintained and expanded upon. Employee morale should be increased through a system of recognition and rewards. The research suggested that inner and extrinsic incentive variables such as recognition and reward be improved. As a result, management should refrain from engaging in behavior that might endanger employees or enhance their fear of job instability. In line with this finding, Herzberg's Two Factor Theory, claimed that motivators are the intrinsic factors that make workers feel good about their jobs and that these factors are connected to an individual's internal state of mind regarding a specific dimension of their work, the findings of this study on the job satisfaction level of librarians have a connection to this theory. Institutions must therefore learn how to raise employee morale to increase production and work satisfaction.

Research question two reveals that all the measures for professional competence namely traits, knowledge and self-concept received considerably very high scores. This finding supports Liman et al. (2018) who reported librarians in industrialized countries must be adept in utilizing the Internet to deliver efficient library services. When it comes to Internet skills and knowledge, academic librarians from poor nations like Africa are still falling behind. Academic librarians in African countries should renew their knowledge and technological abilities by learning Internet skills and competencies. Thanuskodi (2019) investigated the information literacy capabilities of librarians at universities in India. It was recommended that making information literacy a regular practice in higher education is vital. One of the

various information literacy competence requirements for academic institutions should be adopted by the institution's administration.

CONCLUSION

This study investigated the professional competence and job satisfaction of librarians in private university libraries in South-West, Nigeria. The literature review was done on concepts of the two variables. The survey research design was adopted. The total population for the study was one hundred and sixty-seven (167) librarians from thirty-three university libraries in Nigeria's South-West. Total enumeration was used to cover the one hundred and sixty-seven (167) librarians working in the thirty-three private university libraries in the South-West zone of Nigeria. A structured questionnaire was administered to the librarians. The research instruments indicated good content and construct validity (measurability). The KMO of the variables was equal or greater than 0.5. The p-value of Bartlett test of sphericity results at 0.00 is less than 5%, which means that the items measured the variables. The Cronbach's alpha reliability values ranged from 0.81 - 0.93, indicating good instrument reliability. The research questions were analyzed with descriptive statistics (frequency, percentage, mean, standard deviation). Statistical Package for The Social Sciences (SPSS 23.0 version) was used for data analysis.

RECOMMENDATIONS

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

Despite high level of librarians' job satisfaction; there was low satisfaction in the areas of salary and job security. Therefore, there is a need for the management of private universities in the study areas to improve satisfaction in these low areas. To achieve this, attention should be specially given to demotion of the librarian's appointment, sudden reduction in salary and termination of librarian's appointment since they attracted very low measurement scores. Relationships with colleagues, relationship with boss and company policy were high, this should be sustained.

Since the librarians possess professional competencies in the areas of traits, knowledge and self-concept, there is a need for private university management to sustain the high level of competencies by putting in place policy that promotes an atmosphere of approachability, effective communication and active listening skills among librarians.

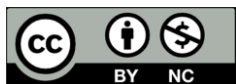
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