

Work Recruitment Factors as Indices for Staff Employment in Federal University Libraries of South West Nigeria

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Abstract

The study investigated work recruitment factors as indices for staff employment in federal university libraries in South-West, Nigeria. The population of the study comprised of one hundred and forty three (143) professional and para-professional librarians in Hezekiah Oluwanmi library, Obafemi Awolowo University library and Kenneth Dike Library, University of Ibadan. The study adopted the ex-post-facto research design while census sampling technique was used in selecting the respondents for the study. The instrument for data collection tagged “Work Recruitment Factors as indices for Staff Employment Questionnaire (WRFISEQ)” was administered to the respondents and used for the study. 20 librarians were used to produce the reliability coefficient of .85 proving the instrument to be reliable for the study. Data collected were analyzed with mean (\bar{x}), standard deviation and simple linear regression to answer the research questions while t-Test, ANOVA and regression analysis were used to test the null hypotheses at .05 level of significance. From the results of the data analysis, it was observed that there is a significant influence of factors for interpersonal relationship and indigene-ship on staff employment in federal university libraries in South-West Nigeria. The conclusion was that work recruitment factors influence the employment of staff in federal university libraries in South-West, Nigeria. It was therefore recommended that prospective employees should endeavor to play down on these factors during staff employment to enable the right prospects be employed in federal university libraries.

Keywords: Work recruitment factors, Interpersonal relationship, Indigene-ship and staff employments.

INTRODUCTION

Today’s librarianship is a highly multifaceted profession requiring specific and detailed knowledge of many kinds. It is no longer an all comers’ affairs, but one that requires that rigid standard be set for those entering into the profession. Fundamentally, the library is made up of the building; books (information materials like print and non-print), and most importantly the brain. The brain entails the staff or personnel who organize the operations in the library. Uzuegbu & Arua, (2012) asserts that a library can have an excellent collection of documents, plenty of resources (Both Print and online resources) and a magnificent building, but if it does not have a competent workforce (staff), it will lose its relevance; because the complicated services which the modern library renders does not recognize and run “themselves” but must be modified, improved and extended in the light of changing conditions).

Librarians’ Registration Council of Nigeria (2014) indicated clearly that for libraries to provide effective and efficient service delivery, it is required that the library be staffed with the mix of the relevant personnel, which include academic librarians, para-professionals, and support staff. Whichever category, the quality of persons recruited to render library services determines to a great extent, the quality of output and satisfaction given to clientele. As a result, the selection of library personnel becomes a matter of foremost concern to librarians and information managers working along members of the top management to achieve effective results.

Over the years, work recruitment variables have been widely studied in literature. Many authors have viewed this concept from various dimensions with researchers such as Onwubiko (2004); Mishra (2009) and Uzuegbu & Arua (2012) identifying working experience, age, sex, gender, educational qualifications, passion, geographical location, languages spoken, marital status, remuneration, religion, information and communication skills (ICT) as potent variables considered in recruitment of staff in today’s technology driven University libraries. To this end, interpersonal relationship and indigene ship seem a neglected theme but very phenomenal in the most of the entire process.

The idea of interpersonal relationship is a vital variable that suggest a very strong, deep or close association between two or more people that may range in duration from brief to enduring. This association is often drawn by affection, inference, love, solidarity, regular business interaction or some other type of social commitment. Omotosho (2010) contends that this type of relationship are usually formed in the context of family, or kinship relations, friendship, marriage, relationship with associates at work, clubs, neighborhoods and places of worship. This mutual connection between people based on prior knowledge of one another over a period of time often

time comes into play during recruitments or hiring exercise.

Indigene-ship arises from ancestry and genealogical connections. This, according to Amadi (2012) is a natural link between a person and his geographical location, where he or she traces their roots through blood lineage and genealogy that puts him or her in contact with his kindred. This is a state of being a native of a particular place which invariably influences employment equity programmes set out by the governments such as the federal character principle, catchment area policy and quota system.

In other to provide information products, services that will be in tandem with the needs, desires and expectations of the users, there is need for a committed, competent, confident, dynamic, educated, motivated and trained library staff that would help in the attainment of the desired objectives of any library, sincere and organized human effort is essential. Therefore, work recruitment in the university libraries is a goal that is not only indispensable, but one that should be pursued with principles subsumed in certain variables that point on the employees' competence and eligibility. However, the process of recruiting university library staff has overtime been influenced by various factors such as educational qualifications, experience, age, research and publications, membership of relevant professional bodies, sex, marital status, locality, referee reports, interpersonal relationship, but importantly interpersonal relationship and indigene-ship elements which are never publicized. It is based on this challenge that this study is conducted to examine the influence of recruitment variables on staff employment in the university libraries in south-west, Nigeria.

Statement of the problem

Employment of staff in federal university libraries in Nigeria has evolved over the years and has always been driven by work recruitment factors. Therefore, acquiring high quality and talented personnel remains critical to the success of the University libraries. This has made work recruiters to become more selective in their choices, since, poor recruitment decision can produce long term negative effects. In recent times, personal observations have shown that internal and external advertisements for librarians in University libraries in Nigeria lay emphasis on the variables of educational qualification; work experience; research and publications; membership to relevant professional bodies; information and communication technology (ICT) skills and referee reports as essential components of curriculum vitae accompanying application letters for employment into the libraries.

Beyond this, further experiences has indicated that there seem to be an increasing influence of some silent variables such as interpersonal relationship and indigene-ship in recruitment exercises in Nigerian university libraries. Yet, no one knows to what extent each of these variables influences the sustainability or otherwise of applicants for employment. These variables are never made public, until now, their effects during recruitment processes may be undeniable. Unfortunately, previous studies have not revealed the influence of interpersonal relationship and indigene-ship in recruitment exercises of Nigerian University libraries. It is on the backdrop of this that this that this study attempts to examine the work recruitment factors as indices for staff employment in the federal university libraries of south west, Nigeria.

Objectives of the Study

The study sets out to examine the following objectives;

1. To determine the influence of interpersonal relationship on staff employment in federal university libraries of South-West Nigeria.
2. To examine the influence of indigene-ship on staff employment in federal university libraries of South-West Nigeria.

Research Questions

The following research questions guided the study:

1. Is there any influence of interpersonal relationship on staff employment in federal university libraries of South-West Nigeria?
2. Is there any influence of indigene-ship on staff employment in federal university libraries of South-West Nigeria?

Hypotheses

The hypotheses below guided the conduct of the study;

1. There is no significant influence of interpersonal relationship on staff employment in federal university of South-West Nigeria.
2. There is no significant influence of indigene-ship on staff employment in federal university libraries of South-West Nigeria.

Literature Review

This section reviewed literature on neglected themes of work recruitment factors. The concept of indigene-ship

deals with the natural link between a person and his geographical location, where he traces his root through blood lineage and genealogy that puts him in contact with his kits and kins. It is the state of being a native of a particular place. In the Nigerian parlance, it is commonly known as 'place of origin'. Nwanegbo, Odigbo & Ochanja (2014) maintain that the popular use of indigene-ship as a means of discriminating against other ethnic groups has become an important factor in the socio-economic life of Nigeria. Similarly, the Nigerian Research Network (2014) reports that the principles of indigene-ship is about 'ownership of the community, local government or state. But this 'ownership', the report maintains, is not in the narrow sense of owning a piece of private property, but refers, instead to the right of recognition as the pre-eminent ethnic group within the unit. Iwuagwu (2015) avers that in Nigeria, it is more profitable to be an indigene than to be a citizen since indigene-ship carries with it all the rights and privileges.

In Nigeria, the undue attachment and loyalty to one's ethnic nationality is a factor that makes indigenes of a particular ethnic group, state or local government to exclude other Nigerians from benefits that belong to all Nigerians simply because they are non-indigenes. In an environment where allegiance is first to the tribe, followed by local government, state and then the country, there is bound to be internal politics during recruitment exercise especially in government owned institutions (NRN, 2014). Author like Anyebe, (2004), Abdulraheem, (2008), Nzeshi (2012) & Singh (2014) adds that in spite of the spelt out procedures for recruitment into the federal public services as provided the federal character commission (FCC) which states that a candidate to be employed must someone who has met the basic minimum requirement and is eligible to compete for posts reserved for his state and/or zone, and shall not be penalized or disadvantaged in favour of a candidate from another state or zone who may possess higher qualification, unqualified candidate are usually shortlisted purportedly on the basis of Indigene-ship.

Indigene-ship therefore effectively introduces multifarious citizens in Nigeria's 36 state and 774 Local Government Areas. Some can lay claims on ancestral connections to the soil and consequently enjoy indigene-ship rights; while others who have no such claims must suffer different degrees of political and social exclusion annihilation. The provision of constitution further compounds the issue indigene-ship in Nigeria. Yisa (2005) & Onwubiko (2004) contend that the consequences of the section 147 of the 1999 constitution created two types of Nigerians: the lucky ones who belong to indigenous communities of the state of residence and the indigenes of other states who are expected to go back to their own states for any benefits. This situation has great implications for non-indigenes seeking employment in federal university libraries because being non-indigenes in a particular states in Nigeria outside one's state of origin is near to being a non-Nigerian.

On the other hand, Nzeshi (2012), calls the this act 'balkanization' of our society in which the best interest of an organization as a whole are often subordinated to the interests of certain individuals or special groups. This situation has led to the preference of individuals who are related in one way or the other to the members of management team over others, all to the detriment of genuine merit. Iwuagwu (2015) refers to such practices as *prebendalism* and *clientelism* which establishes a political hegemony that favors its loyalists to the exclusion of the competent ones. Interpersonal relationship means a strong deep or close association/acquaintance between two or more people that may range in duration from brief to enduring. This association may be based on inference, love, solidarity, regular business interaction or other type of social commitment. Interpersonal relationships are formed in the context of social, cultural and other influences. It entails a mutual connection between people based on prior-knowledge of one another over a period of time.

Prebendalism is a system of spoilt politics where the winner takes it all. Interpersonal relationships (politics, religious, biological social, etc.) foster prebendalism which solely and exclusively represents the interest of their members. Similarly, clientelism is a channel through which one joins the dominant class and a practice which is seen as a fundamental to the continued enjoyment of the prerequisites of that class (Iwuagwu, 2015). Thus, prebendalism and clientelism are two sides of the same coin by which people, through the help of godfathers to whom they have shown loyalty, receive undue favors like employment, contracts, key appointments, promotion etc. while others who may even be more qualified are denied such opportunities. Indeed, Onwubiko (2004) warned that employees should not be connected in any way to members of the management team, so that their recruitment and assimilation into the organization be based on merit. The author further advised library managers to treat all prospective employees equally, because one thing that impairs library employee's efficiency and morale most quickly is for the library manager or intermediate supervisor to display a tinge of favoritism when making decisions. When two equals are treated unequally, injustice is born.

However, Anyebe (2004) warns that too much emphasis on conformity stifles initiative and independent thinking on the part of the subordinates. Similarly, authors like Olaniyi, (2016) & Singh (2014) noted that public services agencies are prone to greater exposure to the influence of inter-personal relationship than most private sector organizations; therefore openness and transparency in recruitment and selection practices are crucial. In most cases, even when there is embargo on employment, some employers in government ministries and agencies continue to secretly recruit their kits and kins who most often do not merit by the way of qualification to occupy the positions given to them Onwubiko (2004) believes that such action is a form of social injustice that can

ultimately hurt the entire society.

Research Method

An Expost-Facto research design was adopted for the study. The population for the study comprised of one hundred and forty three (143) professional and para-professional librarians drawn from Hezekiah Oluwanmi library, Obafemi Awolowo University library and Kenneth Dike Library, University of Ibadan. The census sampling technique was used for the study as the entire one hundred and forty three (143) professional and para-professional librarians of the libraries under study were considered for the study. Two hired and trained postgraduate students in the administering of a self-developed questionnaire which was based on literature reviewed on the variables. Reliability of the instrument was ensured through a Cronbach alpha method which yielded .87, hence, considered fit to measure the variables under study. Data collected were analyzed using descriptive and inferential statistics.

Presentation of Results

This section of the presents the results from the analysis carried out on the retrieved data in view of the research questions and hypotheses raised to guide the study. Out of the 143 copies of questionnaires distributed and retrieved, 134 was returned computable for the study giving a response rate of approximately 91.00 percent. The results are seen below;

Table 1: Summary of the respondents' mean scores on the influence of indigene-ship on employment of staff in Federal University Libraries

Model	Unstandardized Coefficients		Standardized Coefficients	R α	R ²
	B	Std. Error	Beta		
1 Influence of indigene-ship (Constant)	4.484	2.58		0.774	0.599
Employment of staff	0.213	.063	.229		

The result in table 1 reveals the summary of the regression analysis for the influence of indigene-ship on staff employment in federal University libraries in south-west, Nigeria. Based on the distributed instrument and subsequent analysis, the respondents agreed to all the items. The result revealed that for every unit rise in indigene-ship, employment of staff increased by 0.213. This indicates that indigene-ship is highly considered during staff employment in libraries within the studied area. The table further showed the correlation coefficient (α) is 0.774, indicating that there is a very high positive relationship between indigene-ship and staff employment in federal university libraries in south-west, Nigeria with a coefficient of the determination (R²) which stood at 0.599. This therefore, implied that 59.9 percent chances of staff employment in federal University libraries are influenced by indigene-ship.

Table 2: Summary of the respondents' mean scores for the influence of indigene-ship on Employment of staff in Federal University Libraries

Model	Unstandardized Coefficients		Standardized Coefficients	r α	R ²
	B	Std. Error	Beta		
1 Influence of interpersonal skill (constant)	.289	.632		0.429	0.184
Employment of staff	.799	.140	.429		

The result presented in table 2 shows the regression coefficient of interpersonal relationships on employment of staff in federal university libraries. The result reveals that for every unit rise in interpersonal relationship, employment of staff increases by 0.799. The table also shows a correlation coefficient (α) of 0.429, indicating that there is a positive relationship between interpersonal relationships on employment of staff in federal university libraries. The result further show the coefficient determinant (R²) to be 0.184; implying that 18.4% chances of staff employment is as a result of interpersonal relationship.

Hypotheses Testing

Hypothesis One

There is no significant influence of indigene-ship on employment of staff in federal university libraries in South-West Nigeria.

Table 3: Summary of significant test for influence of indigene-ship on employment of staff in federal University libraries

Model		Sum of Squares	Df	Mean Square	F-cl.	F-crit.	Decisions
1	Regression	16.892	1	16.892	11.451		
	Residual	303.873	133	1.475		3.936	*sig
	Total	320.764	134				

***significant**

Table 3 shows the summary of the regression analysis of the influence of indigene-ship on employment of staff in federal University libraries. The result shows an

f-ratio of 11.451 at .05 alpha level with (1, 133) degree of freedom. The f-crit. shows 3.936. Since the f-calculated is greater than the f-critical, the null hypothesis is therefore rejected, thus, there is a significant influence of indigene-ship on the employment of staff in federal University libraries of South-West, Nigeria.

Hypothesis Two

There is no significant influence of interpersonal relationship on employment of staff in federal university libraries in South-West Nigeria.

Table 4: Summary of significant test of influence of interpersonal- relationship on employment of staff in federal University libraries

Model		Sum of Squares	Df	Mean Square	F-cal.	F-crit.	Decision
1	Regression	39.759	1	39.759	32.489		*sig
	Residual	176.220	133	1.224		3.936	
	Total	215.979	134				

***significant**

Table 10 shows the summary of the regression analysis of the influence of interpersonal relationship on the employment of staff in federal University libraries. The result shows an f-ratio of 32.489 at alpha level, (1, 133) degree of freedom. The f-crit. is 3.936. Since the f-calculated is greater than the f-critical, the null hypothesis is rejected, thus, there is a significant influence of interpersonal relationship on employment of staff in federal university libraries in South-West Nigeria.

Discussion of Findings

The results from the analysis in tables one and three for the influence of indigene-ship on employment of staff revealed significance. This is possible in view of the fact that the indigenes and non-indigenes syndromes determines a lot of things in getting employment in government establishments as a result of the ethicized and polarized nature of the Nigerian nation. Thus may be attributed to discrimination on the basis of indigeneity which is quite problematic because it is tied directly to individuals' access to societal resources including job opportunities. Therefore, the findings of the study can be corroborated with what was reported by Nwanegbo, Odigo & Ochanja (2014) that despite the right of residency, being an indigene or non-indigene often has implications for one's access to land, job opportunities, scholarship and political offices. The findings of the study equally correlates with what was stated by Iwuagwu (2015), who maintained that it is near impossible to get jobs in the federal government establishments located in a particular state; or some state government establishments located in a particular local government if one is not an indigene of that locality.

Similarly, the findings from the results in tables two and four for the influence of interpersonal relationship on employment of staff in federal university libraries reveal that there exists significance. This influence may have been due to endemic corrupt practices in the public sector where the interests of government establishments are often subordinated to whims and caprices of few influential individuals otherwise known as godfathers. This can equally be attributed to the towering protection that godfatherism offers to its subjects and beneficiaries which is responsible for the gaps and weakness, the abject violation of rules and regulations, gross indiscipline and undue favoritism in federal government institutions. The finding of this study agrees with Olaniyi (2016), who observed that undue influence of interpersonal relationship in Nigeria serves the inordinate ambition of their beneficiaries, which reflects in undeserved employments, placements and promotions that manifest in more gains with less accountability to the detriment of merit and competence.

Conclusion and Recommendations

From the findings of the study, it is concluded that work recruitment factors of indigene-ship and interpersonal relationship have significant influence on employment of staff in federal university libraries in South-West, Nigeria. This type of association based on interpersonal relationship and indigene-ship would not in anywhere

help the federal university libraries achieve their set targets in terms of efficiency. Therefore, this approach must and should be eschewed to encourage unity and prosperity among Nigerians especially at the federal level.

In view of the findings and conclusion of this study, the following recommendations are made:

1. Based on the stiff competition in the labour market, federal university library management team should institute a measure to help curtail the rising influence of interpersonal relationship during work recruitments in order to broaden and ensure fairness that will help attract talented and focused applicants who may be scared due to the activities of godfatherism in federal university libraries.
2. Employment equity regulating agencies like the federal character commission and federal civil service commission can help promote, monitor and enforce compliance with the principles of proportional sharing of employment opportunities across ethnic and tribal divides in federal government owned institutions in order to eliminate all forms of discrimination on the basis of indiginity.

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