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## CONTRIBUTORY ROLE OF INSTITUTIONAL, LEGAL AND ETHICAL FACTORS AS PRECURSORS OF CONSORTIUM BUILDING READINESS AMONG UNIVERSITY LIBRARIES IN SOUTHWESTERN NIGERIA

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**CONTRIBUTORY ROLE OF INSTITUTIONAL, LEGAL AND ETHICAL FACTORS  
AS PRECURSORS OF CONSORTIUM BUILDING READINESS AMONG  
UNIVERSITY LIBRARIES IN SOUTHWESTERN NIGERIA**

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**Abstract**

Consortium Building Readiness (CBR) is inevitable for university libraries that intend to provide adequate information resources and services to users. Preliminary investigations showed that efforts at CBR have not been successful in Nigeria. This may be as a result of the unpreparedness among university libraries to provide Institutional Factors–IF (Organisational Culture–OC, Organisational Policy–OP, finance, Power Supply–PS, Internet Connection–IC, ICT Literacy skills–ILS and digitisation), Legal Factors–LF (Governing Law–GL, Log-in-Option–LO, Non-disclosure of Log-in-Option–NDO, Dispute Resolution–DR, Cash Contribution–CC and dissolution) and Ethical Factors–EF (professional and business) to drive Consortium Building (CB). Little attention, however, has been paid to factors that could predict readiness for a successful CB among university libraries. This study therefore was carried out to investigate institutional, legal and ethical factors as precursors of CBR among university libraries in Southwestern Nigeria. Exchange and Resources Dependence, Social Exchange, Socio-Technical theories and Teamwork Model were used as the framework, while the survey design of the correlational type was adopted. All the 643 university library personnel in 45 university libraries in southwestern Nigeria were enumerated. The instruments used were Institutional Factors ( $\alpha=0.75$ ), Legal Factors ( $\alpha=0.79$ ), Ethical Factors ( $\alpha=0.89$ ), CBR ( $\alpha=0.81$ ) scales. Key informant interviews were conducted with nine selected university librarians. Quantitative data was analysed using descriptive statistics, Pearson product moment correlation and Multiple regression at 0.05 level of significance, while the qualitative data was thematically analysed.

The IF, LF and EF jointly influenced CBR ( $R = 0.47$ ;  $F_{(3; 545)} = 51.17$ ; Adj.  $R^2=0.22$ ), contributing 22.0% of its variance. The business ethics ( $\beta=0.34$ ), OC ( $\beta=0.33$ ), GL ( $\beta=0.24$ ), LO ( $\beta=0.24$ ), finance ( $\beta=0.17$ ), PS ( $\beta=0.10$ ) and digitisation ( $\beta=0.07$ ) relatively contributed to CBR. The university librarians complained that CBR was impossible due to lack of acceptable platform for all university libraries to disseminate and share resources. There were yearnings to come together as a team of consortium but finance and organisational commitment of their

various institutions limited the move. Business ethics, organisational culture, governing law, log-in-option, finance, power supply and digitization and accessible platform level enhanced consortium building readiness among university libraries in southwestern Nigeria. These factors should be addressed to drive consortium building among them.

**Keywords:** Organisational culture, Consortium building readiness, University library personnel in Southwestern Nigeria

## **Introduction**

The ever increasing and complex needs of information users, progressive rate of information explosion, declining library budget, inflation of prices of information resources and many more constitute challenges to the provision of adequate information services by academic libraries and information centres around the world. As a solution to these problems, taking advantage of Information and Communication Technologies (ICTs), libraries have started to collaborate and share their resources and services in order to satisfy their users better. The multi-disciplinary and multi-dimensional nature of the library and information science profession in the 21st Century has birth opportunities as well as created challenges for information centres and professionals, particularly in developing countries, such as Nigeria (Adegbaye, Okunlaya, Chika and Amalahu, 2017). Libraries therefore have to share resources in order to keep up with user information demands in the 21<sup>st</sup> Century and to overcome other new challenges of libraries (like database subscription, keeping up with emerging technology demand, personnel expertise, funding and many more) which stand to impede the attainment of their objectives.

Ali, Owoeye and Anasi (2010) opine that the terms “library cooperation”, “library networking”, library linkages”, “library collaboration”, “library consortia”, “interlibrary loan”, “document supply”, “document delivery”, “access services”, are used alternatively to connote formal and informal cooperation, partnership and resource sharing activities in libraries. Consortium of libraries is popularly known for sharing of resources all over the globe. Several libraries in the world have established consortia to share their human and electronic resources. A library consortium is a cooperative arrangement among libraries, with non-profit making intention, hoping to create and maintain a shared online catalogue and which helps to provide information services for members (Abioye and Awujoola, 2019). Resource sharing has become a very effective and useful driving tool in consortium building, since it is difficult for a single

library to adequately provide everything that its users want. A consortium therefore is a collective approach aimed at reaching the information goals and meeting the information needs of users through shared electronic library resources and reciprocal borrowing, offsite storage system and other cooperation and services to members and non-member libraries alike.

A consortium acts as an encouraging tool for academics or researchers to write research papers. The sources referred from the consortium make papers/scholarly write-ups more authentic and thus, attract the publishers or editors to publish the same in books or journals. Consortium platforms help libraries in the sharing of information resources, extending their services beyond their original capacity and ensuring better satisfaction of library users. Resources that can be shared in consortium include: storage facilities: thereby minimising expenditure on storage space, human resources at local, regional and national levels, expertise and manpower and promoting professional development, assistance to member libraries in creating information technology infrastructure. Others are combined preservation and archiving activities for print and digital materials, initiating and supporting research projects of common interest and collectively promoting, marketing and publicising the library services among others (Ocholla, 2007; Maidabino, 2017; Mohammed, 2017).

Consortia members also benefit from several “non-economic” objectives of a consortium. These include: a reduction in redundancy and the duplication of work; levelling the playing ground between the haves and the have not’s by providing them equal access to the same core resources. It enables shared services such as virtual reference and interlibrary loan as well as providing opportunities for professional development, policy and standards development. Walters (1987) explains the economic and non-economic goals of consortia as a conflict between competing belief systems. On the economic angle, consortia activity is premised on a belief system that no single library can acquire or have everything and that consortia are a means for libraries to acquire resources to fill the gaps.

In contrast, the non-economic angle supports the belief that consortia have a responsibility to address social issues such as the widening gap between the information rich and the information poor. These beliefs can compete with each other, or at least be a source of tension or conflict and ultimately, this tension can negatively affect consortia outcomes. However, from the researchers’ point of view, consortia original motive is to bridge the gap that could exist between information rich and information poor libraries because it is very possible

for the information poor libraries to have other useful resources they can share with information rich ones such as expertise and experience. University libraries must therefore show readiness in order to benefit from consortium building among them.

It is a matter of serious consideration, evaluation and determination on the part of university libraries in Nigeria to be ready to join a consortium building. University library's readiness also must be backed with the assurance that the library will persist irrespective of whatever it will take to ensure that the collaboration is strengthened on its part and not failed. It is best for any university library joining a consortium to be ready to subordinate some of its rights to the rights of the consortium building it is joining. It is important therefore that university libraries must be ready to join consortium, however, universities and university libraries must provide the requisite institutional infrastructure, a legal structure and frame out the ethical grounds that will define the process and the running of the consortium.

### **Research questions**

The following research questions were answered by the study:

1. Are institutional, legal and ethical factors joint precursors of consortium building readiness among university libraries in Southwestern Nigeria?
2. What is the relative contribution of institutional, legal and ethical factors to consortium building readiness among university libraries in Southwestern Nigeria?
3. What are the challenges to consortium building readiness among university libraries in Southwestern Nigeria?

### **Literature review**

A trace of collaboration in Nigeria that later led to the formation of a structure called consortium was triggered by two events: the commissioning by the International Network for the Availability of Scientific Publication (INASP), a feasibility study on the establishment of consortium among university libraries in Nigeria (Bozimo, 2004; Bozimo, 2011) and the joint hosting of the Open Society Institute for West Africa (OSIWA); and the Electronic Information for Libraries Network (eIFL.net, now EIFL) on 9<sup>th</sup> -10<sup>th</sup> July, 2002 in Abuja. An informal decision taken at these events to form a consortium could be said to be the springboard for the idea of launching consortium in Nigeria. The Nigerian University Libraries Consortium

(NULIB) was formed in 2004 as a standing sub-committee of the Committee of University Libraries of Nigeria Universities (CULNU) at the biannual meeting held at the University of Ilorin (CULNU, 2004). The NULIB was faced with many barriers that eventually led to its collapse. They included: the procurement of electronic resources, poor technological infrastructure, inadequate or no capacity building strategies for librarians and users, irregular electricity supply, weak internet bandwidth, low number of personal computers and relatively, low awareness of the value of e-resources among others (Jagboro, 2003; UNIDO, 2005; Otokunefor, 2011).

In another development, Nwalo (2006) citing Issa and Oyeleke (2000) traced the origin of formal inter-library cooperation in Nigeria to the Inter-Library Lending Meeting held in 1974 on behalf of the National Library of Nigeria. The subsequent conference on cooperative acquisition held in Kaduna in 1980 resulted in the National Union Catalogue (NUC) and National Union Lists of Serials (NULOS) projects. There was the Visionary Technology Library Services (VTLS) project financially supported by MacArthur and Carnegie, and the Mortenson Centre for International Library Programs, USA. This project was aimed at automating Nigerian university libraries' operations, which eventually would result in improved library cooperative practices. Six Nigerian university libraries (University of Ibadan (UI), Ibadan, Oyo State, University of Jos (UNIJOS), Plateau State, University of Port Harcourt (UNIPORT), Rivers State, Obafemi Awolowo University (OAU), Ife, Osun State, Bayero University, Kano, Kano State and Ahmadu Bello University (ABU), Zaria, Kaduna State) participated in the project by using integrated web-based library management software, Virtua.

Full exploration of the failed Virtua would have enhanced users and information professional's accessibility to library collections and services of the six universities virtually. The VTLS project would in addition had led to networking of more university libraries and consortium formation to overcome the under-funding challenges among other libraries in accruing richer resources to satisfying user information needs (Mortenson and McArthur, 2005). It must be noted that the failure of some consortia innovation in Nigeria could be traced to unprepared state of some libraries in the areas of institutional, legal and ethical factors needed for the collaboration efforts. Consortium building readiness can be explained as the state of preparedness of a university library to join a consortium building with careful consideration of the cost required and the benefits awaiting potential members of the consortium building. To

show readiness for collaboration among university libraries, however, universities and university libraries have some roles to play in providing the requisite institutional infrastructure combined with well explained legal and ethical agreement that will define the process and running of the consortium. It is therefore imperative for university libraries to provide institutional factors required for consortium building readiness.

Institutional factors are conditions within an organisation that could influence its readiness to participate in consortium building. It is the responsibility of an institution therefore to create a suitable environment which determines the success of collaboration of such an institution with other institutions. Institutional factors include: digitisation process of the library, funds, infrastructure, organisational culture, organisational policy, need analysis, resource sharing policy of the library and many more (Osubor and Chiemeké, 2015; Ugwu and Onyancha, 2019). It is evident from the above that institutional factors are necessary factors in the university/university library that could drive a consortium. Other institutional factors necessary to support and facilitate technological innovations in a university library are quality of human resources, management/leadership skills, organisational structure, culture and size. Buabeng-Andoh (2012), in the authors' review of literature, categorised institutional factors as professional development, accessibility, technical support and leadership support that could influence adoption and use of ICT for teaching. It can be inferred that institutional factors are factors within the library that serve as power for the library. They are organisational elements that shape the work environment and are a means of improving the course of a particular organisational work. Therefore, library's culture, policy, fund, staff training among others that is inadequate or does not support its inter-library cooperation and joining a consortium, would affect such library's level of cooperation with other libraries and its participation in building consortium.

It is imperative that a legally obligatory agreement about the governing law, information sharing, non-disclosure of log-in-option, dispute resolution, cash payment and contribution as well as terms of dissolution be documented. All potential consortium members should be invited to consent to this agreement before any serious actions regarding the implementation of the consortium. In certain circumstances, the law will require the consortium members to keep consortia matters confidential even without a written agreement in place, but this can be difficult and costly to prove in court. It is therefore best that for disclosing any kind of confidential

information (particularly sensitive technical information), a “written confidentiality agreement which is legal” is drafted and signed by potential consortium members. Business Dictionary.Com (2010) defines law as the binding rules of conduct meant to enforce justice and prescribe duty or obligation, law is derived exclusively from custom or formal enactment by a ruler or legislature. Laws are rules that mandate or prohibit certain behaviours; they are drawn from ethics, which define socially acceptable behaviours. The cogent difference between laws and ethics is that laws carry the authority of a governing body (enforcement agency), and ethics do not. Law gets its legitimacy ultimately from universally accepted principles such as the essential justness of the rules, or the sovereign power of a parliament to enact them.

Consortium members must clear issues on governing laws as this will define duties and responsibilities of members. The governing law will also treat areas of consortium organisation, how information would be communicated and the processes of transactions among members. Other legal considerations are on: log-in- options/access and non-disclosure of log-in of consortium information among member libraries. The consortium agreement should explain the conditions under which members can have access to the consortium, these can be through Internet provider based or through the provision of user name and passwords. The conditions of confidentiality among consortium members must also be established, members should know what information is confidential and the situations under such can be disclosed. Dispute resolution mechanism is yet another legal focus in the consortium. Agreement should be made on the medium members can use to seek redress when their rights are being denied. Seeking redress in the consortium can be through the use of conventional court or through alternative dispute resolution (ADR). Legal aspect of the consortium should also address how, what and when members should contribute money to run the consortium and finally, conditions for dissolution/termination of membership. A consortium may be dissolved or membership terminated. However, conditions under which such can be done must have been explained in the law of the consortium. Aside the legal issues to be agreed on by member libraries, there is an acceptable way of relationship (ethical standards) required of members within the consortium.

Ethics is a very wide term that can be used in a variety of contexts. According to Anand (2008), ethics refers to any system or theory of moral values or principles. There can be company ethics, social ethics, business ethics, company ethics, professional ethics, family ethics and many more. Ethic is a word derived from the Greek word “ethos” which implies customs and habit.



The study reviews ethics in two-fold: Business ethics (libraries coming together for the business of satisfying their clientele the better) and professional ethics (libraries carrying out professional activities). Therefore, libraries intending to join a consortium should observe both professional and business codes of conduct. Ahmed (2013) says that business ethics is a form of applied ethics that examines rules and principles within a commercial context; the various moral or ethical problems that can arise in a business setting; and any special duties or requirements that apply to persons who are engaged in commerce. Nelson and Westerberg (2010) hold that ethics and business must go together, because doing business without observing some ethics is the surest way to fail. The library as an organisation is in the business of providing information resources and services to the society, not necessarily to make profit but to incur enough returns to keep its business of information provision running. A library agrees and comes into a consortium with other member libraries to provide quality information services, this makes the library an entity in the cooperation formed.

Professional ethics on the other hand are the moral standards, principles and regulation that guide the direction of professional behaviour (Ali, 2013). Professional ethics are both individual and institutional in nature. Professional ethics could be learnt during the process of studying of the profession. Idolohor (2010) says professional ethics rely upon one's own personal sense of moral behaviour and judgment. The Association of Accountant Technicians (2011) defines professional ethics as personal and corporate standards of behaviour required of the members of a particular profession. They are the ethical principles that a group or body of professionals must adhere to in the course of their interaction or business dealings along their professional line. An individual's behaviour can be unethical without it being criminal, therefore business or professional ethics expand on a wider area and scope than the law. Many professions that are known by the public are expected by the public to have code of ethics that guides their dealings and transactions. These codes spelt out the expectations of the behaviours of and the boundaries within which members in the profession can operate (Ogunleke, 2015). The study focuses on the library as an entity (individual) that is bound in a common agreement among many other individual libraries and thus needs to keep to the legal and ethical standards of the cooperation platform it belongs to.

### **Theories used to anchor the study**

**Exchange and Resource Dependence Theory:** The theory was propounded by Levine and White (1961), the Exchange Theory explains organisation voluntarily co-operating in inter-organisation exchange of resources including finance, status, legitimacy and asset considered to be essential to their goal attainment. Exchange, they say, depends on the degree of consensus amongst organisation about goals, functions, ideologies, cultures and customers; the motivation to exchange is internal to each organisation based on the choice to interact, and organisations perceived mutual benefits or gains from interacting. Resources Dependency Theory confirms the search for additional resources as a motivation for partnerships, where the decline in federal and state resources, for example, led organisations to look to other organisations (Bardach, 1998). The Theory is germane to the study in two ways. First, it provides a critical understanding of the situation in most organisations especially libraries that no single library can provide for all that it wants. Therefore, there is the need for libraries to depend on one another for exchange of resources.

**Social Exchange Theory:** The Social Exchange Theory (SET) was introduced in the 1960s by George Homans. Homans summarised the system in three propositions namely: success, stimulus, deprivation-satiation proposition. Another version said SET was developed by Thibault and Kelly (1959), and it was based on the exchange of reward and cost to qualify the values of outcomes from different situations for individual. The theory stressed that people strive to minimise cost and maximise rewards and that they are likely to develop relationship with someone for result, it is believed that when outcomes are perceived to be greater, people tend to develop closer relationship. SET explores theories of exchanges between parties. Everything dealing with the Social Exchange Theory has its outcome as satisfaction and dependence of relationships. Social exchanges however are based on trust and necessarily not legal obligations. The SET applies to this work of collaboration/consortium and information sharing among academic libraries because it affirms that joining partnership is based on cost and benefits. That is, collaboration is for any organisation wishing to maximise its reward and minimise its cost. This shows that libraries will join consortium when they perceived that it would be most beneficial to them.

**Socio-Technical Theory:** Social Technical Theory by Leavitt (1965), states that any production system requires both a technological organisation (equipment, processes and methods) and a

work organisation (relating to those who carry out the necessary task to each other i.e the social system and the facilities available in the organisation). The Theory indicates that an organisation is not just a technical or social system but it is the structuring of human, institutional factors and activities around various technologies (people, resources, organisational factors and technology as shown below). Information is the lubricant within and between the various, sub-units of the system. It enables the organisation to keep up and be sustained within its environment by being that relevant and beneficial product to the environment (society). Technologies are considered to be tools that helps organisation to get work done and mechanisms for transforming input to output through the use of information. All the variables are interdependent through the interface of information. This Theory is germane to the study as it emphasises required technological and conducive social environment for social relationship and collaboration among organisation. It also identifies human factor as the major factor that controls other resources of the organisation and its collaborations. The Socio-Technology Theory strikes a balance between the social systems which an organisation is with technical/technological requirement for the running of the organisation in this digital age.

**Teamwork/Team's Model:** This model was developed by Tuckman in 1965 and revised by Tuckman and Mary Ann Conover Jensen in 1977 the model established that groups tend to form for one of two reasons: either for purely social purposes (a celebration, for example) or to get something accomplished. In the latter case, there will be some form of problem solving required of the group. It is when a group is trying to accomplish something that the interactions or dynamics become stronger, especially if the group is under constraints in time and resources. A team is a group that has a job to do, whether as paid participants or as volunteers. It is a group that has spent some time together, whether in smaller increments over a long period of time, or by spending a weekend or more working together on something. Bruce Tuckman (1965) developed one of the most influential models to define teamwork in a team. His original model identified four stages that all groups must pass through as they move from newly formed to highly performance team. He however revised the model to include a fifth stage. These stages are: Forming, Storming, Norming, Performing and Adjourning. Forming is the coming together of people, storming is the rift that may ensue when people are getting to know one another, norming is when each has understood the other and common interest is established. Performing

is when the team begin to work towards the attainment of goal, while adjourning otherwise known as the mourning stage is when the purpose of coming together is achieved and thus, the team can be dissolved or regrouped.

## **Methodology**

The study adopted the survey design of the correlational type. The target population were the 643 library personnel in the 45 (actively functioning, established over three years, with considerable number of qualified library personnel as at the time of the study) universities in Southwestern Nigeria. Library personnel (library staff that possess at least Diploma or Degree in Library and Information Science, even to those with Ph.D degree).in these university libraries were respondents in the study. There were 45 universities (6 federal universities, 9 state universities and 30 private universities) located in Southwestern Nigeria (Omosho, 2018). The total enumeration (census) technique was adopted for the study, the questionnaire and interview schedule were data collection instruments. The information collected through the interview with the key informants (For the interview, 9 University Librarians or their suggested representatives on consortium initiative were reached out to (phone call) or personally) was subjected to thematic content analysis. This assisted the researcher to express responses of the interviews in line with the appropriate categories (rating scale/4 Likert) to compliment the quantitative results that were generated. The data was analysed qualitatively and quantitatively using the descriptive and inferential statistics, correlation and regression analysis. The study used the Statistical Product and Service Solution (SPSS) version 20 software.

## **Findings**

**Question 1:** What is the relative contribution of institutional, legal and ethical factors on consortium building readiness among university libraries in Southwestern Nigeria?

**Table 1: Summary of regression analysis showing the relative contributions of institutional, legal and ethical factors on consortium building readiness among university libraries in Southwestern Nigeria.**

Variable	Unstandardised regression Coefficients		Standardised regression Coefficients	T	sig	Remark	
	Model	( $\beta$ )	Std. Error				Beta ( $\beta$ )
Constant		27.784	3.010		9.231	.000	Sig
Institutional factors		.082	.021	.179	3.941	.000	Sig
Legal factors		.189	.038	.242	5.022	.000	Sig
Ethical factors		.154	.046	.151	3.335	.001	Sig

*Note: hypothesis is tested at 0.05 significant level*

Table 1 reveals that there was significant relative contributions of the independent variables as institutional, legal and ethical factors on dependent variable (consortium building readiness among university libraries in Southwestern Nigeria) expressed as beta weights. This shows that the predictive coefficient of institutional, legal and ethical factors on dependent variable (consortium building readiness among university libraries in Southwestern Nigeria) is significant. Using the standardised regression coefficient to determine the relative contributions of the independent variables, the legal factors ( $\beta = .189$ ,  $t = 5.022$ ,  $p < 0.05$ ) has the most potent contribution towards consortium building readiness among university libraries in Southwestern Nigeria, followed by ethical factors ( $\beta = .154$ ,  $t = 3.335$ ,  $p < 0.05$ ) and institutional factors ( $\beta = .082$ ,  $t = 3.941$ ,  $p < 0.05$ ) respectively. This implies that institutional, legal and ethical factors have significant relative contributions on consortium building readiness among university libraries in Southwestern Nigeria.

Table 2: Shows the relative contributions of institutional, legal and ethical factors and their respective sub-scales on consortium building readiness among university libraries in Southwestern Nigeria.

**Table 2: Summary of regression analysis showing the relative contributions of institutional, legal and ethical factors and their respective sub-scales on consortium building readiness among university libraries in Southwestern Nigeria.**

Variable	Unstandardised regression Coefficients		Standardised regression Coefficients	t	sig	Remark
	( $\beta$ )	Std. Error	Beta ( $\beta$ )			
Constant	14.617	3.265		4.476	.000	Sig
<b>Institutional factor sub-scales</b>						
Organisational culture (leadership)	.953	.129	.334	7.404	.000	Sig
Organisational policy (formal document) written	.050	.109	.024	.462	.644	Not Sig
Finance	.445	.128	.169	3.464	.001	Sig
Electricity Supply	.304	.138	.099	2.201	.028	Sig
Internet connection	.127	.146	.037	.869	.385	Not Sig
Training	.078	.122	.037	.640	.523	Not Sig
ICT literacy skills	.021	.142	.008	.151	.880	Not Sig
Automation/Digitisation	.157	.122	.071	1.286	.199	Not Sig
<b>Legal factor sub-scales</b>						

Governing law	.757	.186	.235	4.064	.000	Sig
Log-in-option	.880	.179	.244	4.907	.000	Sig
Non-disclosure	.457	.162	.122	2.831	.005	Sig
Dispute resolution	.413	.195	.125	2.118	.035	Sig
Cash contribution	.505	.186	.139	2.719	.007	Sig
Dissolution	.188	.201	.051	.938	.349	Not Sig
<b>Ethical factor sub-scales</b>						
Professional ethics	.169	.062	.120	2.739	.006	Sig
Business ethics	.724	.104	.327	6.948	.000	Sig

**Question 2:** Are institutional, legal and ethical factors not joint precursors of consortium building readiness among university libraries in Southwestern Nigeria.

**Table 3: Summary of regression analysis of the joint influence of institutional, legal and ethical factors on consortium building readiness**

R	R Square	Adjusted R Square	Std. Error of the Estimate			
.469 <sup>a</sup>	.220	.215	6.333			
<b>SUMMARY REGRESSION ANOVA</b>						
	Sum of Squares	Df	Mean Square	F	P	Remark
Regression	6156.227	3	2052.076	51.170	.000 <sup>b</sup>	Sig.
Residual	21856.036	545	40.103			
Total	28012.262	548				

*Note: hypothesis is tested at 0.05 significant level*

Table 3 showed the joint influence of the independent variables (institutional, legal and ethical factors) on consortium building readiness among university libraries in Southwestern Nigeria. The finding reveals that there is significant joint influence of the independent variables comprising institutional, legal and ethical factors on dependents variable consortium

building readiness among university libraries in Southwestern Nigeria. The finding also shows a coefficient of multiple correlations (R) of 0.469 and a multiple adjusted R square of 0.215. This implies that the 21.5% variance in the consortium building readiness among university libraries in Southwestern Nigeria is accounted for by the independent variables when taken together. The significance of the composite contribution was tested at  $p < 0.05$  using the F-ratio at the degree of freedom (df- 2/341). The Table also showed that the analysis of variance for the regression yielded a f-ratio of 51.170. This implies that the above ANOVA result is significant at 0.05 level.

### **Interview responses in thematic analysis**

#### **1. Level of consortium building readiness among university libraries**

The university librarians or their representative affirmed that their university libraries were partially ready for collaboration/consortium building. However, only heads of federal university libraries and some private university libraries strongly held that their universities were ready for consortium building at the moment of the study. The state and some private university library heads however held high hopes that before any formal call for consortium building arises among university libraries in Nigeria that their libraries would have overcome all the possible challenges they were facing at the moment of the interview.

#### **2. Constraints to consortium building among university libraries**

In summary, a major among the constraints to consortium building readiness identified by heads of university libraries was issue on leadership style. This covers the attitudes of the university library administrators and the university library personnel towards consortium building initiative as well as to change. They said that a difference in leadership style university/university library could make or mar collaboration. Collaboration among university libraries is an extension of love between university libraries which is fostered by a common interest of attaining a particular goal. Therefore, members must first accept one another before dividend of collaboration could take place.



The issue of trust and commitment among members were also noted as possible clog in the wheel of a successful consortium. Two of the participants interviewed, represented their university libraries in the failed Visionary Technology Library Services (VTLS) funded by MacArthur and Carnegie and the Mortenson Centre for International Library Programmes, USA. The VTLS platform was aimed at automating the Nigerian libraries collections, which could eventually result in improved library cooperative practices. Members were selected from six universities in Nigeria, namely: the University of Ibadan (UI), Oyo State, University of Jos (UNIJOS), Plateau State, University of Port-Harcourt (UNIPORT), Rivers State, Obafemi Awolowo University (OAU), Osun State, Bayoro University, Kano State and the Ahmadu Bello University (ABU), Kaduna State and were trained in the United State of America on the use of a library system called Virtual. Some members on their return after the training in the USA were expected to retrain other members but for lack of commitment some of these trained members failed to train others before their retirement from active library service.

Funding was mentioned as a possible challenge to consortium building readiness among university libraries. Collaboration should be treated as a business entity if its overall success would be achieved. Consortium members must agree and be faithful to a term of payment as the consortium building must purchase, subscribe and maintain its infrastructure. The failure of the Virtual project was also attributed to unfaithfulness to fund contributions among collaborating library members after the subscription made by MacArthur and Carnegie and the Mortenson Centre for International Library Programmes, USA for the Virtual database got exhausted. Other identified challenges were poor adherence to collaborative agreement among members, challenges arising from constant change in technology and keeping up with emerging technologies among others.

## **Conclusion**

Consortium building readiness is important if university libraries in Southwestern Nigeria are to be successful in forming effective consortium for the benefit of the collaborative libraries. These libraries have shown a strong determination for consortium building; however, they are not operating at the same level of organisational capacity in terms of institutional, legal and ethical factors which might have accounted for the failure of some of the collaboration platforms initiated in the past. Therefore, it is imperative that any university library that will run a

successful consortium building must ensure a certain level of sameness in their organisational strength at least in the three major factors for consortium building readiness. This implies that institutional, legal and ethical factors are predictors for consortium building readiness among university libraries in Southwestern Nigeria.

#### **5.4 Recommendations**

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

1. Library management must work on ways to improve and sustain a healthy and accommodative library culture among its personnel as this could determine readiness among university libraries for consortium building.
2. Emphasis should be laid on the possession of requisite ICT literacy skills in the recruitment of library personnel, while, ICT skills acquisition training should be a regular phenomenon for university library personnel already working in the library. Although the ICT literacy skills of university library personnel was found to be moderately high but this can be improved upon.
3. University library managements should as a matter of urgency formulate a written and well documented consortium building policies/laws. Paramount attention however must be paid to issues concerning dispute resolution, dissolution of membership or the consortium, non-disclosure of log-in-option as well as cash contribution.
4. It is recommended that business ethics should dictate the terms of consortium building as member libraries need to consider the cost and benefits of joining a consortium and that consortium building must be taken seriously as if it is a business venture.
5. University libraries in Southwestern Nigeria must be sincere in their desire to join and run a consortium as it is the only viable means through which university libraries can adequately satisfy the information needs of their users.

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