

Induction and Placement Practices as Correlates of Job Performance of Recruited Librarians in Federal Universities in South-South, Nigeria

Vol. 6 No. 2

October 2021

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Abstract

Rationale of Study – The study aimed to investigate induction and placement practices as correlate of the job performance of recruited librarians in federal universities in South- South, Nigeria.

Methodology – The study adopted the correlational research design. Three (3) research questions and two (2) hypotheses guided the study. The population of the study comprised 108 academic librarians in the six federal universities spread across the six states of South-South, Nigeria. Questionnaires were administered to all the 108 respondents; only 95 were filled and returned. The overall reliability of the instrument yielded 0.95 with the use of Cronbach Alpha Coefficient. The rating scale of 4 points was subjected to an estimation procedure using SPSS version 17.0. A mean score of 2.5 and above on any item was accepted. Pearson r and R² was used to answer the research questions while the null hypotheses were tested with the use of linear regression analysis.

Findings – The findings revealed that there is a significant relationship between induction process and librarians' job performance in the federal university libraries in South-South, Nigeria. There is also a positive significant relationship between placement criteria and job performance of librarians. The level of agreement on the indices of job performance of librarians was high. That is to say induction, placement and job performance indices are critical for the recruitment process of librarians in federal university libraries in South-South, Nigeria.

Implications – The findings of this study may serve as a guide to the Federal Government, Federal University Management, Library Management and other stakeholders in the recruitment of librarians as it elucidates the benefits of induction training to librarians.

Originality – This research work is the first of this kind to assess induction and placement practices as correlates of job performance of libraries in federal university libraries in South- South, Nigeria.

Keywords

Students knowledge, Internet resources, Search skills, University Libraries

Citation: Ufuoma, E. & Ngozi, O.V. (2021). Induction and Placement Practices as Correlates of Job Performance of Recruited Librarians in Federal Universities in South-South, Nigeria. *Regional Journal of Information and Knowledge Management*, 6 (2),97-109.



Published by the

**Regional Institute of
Information and Knowledge
Management**

*P.O. Box 24358 – 00100 –
Nairobi, Kenya*

1 Introduction

The recruitment of librarians is one tedious task most federal university library managements are battling with in the 21st century because of loads of bottlenecks associated with it. According to the American Library Association (ALA) (2019), the recruitment of a librarian actively involves a number of stakeholders within an academic library setting. ALA (2019) further affirmed that forming the search committee is one of the first steps in the recruitment process. The rationale of engaging a search committee, whether appointed or elected, is to maximise the involvement and input of library and university stakeholders in the recruitment process. Part of the duties of the search committee is to source for credible applicants that can perform well on the job. Job performance relates to how individuals perform in their job duties in terms of expected quantity and quality of their jobs. It is defined as the overall expected value from employees' behaviours carried out over the course of a set period of time (IGI Global, 2019).

After the recruitment of librarians, the induction and placement practices have been found to have a strong correlation with the job performance of librarians. Generally, librarians in the Nigerian context are inducted by the Librarians Registration Council of Nigeria which certifies them to practise in libraries of all types within the country. Induction of librarians is also a recruitment process that enables the employer to train the new recruited librarians in order for them to know the rules and regulations governing the library. Induction of successful librarians enables them to be familiar with the work ethics of their parent organisation. Similarly, placement of new librarians is also critical because it is commensurate with the candidate's qualification, and years of experience. A wrongly placed librarian could be demoralised. This may result in a poor job performance. A lot of studies on induction and placement practices of librarians have been conducted yet the induction and placement practices of librarians with a particular reference to federal university libraries in South-South seems to have been unexplored. This study is hereby undertaken to ascertain how induction and placement practices correlate to the job performance of recruited librarians in federal universities in South-South, Nigeria.

The general objective of the study is to examine the induction and placement practices as correlates of job performance of librarians in federal university libraries in South-South, Nigeria. The specific objectives were to find out the relationship between induction

practice and librarians' job performance in the federal university libraries in South-South, Nigeria; relationship between placement practices and librarians job performance in the federal university libraries in South-South, Nigeria; and the indices of the job performance of librarians in the federal university libraries in South-South, Nigeria.

The following null hypotheses were formulated and were tested in the study at 0.05 level of significance:

- H₀₁ There is no significant relationship between induction practice and librarians' job performance.
- H₀₂ There is no significant relationship between the placement practice and librarians' job performance.

2 Literature Review

The focus of recruitment is having the right person in the right place at the right time. This is crucial to organisational performance. Jovanovic (2004) defines recruitment as a process of attracting a pool of high quality applicants so as to select the best among them. According to Costello (2006), recruitment is described as the set of activities and processes used to legally obtain a sufficient number of qualified librarians at the right place. Streit (2006) suggests that the recruitment process is an important practice for library management which is a crucial determinant of organisational success. For this reason, top performing libraries have devoted considerable resources and energy to creating high quality recruitment systems. After the recruitment exercise, successful candidates are listed for induction training to enhance their job performance.

Induction training is given to newly appointed librarians immediately they are employed. This type of course is highly essential for newly recruited staff to protect them from making costly mistakes. Mehay (2001) investigated the induction and socialisation process and its impact on newly recruited staff in Dashe. It was reported that a good induction programme can increase productivity and reduce short-term turnover of staff and as well play a critical role under the socialisation to the organisation in terms of performance, attitudes and organisational commitment. Thao (2015) carried out a study on human resources development. It was revealed that induction is the organisational supportive introductory stage for new librarians to settle quickly into their jobs and become active and efficient workers in a timely manner. Abdullah (2011) asserted that induction of employees is the first step towards gaining their commitment; it is aimed at introducing the job and organisation to the recruit and the employee to the organisation.

According to Derven (2008), induction reinforces a new employee's decision to join the organisation and fosters a feeling of belonging. A well-conducted induction communicates to the employee that the library values and cares about him or her. Dessler (2010) points out four main purposes of employee orientation. They are to make the new employee feel welcome; provide one with the basic information to function effectively; understand the organisation in its broad sense and to familiarise one with the organisation's culture and values. It is also pointed out that the latter two purposes distinguish on-boarding from traditional orientation.

Job placement of librarians is a process of matching their abilities, experience on the job and qualification of the employee. Similarly, librarians' placement is the process of assigning a new employee to a position within his or her sphere of authority where the employee will have a reasonable chance for success (Dessler, 2010). Kumar and Sharma (2001) define placement as the determination of the job to which an accepted candidate is to be assigned. Employee placement is important in an organisation because it affects the employee's performance. Mathis and Jackson (2006) perceive placement as the right job position. It is important to note that how well an employee matches his/her job will affect the amount and quality of work. Library Journal's annual placements and salaries 2016 report shows a positive view of the library job market marked by increasing salaries and full-time employment (Library Research Service, 2018). The data from this report is drawn from a survey of 2015 library and information science graduates. According to the survey results, 2015 graduates were generally successful in finding jobs, with about 4 in 5 (82%) reporting that they were employed full-time. This is consistent with the number reported by 2014 graduates (83%), and well above full-time employment reported in 2013 (70%). Graduates of the 2015 class also tended to be younger than their predecessors; more than two-thirds were under 36 and over half were pursuing librarianship as their first career. The salaries reported also showed significant increases from previous years, with salaries rising in public, academic, school, government, private industry, and special libraries.

According to Balarabe, Anunobi, Nkiko, and Idiodi (2016), the Association of University Librarians of Nigeria Universities (AULNU), spelt out the career structure progression for librarian's cadre for placement during recruitment as follows: Graduate Assistant should possess a Bachelor's degree in Library and Information Science (LIS) with at least a second class (Honours) lower division from a recognised university by Librarians Registration Council of Nigeria (LRCN). Assistant Librarians should possess a Master's

degree in Library and Information Science (MLIS) from a recognised University. For a non-Library and Information Science first degree holder who has MLIS from a recognised university, a LRCN Certificate is required. Librarian II should possess MLIS from a recognised university with three years relevant working experience in an academic library. This is also the entry point a PhD holder in LIS from a recognised university with LRCN Certificate. Librarian I should also possess Master's in LIS with six years' experience or a PhD in Library and Information Science with three years relevant working experience, with LRCN certification. Senior Librarian should possess PhD in LIS with 9 years' post MLIS working experience or PhD in LIS from a recognised university with 6 years working experience with LRCN certification. Also, a Deputy University Librarian should possess a PhD degree in Library and Information Science with 12 years' post-MLIS working experience in academic library. A University Librarian should possess a PhD in Library and Information Science with fifteen (15) years post-MLIS working experience in an academic library with LRCN certification.

Job performance indices describe various measures of the efficiency of production. A job performance measure is expressed as the ratio of output to inputs used in a production process, that is, output per unit of input. According to Raka (2015), a job performance index is the efficiency with which output is produced by a given set of inputs. It has a direct relationship with skills acquired in librarianship such as cataloguing and classification skills, ICT skills, serials management, reference services skills, reader services skills, reserve services skills, collection development skills, selective dissemination of information (SDI), repair and bindery of books, acquisition of books, circulation services, library administrative skills, institutional repositories skill, and compilation of bibliographies, among others. De Boer (2001) argued that cataloguing and classification is one of the primary functions of librarianship. It is the core of the profession, the cohesive force that binds the library into a unified whole. Since cataloguing and classification focus on the intelligibility of bibliographic records and the findability of material, a study of cataloguing is beneficial to the success of every library function. Gorman (2002) investigated the cataloguing and classification skills of library and information science practitioners in their workplaces. The study revealed that since cataloguing and classification focuses on the intelligibility of bibliographic records and the fundability of material, acquisition of skills on cataloguing is beneficial to the success of every library function. Adubika (2007) carried out a study on the impact of serials management, access and use on publication output of lecturers in Nigerian universities.

The study showed that serials are an effective tool in modern information and research whose management requires a serials manager with in-depth knowledge of their peculiarity and techniques. Lowe and McAuley (2002) defined information and communication technology literacy as the skills and abilities that will enable the use of computers and related information technologies to meet objectives and goals of the libraries. Wen-Hui (2010) in his study shows how implementing new information technology has expanded the role of librarians as educators and how this role has evolution of new technology.

3 Research Methodology

This study adopted a correlational survey design. According to Leedy and Ormrod (2010), correlational research is concerned with establishing relationships between two or more variables in the same population or between the same variables in two populations. This research design is considered to be most suitable for this study because it enables an analysis of relationships among a number of variables in the study. The population of the study consisted of 108 recruited librarians in all the federal universities libraries in South-South Nigeria. The sample size of this study consists of 108 librarians in the university libraries. The total enumeration sampling technique was adopted for the study because of the manageable size of the population. The instrument for data collection was the questionnaire. Descriptive and inferential statistics was used to analyse the data that was gathered. Pearson r and R^2 was used to answer the research questions while the null hypotheses were tested using linear regression analysis to predict the value of the variables. The null hypotheses were tested at 0.05 level of significance.

4 Findings of the Study

RQ1: What is the relationship between induction process and librarians' job performance in the federal university libraries in South-South, Nigeria?

Table 1: Pearson correlation coefficient (r) for the relationship between induction process and librarian's job performance in the federal university libraries in South-South, Nigeria?

		Induction Process Job Performance	
Induction	Pearson Correlation	1	.813**
Process	Sig. (2-tailed)		.000

	Sum of Squares and Cross-products	12.767	12.409
	Covariance	.142	.138
	N	91	91
	Pearson Correlation	.813**	1
	Sig. (2-tailed)	.000	
Job Performance	Sum of Squares and Cross-products	12.409	18.256
	Covariance	.138	.203
	N	91	91

***.* Correlation is significant at the 0.01 level (2-tailed).

The result of the correlation analysis for the relationship between induction process and job performance in the federal university libraries in South-South Nigeria is presented in Table 1. The findings show that there is a positive significant relationship in the mean ratings on induction process and job performance and the Pearson Correlation using a 2-tailed test, $r=0.813$ at 0.00 significant level. This means that any improvement in induction process will result in an improvement in job performance by 0.81 (81%). This is an indication that 19% of job performance is attributed to other factors other than induction process.

Hypothesis 1: There is no significant relationship between induction process and librarians' job performance in the federal university libraries in South-South, Nigeria.

Table 2: Summary of multiple regression analysis on relationship between Induction process and librarian's job performance

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	12.011	1	12.011	171.194	.000
Residual	6.244	89	.070		
Total	18.256	90			
R	0.811				

R ²	0.658
Adjusted R ²	0.654
Std. Error of the Estimate	0.265

The results in Table 2 present the multiple regression analysis on the relationship between induction process and librarians' job performance. The table shows that an F-ratio of 171.194 with associated exact probability value of 0.000 was obtained. This exact probability value of 0.000 was less than 0.05 level of significance set as benchmark for testing the hypothesis and it was found to be significant. The null hypothesis was therefore, rejected. The alternative hypothesis that there is significant relationship between induction process and librarians job performance in the federal university libraries in South-South, Nigeria, was accepted.

RQ 2: What is the relationship between placement criteria and librarians' job performance in the federal university libraries in South-South, Nigeria?

Table 3: Pearson correlation coefficient (r) for the relationship between placement criteria and librarian's job performance in the federal university libraries in South-South, Nigeria?

		Placement Criteria	Job Performance
	Pearson Correlation	1	.812**
	Sig. (2-tailed)		.000
Placement Criteria	Sum of Squares and Cross-products	12.184	12.114
	Covariance	.135	.135
	N	91	91
	Pearson Correlation	.812**	1
	Sig. (2-tailed)	.000	
Job Performance	Sum of Squares and Cross-products	12.114	18.256
	Covariance	.135	.203

N 91 91

***.* Correlation is significant at the 0.01 level (2-tailed).

The result of the correlation analysis for the relationship between placement criteria and job performance in the federal university libraries in South-South Nigeria is presented in Table 3. The table indicates that there is a positive significant relationship in the mean ratings on placement criteria and job performance and the Pearson Correlation using a 2-tailed test, $r=0.812$ at 0.00 significant level. This means that an increase in placement criteria will result in an improvement in job performance by 0.81 (81%). This is an indication that 19% of job performance is attributed to other factors other than placement criteria.

Hypothesis 2: There is no significant relationship between the placement criteria and librarians job performance in the federal university libraries in South-South, Nigeria.

Table 4: Summary of multiple regression analysis on relationship between placement criteria and librarian's job performance

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	12.044	1	12.044	172.560	.000
Residual	6.212	89	.070		
Total	18.256	90			
R	0.812				
R ²	0.660				
Adjusted R ²	0.656				
Std. Error of the Estimate	0.264				

The result in Table 4 above presents the multiple regression analysis on the relationship between placement criteria and librarians job performance. The table shows that an F-ratio of 172.56 with associated exact probability value of 0.000 was obtained. This exact probability value of 0.000 was less than 0.05 level of significance set as benchmark for testing the hypothesis and it was found to be significant. The null hypothesis was therefore, rejected. The alternative hypothesis that there is a significant relationship between placement criteria and librarians' job performance in the federal university libraries in South-South, Nigeria, was accepted.

RQ3: What are the indices of job performance of librarians in the federal university libraries in South-South, Nigeria?

Table 5: Mean rating and Standard Deviation of librarians' responses on the strategies used to improve on recruitment of librarians in the university libraries under study

Items Statement	N	\bar{X}	SD	R	Decision
Performance at interview as benchmark	91	3.70	0.53	1 st	Strongly Agree
Equity and fairness as benchmark	91	3.68	0.54	2 nd	Strongly Agree
Recruitment should be done according to relevant discipline	91	3.64	0.55	3 rd	Strongly Agree
Having channels for reporting cases of corruption during recruitment	91	3.53	0.57	4 th	Strongly Agree
Integrity of decision makers during recruitment process	91	3.41	0.52	5 th	Agree
Government institutions should have checks and balances during recruitment	91	3.41	0.52	5 th	Agree
Effective monitoring units at all levels of recruitment	91	3.40	0.51	6 th	Agree
An independent judiciary, and enforcement of the rule of law against culprits	91	3.36	0.53	7 th	Agree
A free and trained press to report cases of corruption during recruitment process	91	3.33	0.58	8 th	Agree
Citizen awareness campaign of costs of corruption and of corruption and of citizen rights during recruitment process	91	3.32	0.63	9 th	Agree
Cluster mean		3.48	0.55		Agree

Key: N = Population, \bar{X} = mean, SD = standard deviation, R = Ranking

Table 5 shows the mean responses and the standard deviations in the opinions of respondents on the strategies used to improve on recruitment of librarians in the university libraries under study. The mean ratings of librarians on each of the items were above 2.50. This suggested that all the strategies listed were accepted. From the highest order of their preference, the respondents agreed firstly that: performance at interview as

benchmark (3.70 ± 0.53); equity and fairness as benchmark (3.68 ± 0.68); recruitment should be done according to relevant discipline (3.64 ± 0.55); having channels for reporting cases of corruption during recruitment (3.53 ± 0.57); integrity of decision makers during recruitment process (3.41 ± 0.52); government institutions should have checks and balances during recruitment.

5 Discussion of Findings

From the results of the analysis, the major findings of this study are discussed as follows:

5.1 Relationship between induction process and librarians job performance in the federal university libraries in South-South, Nigeria

The study revealed that there is a positive significant relationship between induction process and job performance of librarians. This means that any improvement in the induction process will result in an improvement in job performance. That is to say that an induction programme is an important process for bringing newly recruited librarians into the library. This was supported by Mehay (2001) who reported that a good induction programme can increase productivity and reduce short-term turnover of staff. It also plays a critical role under the socialisation to the organisation in terms of performance, attitudes and organizational commitment. This is also in line with the study of Thao (2015) who argued that induction is the organisational supportive introductory stage for new librarians to settle quickly into their jobs and soon become active and efficient workers.

5.2 Relationship between placement criteria and librarians job performance in the federal university libraries in South-South, Nigeria

The study indicates that there is a positive significant relationship between placement criteria and job performance of librarians. It simply implies that any improvement in the placement criteria will spur the job performance of librarians. The study, therefore, revealed further that placement is highly significant in the recruitment process of librarians because it improves employee morale, helps in reducing employee turnover, reduces absenteeism, and reduces accident rates, as well in avoiding a misfit between the candidate and the job. The study concurs with Mathis and Jackson (2004) who sees placement as the right job position and how well an employee matches his job as determinants of the amount and quality of work one is able to attain.

5.3 The indices of job performance of librarians in the federal university libraries in South-South, Nigeria

The findings show that the job indices of librarian are crucial to the organisational development in the federal university libraries in South-South, Nigeria. This finding aligns with the affirmation of Gorman (2002) that since cataloguing and classification focuses on the intelligibility of bibliographic documents and the fundability of content. Also, the study found that learning cataloguing skills is beneficial to the success of all library functions. Adubika (2007) carried out a study on impact of serials management, access and use on publication output of lecturers in Nigerian universities. The study demonstrates that serials are an important tool in modern information, and research has suggested that a serials manager with a thorough understanding of their characteristics and techniques be hired in the university library to improve job efficiency.

6 Conclusion

The study was carried out to confirm that induction and placement practices are correlates of job performance of librarians in federal university libraries in South-South, Nigeria. There is no gainsaying that induction and placement practices have a correlation to the job performance of librarians in federal universities in South-South, Nigeria. Induction training is given to newly appointed librarians immediately they are employed. This form of training is critical for newly hired employees in order to prevent them from making costly errors. Librarian job placement is a method of balancing the employee's skills, work experience, and qualifications. In a similar vein, new librarian placement is important because it corresponds to the candidate's qualifications, years of experience, and other factors. This type of course is highly essential for newly recruited staff so that the new staff is protected from making costly mistakes. Job placement of librarians is a process of matching their abilities, experience on the job and qualification of the employee. In the same vein, placement of new librarians is also critical because it's commensurate with the candidate's qualification, year of experience etc.

The findings of this study may serve as a guide to the Federal Government, Federal University Management, Library Management and other stakeholders in the recruitment of librarians as it elucidates the benefits of induction training to librarians. The placement activities of librarians are also a major subject of this article. When librarians are placed incorrectly, their morale and motivation on the job are typically low, resulting in poor

results. The major indices of job performance of librarians in federal university libraries in South-South Nigeria are also examined in this paper.

8 Recommendations

In view of the foregoing, the following recommendations were given:

1. Induction of recently recruited librarians should be done to familiarize them with their new environment as well as the university library's job ethics.
2. Newly recruited librarians should be placed in positions that are appropriate for their expertise and qualifications.
3. The library management should ensure that newly hired librarians have the necessary job performance indices to be effective as soon as they are hired.

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