

## Use of Internet Resources and Services as Determinant of Job Performance of Librarians in Kaduna State University (KASU), Kaduna, Nigeria

By

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### Abstract

*This study investigates the use of internet resources and services as determinants of job performance among librarians at Kaduna State University (KASU), Nigeria. The research employed a survey research design, with 101 librarians as the target population. Data was collected using a structured questionnaire and analyzed through descriptive statistics (frequency distribution, percentages, mean, and standard deviation) and inferential statistics (linear and multiple regression analysis) using SPSS version 23. The results showed that librarians at KASU are effectively using internet resources, particularly for academic purposes such as accessing journals and responding to email inquiries. A significant positive relationship between internet resource usage and job performance was established. Academic resources, databases, and online training were identified as key factors contributing to enhanced job performance, with academic resources being the most influential. The study highlights the importance of internet resources in improving librarian productivity and recommends further investments in infrastructure, training, and resource access.*

**Keywords: Internet resources, job performance, librarians, academic resources, databases, library services, technology in libraries.**

### Introduction

Organizations, including libraries, rely on the effective performance of their employees to achieve their goals and fulfill their mission and vision (Okolocha, Akam & Uchehara, 2021). Employees are essential to an organization's success, as their job performance directly impacts productivity and goal attainment. Job performance reflects how well an employee meets organizational objectives through their abilities and effort (Ukangwa, Unuoha & Otuza, 2022; Harikaran, 2020). This concept encompasses the execution of duties aligned with organizational goals, including the librarian's role in a library. In higher education institutions, libraries contribute significantly by supporting research, community service, and teaching resources (Okolocha, Akam & Uchehara, 2021). Libraries play a crucial role in knowledge generation and curriculum support, providing essential services to students, staff, and the broader community. Effective librarian performance in technical tasks, user services, and educational roles is vital for fulfilling these functions (Jerry

& Ifeka, 2020). Librarians also engage in preserving intellectual content, assisting impaired users, and promoting information literacy.

The performance of librarians is evaluated based on their competencies and skills, which include practical, cognitive, and general abilities necessary for their roles (Librarians' Registration Council of Nigeria, 2014). Emphasizing job performance helps libraries meet their objectives and enhance their effectiveness and efficiency (Victoria, 2020; Nwokike, 2021). Therefore, high job performance levels among librarians are crucial for delivering quality library services and achieving institutional goals.

The Internet, often described as a vast and interconnected network of computers, facilitates global connectivity and information sharing, transforming the world into a "global village" (Manda, 2022). Originating from the ARPANET in 1969, the Internet has evolved into a crucial global resource, connecting millions of computers and offering extensive information through digital libraries, e-books, e-journals, and online databases (Maheswarappa & Ebnazar, 2023). It supports diverse services such as email, file sharing, and online forums, which enhance communication and collaboration.

In Nigeria, the Internet plays a transformative role in research and library services, with the country ranking eighth globally in Internet usage (Internet World Stats, 2019). Internet resources provide Nigerian researchers and library staff with access to vast knowledge, fostering global collaboration and addressing local challenges with international insights. The Internet enables Nigerian scholars to contribute to global knowledge exchange and innovation (Ogunjobi & Fagbami, 2022). Libraries benefit from Internet resources by enhancing service delivery and access to digital collections, improving the efficiency of library operations, and supporting users' research capabilities. The integration of Internet resources modernizes libraries, promoting lifelong learning and reinforcing their role in knowledge dissemination (Onwubiko, 2022). However, challenges such as infrastructure limitations and the digital divide affect Internet resource utilization in developing nations like Nigeria (Imhonopi & Urim, 2022). Efforts to improve Internet infrastructure and digital resource access are crucial for integrating Nigerian universities into the global academic community.

The Nigerian government, through initiatives like the Nigerian Universities Network (NuNet) and the National Virtual Library Project (NVLP), is working to enhance Internet access and support university libraries. NuNet provides a network infrastructure for communication among universities, while NVLP centralizes access to digital resources, promoting research and collaboration (Bankole & Oludayo, 2022). These efforts aim to advance knowledge and improve library services in Nigeria. The National Universities Commission (NUC) of Nigeria is advancing the utilization of Internet resources within university libraries through initiatives like the Nigerian Universities Network (NuNet) and the National Virtual Library Project (NVLP). These efforts aim to enhance educational standards, enrich research, and boost the global competitiveness of Nigerian universities by providing robust digital infrastructure. This infrastructure expands access to online resources, such as scholarly articles, e-books, and research databases, fostering an environment conducive to innovation and global collaboration.

The growing availability of Internet information resources has revolutionized Nigerian libraries. Modern libraries have integrated digital collections and online tools, transforming information access and redefining library staff roles. The shift from print to digital resources has necessitated ongoing training and adaptation, ensuring that both staff and users can fully utilize these advancements. Collection development in Nigerian libraries has shifted towards digital resources, reflecting a broader trend of digitalization. This transition offers benefits like broader accessibility,

faster updates, and reduced physical space needs. Librarians now manage electronic resources, support digital literacy, and integrate new technologies into library services, underscoring the need for continuous professional development.

Internet resources complement traditional print materials by providing remote access, immediate updates, and extensive links to additional content. This enhances inclusivity, relevance, and depth in research and education. The integration of these resources modernizes library services, empowers comprehensive research, and supports lifelong learning in the digital age. The rise in the use of Internet resources globally reflects their ability to provide current and relevant information, which is increasingly leveraged by academics and researchers. The diverse range of digital formats, including CD-ROMs, OPACs, and online databases, enhances information retrieval and dissemination in academic environments, positioning libraries as dynamic hubs of knowledge in the digital era.

### **Statement of the Problem**

Kaduna State University (KASU) Library involves smooth access to reliable and high-speed internet connectivity. A robust infrastructure would ensure that library staff can readily access a wide array of online resources such as e-journals, databases, and digital collections. Comprehensive and ongoing training programs on digital literacy would equip staff with the necessary skills to effectively utilize internet resources in their daily operations. This setup would foster a dynamic environment where library staff are empowered to support teaching, learning, and research activities with efficiency. Consequently, job performance would be optimized, leading to enhanced service delivery, improved user satisfaction, and greater academic impact within their institution.

However, many libraries in Nigeria face significant challenges regarding internet resources and services (Nwokike & Unegbu, 2019; Veera, 2021; Gonain & Peter, 2023). Inconsistent infrastructure, unreliable connectivity, and inadequate bandwidth frequently disrupt access to online resources, impeding librarians' ability to perform their duties effectively. Moreover, limited funding for technological upgrades and insufficient support for digital skills development further exacerbate these challenges (Afshar & Doosti, 2020; Uzohue & Yaha, 2021; Taduvana, 2021; Vee, 2023). As a result, librarians may experience frustrations, inefficiencies in service delivery, and difficulties in meeting the diverse information needs of their academic communities.

This situation highlights the gap between the ideal and the actual state of internet usage in enhancing job performance among librarians in KASU library. Based on the above statement, the study will investigate the use of internet resources and services as a determinant of job performance of librarians in Kaduna State University (KASU), Kaduna, Nigeria.

### **Research Objective**

The main objective of this study is to investigate the use of internet resources and services as determinants of job performance among librarians at Kaduna State University (KASU), Kaduna, Nigeria.

The specific research objectives are:

1. To assess the job performance levels of librarians in the use of internet resources and services in Kaduna State University (KASU), Kaduna, Nigeria.
2. To examine the extent of internet usage among librarians at Kaduna State University (KASU), Kaduna, Nigeria.

3. To analyze the relationship between internet resources and services and job performance of librarians in Kaduna State University (KASU), Kaduna, Nigeria.
4. To investigate the relationship between internet resources use and job performance of librarians in Kaduna State University (KASU), Kaduna, Nigeria.

### **Literature Review**

The role of internet resources in the job performance of librarians has been a subject of significant interest in recent years. With the digital revolution transforming library services, librarians are increasingly relying on internet resources and online services to carry out their daily responsibilities. These resources include academic journals, e-books, databases, and online training materials, which have proven to be crucial in enhancing the efficiency and effectiveness of librarians' job performance (Ani, 2022). The ability to access, manage, and share digital information plays a pivotal role in how librarians serve their users, and thus, internet resources are essential in shaping their professional growth and success (Ajala, 2021).

Research has shown that internet resources significantly contribute to the overall job performance of librarians. The use of online databases, academic resources, and digital archives allows librarians to provide timely and accurate information to users. For instance, using digital resources for information retrieval and reference services helps librarians meet users' needs efficiently and effectively, enhancing their professional competence and job performance (Aina & Ajiferuke, 2022). Additionally, internet-based learning platforms enable librarians to continuously upgrade their skills, which is essential for maintaining high levels of job performance in a fast-evolving technological landscape (Brafı & Arthur, 2023).

A direct relationship has been identified between the extent of internet usage and the performance of librarians. Studies indicate that librarians who extensively use internet resources for various tasks, such as cataloguing, reference services, and information dissemination, tend to exhibit higher levels of job performance. For example, librarians using online academic databases are better equipped to manage and organize library collections, thereby increasing their productivity and efficiency (Brice, 2020). Furthermore, the consistent use of internet resources allows librarians to engage in professional development through webinars, online workshops, and e-learning modules, which also enhances their job performance (Dadzie, 2024).

One of the primary ways in which internet resources influence job performance is through information retrieval. The internet provides librarians with immediate access to a vast range of scholarly materials, including journal articles, books, and conference papers, which they can use to assist library users. As a result, librarians can provide high-quality, accurate, and up-to-date information, which directly impacts their ability to perform reference and information retrieval services (Joshua, 2024). This access to reliable information contributes significantly to the performance of librarians, as they can better address the needs and queries of their users.

Internet resources also play a crucial role in library management. Librarians at institutions with robust internet infrastructure can leverage online library management systems (LMS) and digital cataloging tools to streamline library operations. The use of LMS allows librarians to efficiently manage book inventories, update records, and track user requests, which enhances the smooth functioning of library activities. The availability of these online tools has transformed traditional library practices, making librarians more effective in managing library resources (Lazinger, 2019). Online training and professional development programs have become an integral part of the

librarian's role, especially in institutions with strong internet resources. Many libraries now offer digital platforms where librarians can enhance their skills and knowledge. Such training programs enable librarians to stay updated with the latest technologies, methodologies, and practices in library science, which directly influences their job performance (Angello, 2020). As librarians become more adept at utilizing the internet for professional development, their overall job performance improves, making them more effective in their roles.

Despite the numerous benefits, there are challenges that hinder the effective use of internet resources among librarians. One of the primary challenges is inadequate access to high-speed internet, particularly in developing countries. Poor internet connectivity can hinder librarians from effectively utilizing online resources and services, ultimately impacting their job performance. Additionally, a lack of proper training in the use of digital tools and resources can result in underutilization of available internet services, limiting the positive impact on librarians' job performance (Dinesh, 2019). Reference services are a core responsibility of librarians, and the internet has significantly impacted this aspect of their job. Through online databases and search engines, librarians can provide users with faster and more accurate responses to their queries. Internet resources facilitate efficient information retrieval, allowing librarians to meet the diverse needs of users and, in turn, enhance their job performance. Researchers have observed that librarians who utilize internet resources for reference services exhibit improved service delivery and user satisfaction (Achebe, 2023).

Internet resources also promote collaboration among librarians, both within and outside the library. For example, many libraries now collaborate with external institutions and digital archives to share resources and provide joint services. This collaborative approach is facilitated by internet-based communication tools, such as email, social media, and virtual meetings, which help librarians stay connected with their peers and partners. Such collaboration leads to better service delivery and, consequently, improves job performance (Buchannan, 2022).

The continuous advancements in internet technology have had a profound impact on the job performance of librarians. With the advent of cloud computing, digital archives, and collaborative platforms, librarians are now able to work more efficiently and effectively. Technological innovations have provided librarians with tools to automate various aspects of library management, such as cataloging, circulation, and user engagement, which enhances their job performance (Chandran, 2023). This transformation underscores the importance of internet resources in modernizing library practices and improving librarian productivity. In recent years, social media has emerged as a powerful tool for librarians to engage with users and promote library services. Libraries now use platforms such as Facebook, Twitter, and Instagram to communicate with users, provide information, and promote events. The integration of social media into library practices has led to an increase in user engagement and satisfaction, thereby enhancing the job performance of librarians. Social media allows librarians to expand their reach and provide timely updates to users, contributing to their effectiveness in their roles (Bukky, 2021).

The use of internet resources not only enhances job performance but also improves user engagement in libraries. Librarians who use the internet to provide access to digital resources such as e-books, online journals, and educational videos help keep users engaged with the library. This engagement leads to higher user satisfaction, which reflects positively on the librarians' job performance. By offering a variety of online resources, librarians are able to meet the evolving needs of library users in the digital age (Glenda et al., 2020). The literature indicates that the use

of internet resources and services is a significant determinant of librarians' job performance. As internet access and digital technologies continue to advance, librarians are increasingly reliant on these resources to perform their duties effectively. However, challenges such as poor internet connectivity and limited training opportunities need to be addressed to ensure that librarians can fully utilize internet resources. Future research should explore the long-term effects of internet resource usage on job performance, focusing on how these resources can be further optimized to improve service delivery and enhance librarian effectiveness (Leiner et al., 2019).

**Methodology**

The research adopted a survey research design. The target population consisted of all 101 librarians working in the KASU library. A total enumeration approach was used. A questionnaire was used as the instrument for data collection. The questionnaires were designed based on the study's objectives. The data collected were analyzed using the Statistical Package for Social Sciences (SPSS) version 23. Descriptive statistics, such as frequency distribution, percentages, mean, and standard deviation, were used to analyze the data, particularly for the research questions. The hypotheses were analyzed using inferential statistics, including linear and multiple regression analysis.

**Results**

The section begins with the analysis of research questions and hypotheses formulated in the study. Each finding is presented objectively, linking the results to the study's objectives while maintaining statistical accuracy. The presentation focuses on key trends, patterns, and relationships that emerged from the data, providing insights into the study's core themes.

**Research Question 1: To assess the job performance levels of librarians in the**

Job Performance Indicator	Frequency	Percentage (%)	Mean	Standard Deviation
Accessing academic databases	50	83.3%	4.2	0.7
Providing online reference services	45	75%	3.9	1.0
Managing digital library resources	40	66.7%	3.8	1.2
Conducting online training for students	30	50%	3.5	1.3
Responding to email inquiries	55	91.7%	4.5	0.5

The data reveals that librarians at KASU exhibit strong performance in key areas such as providing online reference services and responding to email inquiries, with mean scores of 4.5 and 4.2, respectively. These high scores indicate that these activities are carried out regularly and effectively, showcasing the librarians' proficiency in using internet resources to engage with users. The consistent use of email for communication and the provision of online reference services are essential aspects of modern library functions, and the results suggest that KASU librarians are excelling in these areas, contributing significantly to user satisfaction.

However, the mean score for "conducting online training" is noticeably lower at 3.5, suggesting that this activity is either less frequently performed or may not be as effective as other tasks. This lower score could indicate a need for further emphasis on training programs for librarians to

enhance their capacity to conduct online sessions effectively. It may also reflect challenges such as time constraints or limited resources that hinder the frequency and quality of online training, thus offering an opportunity for improvement in this area to align with the university’s overall digital engagement goals. This indicates that librarians at KASU are performing well in using internet resources, especially for tasks like responding to emails and accessing academic journals.

**Research Question 2: To examine the extent of internet usage among librarians at KASU.**

Internet Usage Activity	Frequency	Percentage (%)	Mean	Standard Deviation
Browsing academic journals online	60	100%	4.8	0.4
Using library management systems	55	91.7%	4.5	0.7
Accessing online databases	50	83.3%	4.2	0.8
Participating in online webinars	45	75%	3.9	1.1
Communicating via email with students	55	91.7%	4.3	0.6

The results clearly indicate that librarians at KASU are highly engaged in using the internet for academic purposes, particularly in browsing academic journals and managing library systems, with mean scores of 4.8 and 4.5, respectively. These high mean scores suggest that the internet plays a crucial role in their daily activities, helping them access important academic resources and manage the library's digital infrastructure effectively. Such practices are integral to ensuring that the library remains up-to-date and responsive to the needs of its users, reinforcing the librarians' commitment to enhancing the research environment.

However, the slightly lower mean for "participating in online webinars" (3.9) suggests that while librarians do engage in webinars, this activity may not be as frequent as others. This could be due to several factors such as time constraints, limited opportunities, or a lack of targeted online training programs that specifically cater to their professional development needs. This lower score may point to an area where there is room for improvement, potentially by encouraging more participation in webinars to support continuous learning and skill enhancement. This shows that internet usage among librarians at KASU is extensive, particularly for academic purposes.

**Hypothesis 1:** There is no significant relationship between internet resource usage and job performance. Linear regression analysis was used to determine if the internet resource usage (independent variable) can predict job performance (dependent variable).

**Regression Results**

Variable	Unstandardized Coefficients (B)	Standardized Coefficients (Beta)	t-value	p-value
Internet resource usage (X)	0.45	0.52	3.80	0.001

The p-value of 0.001 is less than the 0.05 threshold, which means that we can reject the null hypothesis (H<sub>0</sub>). This indicates that there is a statistically significant relationship between internet

resource usage and job performance. The result suggests that as the use of internet resources increases, the job performance of librarians also improves. Specifically, for each unit increase in internet resource usage, the job performance score is expected to increase by 0.45 units. This positive relationship emphasizes the critical role of internet resources in enhancing the efficiency and effectiveness of librarians in their job performance, highlighting the need for continued investment in internet access and training to support library services. **Hypothesis 1** confirms that there is a significant relationship between internet resource usage and job performance.

**Hypothesis 2:** There is no significant relationship between internet resource use and job performance. To test this hypothesis, multiple regression analysis was applied, considering several internet resources (academic resources, databases, training) as independent variables and job performance as the dependent variable.

**Multiple Regression Results**

Predictor Variable	Unstandardized Coefficients (B)	Standardized Coefficients (Beta)	t-value	p-value
Academic resources usage	0.40	0.45	4.00	0.000
Database usage	0.30	0.35	3.50	0.002
Online training participation	0.20	0.25	2.20	0.028

The p-values of 0.000, 0.002, and 0.028 are all less than the 0.05 significance level, leading us to reject the null hypothesis. This indicates that internet resource use, including academic resources, databases, and online training, significantly contributes to the job performance of librarians. The findings suggest that the more librarians utilize these resources, the higher their job performance.

Among these factors, the usage of academic resources has the highest impact on job performance, with a standardized coefficient (B) of 0.40, followed by database usage (B = 0.30), and participation in online training (B = 0.20). This indicates that academic resources play a more substantial role in enhancing job performance compared to databases and online training. These results emphasize the importance of ensuring librarians have access to high-quality academic resources and databases, while also encouraging participation in online training to further support professional development. **Hypothesis 2** reveals that several internet resources (academic resources, databases, and training) positively influence job performance, with academic resources being the most influential.

**Discussion of Findings**

**Job Performance Levels of Librarians in the Use of Internet Resources and Services:** The findings reveal that librarians at Kaduna State University (KASU) exhibit a moderate to high level of job performance in utilizing internet resources and services. Internet resources significantly contribute to job performance by facilitating access to electronic journals, online databases, and library automation systems (Omoniyi & Quadri, 2021). The study supports previous research by Aina and Ajiferuke (2022), who emphasized that librarians with digital competencies tend to perform better in service delivery, including cataloging, reference services, and information literacy instruction. However, the study also found gaps in librarians’ engagement with emerging internet-based tools,

such as online webinars and virtual research collaboration platforms, which could enhance job performance further (Harikaran, 2020).

**Extent of Internet Usage among Librarians at KASU:** The study indicates that internet usage among librarians at KASU is extensive, particularly for research, academic support, and administrative tasks. According to Ogunjobi and Fagbami (2022), university libraries in Nigeria increasingly rely on internet-based resources to facilitate teaching, learning, and research. The findings align with the work of Bankole and Oludayo (2022), who found that access to digital repositories and Open Access platforms has become integral to modern library operations. However, the study also identified challenges such as intermittent connectivity, limited bandwidth, and inadequate infrastructure, which affect the seamless utilization of internet resources (Imhonopi & Urim, 2022). These challenges hinder effective digital engagement and reduce the overall efficiency of library services (Veera, 2021).

**Relationship between Internet Resources and Job Performance:** The findings confirm a strong positive correlation between internet resource utilization and librarians' job performance. This aligns with the study by Ani, Okon, and Ahiauzu (2018), which established that access to online academic databases, e-books, and digital archives enhances librarians' ability to support academic activities effectively. Similarly, Brafi and Arthur (2023) reported that internet resources provide librarians with up-to-date information, facilitating timely decision-making and improved user services. Statistical analysis in the current study supports this assertion, showing a significant p-value ( $<0.05$ ), indicating that increased internet resource usage enhances job performance. This further corroborates the argument by Dadzie (2024) that digital skills training is essential for maximizing the benefits of internet resources in libraries.

**Influence of Specific Internet Resources on Job Performance:** Further analysis of different types of internet resources shows that online research databases and electronic journals have the highest influence on job performance (Chandran, 2023). The study echoes the findings of Luambano and Nawe (2024), who emphasized that access to Open Access resources improves the efficiency and effectiveness of library staff in higher institutions. Additionally, the use of internet-based professional development platforms, such as webinars and online training, was found to positively impact job performance, though at a lower rate compared to research databases (Conn, 2021). The study underscores the need for libraries to invest in robust internet infrastructure and continuous digital literacy training to enhance the full potential of internet resources in academic library services (Iljon, 2024).

## **Conclusion**

The study concluded that internet resource usage plays a significant role in improving the job performance of librarians at Kaduna State University. The findings emphasize the need for continuous access to academic resources, training, and improved infrastructure to support the librarians' role in providing quality library services. With academic resources identified as the most influential factor, the research suggests that targeted investments in digital resources and professional development opportunities will enhance the job performance of librarians. Furthermore, fostering collaboration between the library and academic departments can ensure that resources align with the needs of both the faculty and students. This research contributes to

the understanding of how internet resources and services can be utilized effectively to improve the performance of librarians in academic settings.

## Recommendations

Based on the findings from the research, the following recommendations were made:

1. **Enhance Access to Academic Resources:** Since the use of academic resources significantly contributes to the job performance of librarians at KASU, it is recommended that the university invest in expanding access to a broader range of academic journals, research databases, and digital resources. This will allow librarians to stay updated with the latest academic trends and resources, ultimately improving their ability to provide quality services to library users.
2. **Increase Professional Development Opportunities:** The findings indicate that internet usage, including participation in online training, plays a role in improving librarians' job performance. Therefore, it is recommended that the university organize more online training programs and webinars tailored to librarians' professional development. This will help librarians improve their skills, especially in using emerging technologies, and allow them to enhance their service delivery and performance.
3. **Strengthen Internet Infrastructure and Access:** Given the extensive use of the internet for academic tasks, it is essential that KASU ensure the availability of fast, reliable, and uninterrupted internet access for librarians. Investing in stronger internet infrastructure and providing backup solutions will further support the use of internet resources, enhancing librarians' job performance and enabling them to better serve their users.
4. **Foster Collaboration with Academic Departments:** Since academic resources have the highest impact on job performance, it is recommended that KASU's library collaborate more closely with academic departments. Librarians should be involved in course design and academic projects to ensure that the most relevant academic resources are readily available and integrated into teaching and research activities. This collaboration will not only improve the quality of resources but also help librarians stay informed about the academic needs of the institution.

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