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January 2020

## Screening, Interviews, Selection Processes and its Effect on Job Performance of Librarians in Federal University Libraries in South-South, Nigeria

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Eruvwe, Ufuoma and Omekwu, Charles Obiora, "Screening, Interviews, Selection Processes and its Effect on Job Performance of Librarians in Federal University Libraries in South-South, Nigeria" (2020). *Library Philosophy and Practice (e-journal)*. 3946.

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# **Screening, Interviews, Selection Processes and its Effect on Job Performance of Librarians in Federal University Libraries in South-South, Nigeria**

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## **Abstract**

The study investigated Screening, Interviews, Selection Processes and Its Effects on job Performance of librarians in federal university libraries in South-South, Nigeria. The study adopted the correlation research design. Four (4) research questions and three (3) 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. The entire 108 questionnaires was administered to the respondents, only 95 was filled and returned, and was used for the study because the entire population size was manageable. 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 R<sup>2</sup> was used to answer the research questions while the null hypotheses were tested with the use of linear regression analysis. The major findings of the study were that the extent on the screening process used for recruitment of librarians was moderately high; the interview method used for the recruitment of librarians were rated moderately high; the selection criteria adopted for the recruitment of librarians was high. Based on the findings, it was recommended as follows: Screening of suitable librarians should be carried out diligently; The interview method should not be biased; Selection of qualified librarians should be done according to the laid down procedures.

**Keywords:** Screening; Interviews; Selection; Job Performance

## **Introduction**

The success of any recruitment process depends on the tripartite function of personnel management which consists of screening, interviews and selection of successful librarians during the process of recruitment. The success or failure of any organisation therefore depends to a large extent on how these tripartite functions of personnel management are handled. The availability of competent and quality manpower does not depend on a game of chance, but anchored on an articulated and systematic screening, interviews and selection exercise during the recruitment of librarians. The only means of achieving this success is through proper screening, interviews and selection criteria in the university libraries.

A university library serves an institution of higher learning for the purpose of learning, reading and advance research. These libraries serve two complementary purposes: to support the school's curriculum, and to support the research of the university faculty and students. Academic libraries are the treasure house of knowledge to cater for the needs of scholars, scientists, technocrats, researchers, students and others who are in the mainstream of higher education. The International Encyclopedia of Library and Information Science (2003) defines a university library, as a library that obtains and maintains collections of books and other media and provides information services to users. Universities, libraries reflect the communities they serve. Arua (2001) described university libraries as those libraries of tertiary institutions of learning, research and reference purpose. According to him, the objectives of academic libraries are tied to those of their parent bodies. The general objectives/functions of university libraries are as follows: provide resources to support teaching and research; and to provide specialized information service to appropriate segments of the institutions. And for this objectives/function to strive more effectively, the recruitment of librarians is paramount. Recruitment is the process of engaging suitable librarians in university libraries with wealth of experience in cataloguing, classification, indexing, compilation of bibliographies, filing, etc. As explained by Opatha (2010), recruitment is the process of finding and attracting suitably qualified people to apply for job vacancies in academic libraries. McIntyre (2015) also reported that recruitment process is a laid down process which need to be adhere to for the university library to achieve a successful recruitment, and for this to be possible, applicants who applied for the job will have to undergo screening, interviews and selection criteria.

Screening is the process of picking individuals who have relevant qualifications to fill jobs in an organization. Ikwezi, (2010) opined that screening of candidates requires writing of aptitude test; screening of academic credentials; Computer based test; ICT literacy test; aptitude test, and Practical tests on librarian's skills. While an interview is a conversation where questions are asked and answers are given. In a common parlance, the word interview refers to an interviewer and an interviewee. Newell and Tansley (2001), indicate that interviews are by far the most widely used personnel selection procedure. Golhar and Deshpande (2013) opined that an interview is used to achieve a well planned recruitment process. Thus, the objective of an interview is to assess a possible candidate to see if he/she has the skills and intelligence suitable for the workplace. With the use of interviews, library management gets an opportunity to meet the applicants directly. The library management could use oral interview, telephone interview, structured interview, face to face interview, behavioural interview to achieve their recruitment process. Also, selection is also part of the recruitment process through which the organization takes out of many who applied, and those who are considered best for the job. Turner (2010) claims that the success of any organization depends on its ability to get the right people, in the right place at the right time. Byars and Rue cited in Absar (2012) defined selection as the process of choosing from among available applicants, the individuals who are most likely to successfully perform a job. Absar (2012) also reported that performance during interview; defining requirements for recruitment; skills demonstrations; understanding of the job; years of applicant ship of librarians and

employee's referees is critical for the selection process of librarians during recruitment exercise, this will in turn enhance the job performance.

Job performance is the efficiency with which output is produced by a given set of inputs. The job performance indices should be used to measure librarian's performance to ascertain if they are performing according to the skills acquired during their formal education. Bell (2009) listed various indices of job performance in academic libraries as abstracting and indexing skills; shelving and shelve-reading of books, reference sources and skills, charging and discharging of books, online cataloguing skills, repair and bindery of skills, circulation services, serials materials services etc. which can be used in measuring the job performance of librarians.

The South-South Nigeria has a number of federal universities attached with academic libraries. It has six states namely, Akwa-Ibom, Bayelsa, Cross-rivers, Delta, Edo and Rivers States with a federal university and its libraries. Recruitment of librarians is carried by the library management whenever there is a shortage of librarians due to retirees, death, vacancy. The library managements screen, interview, and select these librarians to enable them shortlist the best and successful ones which will spur the library to a greater height.

### **Statement of the Problem**

The screening, interviews, selection processes for the recruitment of librarians is crucial to the development and job performance of any academic libraries. It has been observed that literature on screening, interviews and selection processes and its effect on job performance of librarians exist in other institutions of learning, but there is no current study on screening, interviews, selection processes and its effect on academic in federal university libraries in south-south, Nigeria. It is as a result of this problem that motivated the researcher to embark on this study, and if not addressed on time it will jeopardized the screening, interviews and selection processes for the recruitment of librarians and as well hindered their job performance in the university libraries under study.

### **Objectives of the Study**

The general purpose of the study is to examine the screening, interviews and selection criteria used for the recruitment process of librarians in federal university libraries in South-South, Nigeria. The specific objectives are to:

1. investigate the screening process for recruitment of librarians in federal university libraries in South-South, Nigeria.
2. investigate the interview methods used for recruitment of librarians in federal university libraries in South-South, Nigeria
3. examine the selection criteria used for recruitment of librarians in federal university libraries in South-South, Nigeria
4. examine the job performance indices of librarians in the federal university libraries in South South Nigeria.

## **Hypotheses**

- H<sub>01</sub> There is no significant relationship between the screening process and librarian's job performance
- H<sub>02</sub> There is no significant relationship between the interview methods and librarians job performance
- H<sub>03</sub> There is no significant relationship between the selection process adopted and librarians job performance

## **Review of Literature**

Recruitment process is important practices for library management, and is crucial in affecting organizational success. For this reason, top performing libraries devoted considerable resources and energy to creating high quality recruitment systems. On this note, the tripartite function of personnel management which consists of screening, interviews and selection is critical.

All applications must be screened to separate those candidates who merit further consideration from those who do not. The board needs to decide whether a subcommittee or the full board will do the preliminary screening of applications and resumes by weeding out candidates who are clearly not qualified for further consideration, or whether a subcommittee will conduct preliminary interviews and select several finalists for consideration (Samson 2013). Screening is the process of picking individuals who have relevant qualifications to fill jobs in an organization. Bratton and Gold (2012) opined that screening can be carried out manually or by using computerised Curriculum Vitae (CV) for screening. He further buttress that manual screening requires recruiters to screen CVs and academic credentials themselves and manually search for competencies matching the selection criteria. Foot and Hook (2011) also supported the study by reporting that manual screening should be carried out by at least two individuals in order to increase objectivity and decrease the effect of individual biases. The screening committee is critical to the recruitment process, the purpose of the screening process is to narrow down the field so that the screening committee can spend more time with each candidate for formal interview. The guidelines for screening of librarians as approved by the ACRL Board of Directors at the ALA Annual Conference, (2017) posits that since screening is such a critical phase of the process, it is useful for the committee to discuss the qualifications and expected evidence for meeting the qualifications, and develop the evaluation method or rubric before screening of applications begins. This helps to ensure that consistent standards are applied and that the review is an evidence-based approach that is done objectively and fairly.

Also, librarian's interview continues to be prevalent device used by academic libraries and a popular topic of study among researchers. Employment interviews are a popular selection technique from many viewpoints. In organizations around the world, employment interviews

continue to be one of the most frequently used methods to assess candidates for employment. Among organizational decision-makers, interviews have been found to be the assessment method most preferred by supervisors (Lievens, Highhouse, & De Corte, 2005). Van Iddekinge et al (2004) examine human resource management (HRM) issues in large and small Canadian manufacturing firms, it was reported that for an interview to be effective the information obtained must satisfy the conditions of reliability and validity and the interviewer should not be biased during the recruitment process to pave way for the most qualified candidates. Newell and Tansley (2001), indicate that interviews are by far the most widely used personnel selection procedure. Golhar and Deshpande (2013) opined that an interview is used to achieve a number of different ends including job placement. Thus, the objective of an interview is to assess a possible candidate to see if he/she has the skills and intelligence suitable for the workplace. With the use of interviews, library management gets an opportunity to meet the applicant's directly. Schmidt and Zimmerman (2004) explored a measurement-error explanation. They hypothesized that structured interviews show higher validity for predicting job performance compared to unstructured interviews because structured interview ratings are more reliable. Many academic libraries, especially those with tenure possibilities for librarians, ask their candidates to participate in a lengthier interview process.

Furthermore, once candidates are identified, an organization can begin the selection process. Selection practices can also be linked to organizational success. According to Ikeanyibe (2009), Selection is part of the recruitment process through which the organization takes out of many who applied, those who are considered best for the job. Turner (2010) claims that the success of any organization depends on its ability to get the right people, in the right place at the right time. Byars and Rue cited in Absar (2012) defined selection as the process of choosing from among available applicants, the individuals who are most likely to successfully perform a job. Similarly, Rothwell (2010) defines selection as a related process, which involves management nominating for openings to see how equipped internal applicants are to meet current needs. As Nel et al (2009) caution, selection panels have to be careful not to discriminate against applicants with potential. Their decisions should be guided by short-listing criteria that is developed against the job requirements stipulated in the advertisements. Pilbeam and Corbridge (2006) also opined that selection involves the application of appropriate techniques and methods with the aim of selecting, appointing and inducting a competent person or person's for recruitment in academic libraries. Also, Osterberg (2014) investigated recruitment and selection procedures benchmark study, and it was revealed in the study that different selection techniques such as performance during interview, skill demonstration, understanding the jobs, defining requirements for recruitment, years of applicant ship of librarians, recommendation letter from an influential person, etc are applied to eligible candidates in order to diminish the group of suitable applicants. Lepak and Gowan (2010) asserted that the objective of selection process is to make a contract with the most suitable candidate for the job.

In another context, the word performance usually used to explain various aspects such as performance of organization, performance of employees and performance of individual.

Specifically, job performances are those behaviors and actions that support and enrich the social environment for enhancement of in-role, which bring about effective and high productivity. Robbins and Coutler (2013), put it that performance in the workplace is the accumulated results of activities that an employee performs. It comprises what an employee does in the workplace, the achievement of organizational goals and the outcomes of his actions which are measurable (Viswesvaran and Ones, 2000). Therefore, high performance at work has been adjudged to be a determinant factor in the success and profitability of the university library (Dizgah et al., 2012). The quality of academic libraries is connected with the librarians. Mowat (2009) states that high quality staff can transform even the poorest library into an operation offering excellent service. Libraries will continue to strive when the best and qualify librarians are recruited for effective job performance in academic libraries. Going by the above, we can infer that skilled and efficient personnel are crucial to the successful accomplishment of the roles and functions of academic librarians in universities. The literature review showed that screening, interviews and selection criteria used for the recruitment of librarians have been conducted in other institutions, but no current study on screening, interviews and selection criteria used for recruitment of librarians in the present study. Therefore, there is a need to analyze the literature published in the current study.

## **Methodology**

This study adopted a descriptive survey design. The population of the study consists 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. No sampling was done because the entire population is considered manageable. The instrument for data collection was the questionnaire. Descriptive and inferential statistics was used to analyze the data that was gathered. 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 be accepted. Pearson *r* and *R*<sup>2</sup> was used to answer the research questions while the null hypotheses were tested with the use of linear regression analysis to predict the value of the variables. This was done to predict the value of the predictor variables on the criterion variables. The null hypotheses were tested at 0.05 level of significance.

## **Findings and discussions**

### **Mean responses and the standard deviations on screening method used for recruitment of librarians in federal university libraries in South- South, Nigeria**

**Table 1:**

Items Statement	N	$\bar{X}$	SD	R	Decision
Screening of academic credentials	95	3.62	0.59	1 <sup>st</sup>	Agree
Writing of aptitude test	95	3.40	0.78	2 <sup>nd</sup>	Agree
A combination of aptitude test, oral interview and ICT literacy test	95	3.24	0.80	3 <sup>rd</sup>	Agree
Practical tests on librarians skills	95	3.14	0.90	4 <sup>th</sup>	Agree
ICT literacy test	95	3.11	0.84	5 <sup>th</sup>	Agree
Computer based test	95	3.08	0.90	6 <sup>th</sup>	Agree
Online screening process	95	2.71	1.03	7 <sup>th</sup>	Agree
<b>Cluster mean</b>		<b>3.19</b>	<b>0.83</b>		<b>Agree</b>

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

Table 1 shows the mean responses and the standard deviations in the opinions of librarians on screening method used for recruitment of librarians in federal university libraries in South- South, Nigeria. The mean ratings of librarians on each of the items were above 2.50 and this implies that all the suggested screening method used for recruitment of librarians was accepted. In the descending order of severity, they agreed that: screening of academic credentials ( $3.62 \pm 0.59$ ); writing of aptitude test ( $3.40 \pm 0.78$ ); a combination of aptitude test  $\pm$  oral interview and ICT literacy test ( $3.24 \pm 0.80$ ); practical tests on librarians skills ( $3.14 \pm 0.90$ ); ICT literacy test ( $3.11 \pm 0.84$ ); computer based test ( $3.08 \pm 0.90$ ) and online screening process ( $2.71 \pm 1.03$ ). With a cluster mean of 3.19 and standard deviations of 0.83, these results suggest that the extent librarians agreed on those screening process was moderately high.

### Hypothesis 1

There is no significant relationship between the mean ratings of librarians in the federal libraries in South-South on screening process and librarians' job performance

**Table 2**

		Screening Process	Job Performance
	Pearson Correlation	1	.241
Screening Process	Sig. (2-tailed)		.019
	N	95	95
Job Performance	Pearson Correlation	.241	1



Sig. (2-tailed)	.019	
N	95	95

The results in Table 2 revealed that there is a significant relationship in the mean ratings on types of screening process and job performance and the Pearson Correlation using a 2-tailed test  $r = 0.241$  shows a weak positive relationship at 0.05 significant level. The findings indicate that the null hypothesis which states that there is no significant relationship between the mean ratings of librarians in the federal libraries in South-South on screening process and librarians job performance is rejected while the alternate hypothesis which states there is a weak significant negative relationship in the mean ratings on types of screening process and job performance is accepted.

### Mean responses and standard deviations of librarians in South-South Nigeria on the interview methods used for recruitment of librarians in federal university libraries

**Table 3**

Items Statement	N	$\bar{X}$	SD	R	Decision
Oral interview	95	3.83	0.38	1 <sup>st</sup>	Agree
Face to face interview	95	3.53	0.67	2 <sup>nd</sup>	Agree
Structured interview	95	2.83	0.96	3 <sup>rd</sup>	Agree
Task oriented or testing interview	95	2.71	0.94	4 <sup>th</sup>	Agree
Behavioural-Based interview	95	2.62	0.98	5 <sup>th</sup>	Agree
Unstructured interview	95	2.38	0.96	6 <sup>th</sup>	Disagree
Telephone interview	95	2.25	0.92	7 <sup>th</sup>	Disagree
<b>Cluster mean</b>		<b>2.88</b>	<b>0.83</b>		<b>Agree</b>

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

Table 3 shows that five out of seven item statements were rated moderately high with the overall mean responses more than 2.50. This implies that in the ranking order the interview methods used for recruitment of librarians federal university libraries in the South-South Nigeria are: oral interview ( $3.83 \pm 0.38$ ); face to face interview ( $3.53 \pm 0.67$ ); structured interview ( $2.83 \pm 0.96$ ); task oriented or testing interview ( $2.71 \pm 0.94$ ) and behavioural-based interview ( $2.62 \pm 0.98$ ). On the other hand the respondent do not accept that unstructured interview ( $2.38 \pm 0.96$ ) and telephone interview ( $2.25 \pm 0.92$ ) were interview methods used for recruitment of librarians

## Hypothesis 2

There is no significant relationship between the mean ratings of librarians in the federal libraries in South-South on the interview methods and librarians job performance

**Table 4**

		Interview Process	Job Performance
	Pearson Correlation	1	.020
Interview Process	Sig. (2-tailed)		.850
	N	95	95
	Pearson Correlation	.020	1
Job Performance	Sig. (2-tailed)	.850	
	N	95	95

The results of the correlation analysis for types of interview methods and job performance are presented in Table 4. The findings reveal that there is no significant relationship in the mean ratings on types of interview methods and job performance and the Pearson Correlation using a 2-tailed test  $r = 0.020$  shows a weak positive relationship at 0.05 significant level. The findings indicate that the null hypothesis which states that there is no significant

relationship between the mean ratings of librarians in the federal libraries in South-South on the interview methods adopted and librarians' job performance is accepted.

**Mean responses and standard deviations of librarians in South-South Nigeria on the selection criteria used for recruitment of librarians in federal university libraries**

**Table 5**

Items Statement	N	$\bar{X}$	SD	R	Decision
Performance during interview	95	3.76	0.46	1 <sup>st</sup>	Agree
Skills demonstrations	95	3.45	0.68	2 <sup>nd</sup>	Agree
Understanding of the job	95	3.43	0.60	3 <sup>rd</sup>	Agree
Defining requirements for recruitment	95	3.38	0.64	4 <sup>th</sup>	Agree
Years of applicant ship of librarians	95	3.25	0.80	5 <sup>th</sup>	Agree
Recommendation letter from an influential person	95	3.12	0.87	6 <sup>th</sup>	Agree
Employees referees	95	3.06	0.81	7 <sup>th</sup>	Agree
Recommendation letter from political office holders	95	2.91	0.92	8 <sup>th</sup>	Agree
<b>Cluster mean</b>		<b>3.30</b>	<b>0.72</b>		<b>Agree</b>

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

Data in table 5 above shows that all the items on the selection criteria adopted for the recruitment of librarians in the federal university libraries in South- South, Nigeria were accepted by the respondents. The table shows that, in the hierarchical order, federal university libraries in the zones selection criteria are: performance during interview ( $3.76 \pm 0.46$ ); skills demonstrations ( $3.45 \pm 0.68$ ); understanding of the job ( $3.43 \pm 0.60$ ); defining requirements for recruitment ( $3.38 \pm 0.64$ ); years of applicant ship of librarians ( $3.25 \pm 0.80$ ); recommendation letter from an influential person ( $3.12 \pm 0.87$ ); employees referees ( $3.06 \pm 0.81$ ) and recommendation letter from political office holders ( $2.91 \pm 0.92$ ). The overall cluster mean of these items was 3.30 with standard deviations of 0.72. This suggests that generally, the selection criteria adopted for the recruitment of librarians in the federal university libraries in South-South, Nigeria was high.

**Hypothesis 3**

There is no significant relationship between the mean ratings of librarians in the federal libraries in South-South on the selection process adopted and librarians' job performance

**Table 6**

		Selection Criteria	Job Performance
	Pearson Correlation	1	.271
Selection Criteria	Sig. (2-tailed)		.008
	N	95	95
	Pearson Correlation	.271	1
Job Performance	Sig. (2-tailed)	.008	
	N	95	95

The results of the correlation analysis for types of selection process adopted and job performance are presented in table 6. The findings reveal that there is a significant positive relationship in the mean ratings on types of selection process and job performance and the Pearson Correlation using a 2-tailed test  $r = 0.271$  shows a moderate positive relationship at 0.05 significant level. The findings indicate that the null hypothesis which states that there is no significant relationship between the mean ratings of librarians in the federal libraries in South-South on the selection process adopted and librarians job performance is rejected while the alternate hypothesis which states there is a weak positive significant relationship in the mean ratings on types of selection process and job performance is accepted.

### **Mean and standard deviations of respondents regarding the indices of the job performance of librarians in the federal university libraries in South- South, Nigeria**

**Table 7:**

Items Statement	N	$\bar{X}$	SD	R	Decision
Cataloguing and classification skills	95	3.64	0.54	1 <sup>st</sup>	Agree
Serials materials and services	95	3.56	0.60	2 <sup>nd</sup>	Agree
Library administration	95	3.51	0.62	3 <sup>rd</sup>	Agree
Reference sources and services	95	3.48	0.60	4 <sup>th</sup>	Agree
Compilation of bibliographies skills	95	3.44	0.56	5 <sup>th</sup>	Agree
Application of ICT in libraries	95	3.43	0.66	6 <sup>th</sup>	Agree
Abstracting skills	95	3.42	0.63	7 <sup>th</sup>	Agree
Indexing of books skills	95	3.42	0.61	7 <sup>th</sup>	Agree

Selective dissemination of information skills	95	3.41	0.72	8 <sup>th</sup>	Agree
Shelving and Shelve-reading of books	95	3.38	0.62	9 <sup>th</sup>	Agree
Charging and discharging of books	95	3.35	0.63	10 <sup>th</sup>	Agree
Circulation services	95	3.35	0.65	10 <sup>th</sup>	Agree
Acquisition of books	95	3.34	0.68	11 <sup>th</sup>	Agree
Online cataloguing of books	95	3.27	0.75	12 <sup>th</sup>	Agree
Institutional repositories	95	3.21	0.85	13 <sup>th</sup>	Agree
Repair and bindery of books	95	3.08	0.85	14 <sup>th</sup>	Agree
<b>Cluster mean</b>		<b>3.39</b>	<b>0.66</b>		<b>Agree</b>

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

Result presented in table 7 showed the respondents agreed on all the items because the mean ratings are above 2.50 set as criterion level for accepting an item. These item statements are: cataloguing and classification skills ( $3.64 \pm 0.54$ ); serials materials and services ( $3.56 \pm 0.60$ ); library administration ( $3.51 \pm 0.62$ ); reference sources and services ( $3.48 \pm 0.60$ ); compilation of bibliographies skills ( $3.44 \pm 0.56$ ); application of ICT in libraries ( $3.43 \pm 0.66$ ); abstracting skills ( $3.42 \pm 0.63$ ); indexing of books skills ( $3.42 \pm 0.61$ ); selective dissemination of information skills ( $3.41 \pm 0.72$ ); shelving and shelve-reading of books ( $3.38 \pm 0.62$ ); charging and discharging of books ( $3.35 \pm 0.63$ ); circulation services ( $3.35 \pm 0.65$ ); acquisition of books ( $3.34 \pm 0.68$ ); online cataloguing of books ( $3.27 \pm 0.75$ ); institutional repositories ( $3.21 \pm 0.85$ ) and repair and bindery of books ( $3.08 \pm 0.85$ ). The cluster mean of 3.39 with a standard deviation of 0.66 means the respondents agreed that all the item statements in Table 7 are the indices of the job performance of librarians in the federal university libraries in South- South, Nigeria. It equally shows that the level of agreement of the respondent was high.

## Results

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

1. The result from the study signifies that screening criteria used for the recruitment of librarians in federal university libraries in South- South, Nigeria was moderately high.
2. The study also revealed that the interview criteria adopted for the study was moderately high.
3. The study further noted that the selection criteria for the recruitment of librarians were high.

4. The study also shows that librarians in the federal university libraries in South- South, Nigeria possess job indices of librarians.
5. In Hypothesis 1 the findings revealed that there is a significant relationship in the mean ratings on types of screening process and job performance.
6. For Hypothesis 2, the findings clearly show that there is no significant relationship in the mean ratings on types of interview methods and job performance..
7. For Hypothesis 3, the findings revealed that there is a significant positive relationship in the mean ratings on types of selection process and job performance.

## Conclusion

From the findings and discussion of the study, the following conclusions were made:

Screening of librarians is considered one of the most important stages of the recruitment process in federal university libraries, in South-South, Nigeria. Foot and Hook (2011) carried a study on fundamentals of human resource management, it was deduced from the study that manual screening should be carried out by at least two individuals in order to increase objectivity and decrease the effect of individual biases. While interviews are viewed as one of the main recruitment and selection tool used for the recruitment of librarians in federal university libraries in South-South, Nigeria. This is in line with Van Iddekinge et al (2004) who reported that for an interview to be effective the information obtained must satisfy the conditions of reliability and validity and the interviewer should not be biased. In support of this, Newell and Tansley (2001) investigated a study on effecting human resources management-style practices through an integrated human resource information system, the findings of the study indicate that interviews are by far the most widely used personnel selection procedure. Selection is aimed at determining whether potential librarians have the necessary competencies to fill the vacancy. This is supported by Lepak and Gowan (2010) when he pointed out that the objective of selection process is to make a contract with the most suitable candidate for the job. It can be deduced from the study that screening, interviews and selection processes is critical for the job performance of librarians during recruitment exercise.

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