

LIBRARIANS' INTERNAL JOB ROTATION MENTORING AS CORRELATES OF JOU PERFORMANCE IN UNIVERSITY LIBRARIES IN THE SOUTH-SOUTH NIGERIA

BY

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ABSTRACT

This study examined the librarians' internal job rotation and mentoring as a correlate of job performance in university libraries in the South-South, Nigeria. Two research questions guided this study and two hypotheses were tested at 0.115 level of significance. The population of the study was 108 librarians. Two sets of questionnaires titled Librarians Internal Job Rotation and Mentoring Questionnaire (LURMQ) and Job Performance Questionnaire (JPQ) were the instruments used for data collection. The reliability of the instrument was established using the Cronbach Alpha method to measure librarians' internal job rotation and mentoring to the coefficient of 0.835 and 0.741 while instrument for job performance resulted in 0.669. The data collected for the study were analyzed using Pearson Product Moment Correlation (r) method to answer research questions while t-test analysis was used to test the null hypotheses. The findings of the study revealed that there is a positive and strong relationship between librarians' internal job rotation and job performance in university libraries and a significant relationship between librarians' internal job rotation and job performance in university libraries in South-South Nigeria. There is a positive and strong relationship between librarian mentoring and job performance in university libraries and a significant relationship between librarians mentoring and job performance in university libraries in the South-South, Nigeria. Based on the findings, the study recommended among others that University library management should develop a developmental programmes policies, procedures and guidelines that will encourage librarians perform and actualize the goals of the library institution establishing it. There should be a workable written statement of aim to guide and sustain internal job rotation and mentoring programmes.

Keywords: Internal Job Rotation, Mentoring, Job Performance, University Libraries

Introduction

Internal job rotation as the name implies is a form of employee development process by which an employee is made to work in different work units of an establishment or organization to be acclimatized with the working mechanisms of the organization and be equipped with the skills and knowledge to perform in any section or unit of the organization when called to do so its very effective form of human resource development and is of immense benefit to both the employer and the organization. Job rotation allows employees to mass skills relevant to their organization, ascend to higher and become thoroughly equipped to take up similar positions in other organizations if their appointment in their present workplaces is terminated Organizations practicing job rotation also benefit as it allows them to have skilled manpower to work in their various units, thus saving them the pain and rigour of constantly hiring of employing personnel Schultz (2010) defined job rotation as conducted by organizations, either private or public to improve employee performance and productivity. Adjei (2012), defined job rotation as a process of switching person from job to job which has the capability of Increasing employee capacity and value to the organization.

According to Dharaj et al., (2014), practice job rotation are better able to find alternative work when terminated, as they have gained many skills in their jobs that they have rotated within their organization Adjei (2012), posits that job rotation is a training and human resources development tool has many benefits such as accelerated development new staff members opportunity to Increase employee knowledge of the organization and functions, creation of opportunity for staff to develop new relationships with either employee across organization. Other benefits are the opportunity to fitness job experience, opportunity to meet minimum qualifications for future career advancement, increased commitment and satisfaction, elimination of redundancy creation of enjoyable working environment, as well as opportunity to attain improved productivity (Adjei 2012) (Aliuli and Raza 2017), revealed significant ship job rotation and employee job performance. Despite immense benefits from job rotation, the method has its shortcomings. This is because some positions organizations may not align 10 job rotation practices within the organization in this type of situation not all employees may be rotated to such positions because such employees may be key relevant in the organization and need deep mentorship.

According to Apenteng (2012), mentoring is referred to as supervision and has been described as a very reliable component of professional development. The author posits that mentoring encompasses a variety of education, training and development activities whose common goal is to increase the knowledge and skills of staff to facilitate improvement of their performance. Clamerbuck and Klasen (2012) maintain that mentorship has the effect of enhancing the competence of the mentee, providing psychological support, motivation and job satisfaction which enhances performance not only for the employees but the organization as a whole, which may translate into competitive advantage position to the organization Ogunanju (as cited as Apenteng 2012) stated that coaching is essential practice of monitoring the performance of workers or staff and in the process, noting the merits and demerits and using befitting and amicable techniques to correct faults, while still improving on the merits, thereby increasing the

standard of staff job performance and achieving ultimate goals, mentoring serves to enhance the role of the junior or less skilled person.

According to Apenteng (2012), staff performance must be constantly monitored and reviewed for it to be abreast with changes and developments. According to the authority seeks to equip individuals with the necessary knowledge, attitudes and skills to make them useful, not only to themselves, but their immediate community and country. As a human resource development process, it equips individuals and recipients with the necessary Knowledge and skills to perform duties creditable as their mentors or coaches, thus revealing a significant relationship with employee job performance university libraries will do well to employ the services of mentors to transform their libraries into high job performers.

According to Bullock (2019), job performance overall expected value from employees' behaviour carried out throughout a set period. American Management Association (2019) defined job performance as the work-related activities expected of an employee and how well those activities are executed. Saka and Hanna (2013) on their part, defined job performance as the ability to carry out statutory functions based on the field of specialization or areas of development, as well as organization's objectives. Apeseng (2012) see job performance as the production of valid results, the degree of accomplishment of the task that makes up an employee's job. Job Performance, according to Ojo (2009) is the extent to which the day-to-day work is being carried out. Hose (2012) puts it as the way employees perform their work. Hose further states that job performance is therefore an important criterion that relates to organizational outcomes and success and it is determined by factors such as knowledge; skills, motivation, ability, work environment etc. and some indicators are used to measure job performance which include quantity, quality, timelines, creativity etc. in other words, job performance is simply the extent to which an individual, personnel or staff carries out his/her assignment or task towards the attainment of organizational goals and objectives.

Similarly, Motowidlo (2013) defines job performance (which is a universal term in the labour industry) as "the total expected value to the organization of discrete behaviour that an individual carries out over a standard period measure their efficiency in the work environment". Apemeng (2012) highlighted determinants of performance such as capacity to perform opportunity to perform and willingness to perform. Capacity to perform will be attained through various forms of professional development programmes that are made available to the librarians, especially when the availability matches with the right disposition towards learning and this disposition wins willingness to perform it is this high performance that the university libraries are expected to perform a tactical training of the librarians in the library.

The university libraries are therefore libraries that are established in a university to cater for Information education and research needs of university community members. The university community includes lecturers students, faculty staff, departmental and administrative personnel. It is established primarily to enhance education teaching and learning as well as to support research efforts in the university. It is the hub around which academics in the university revolve as it holds the key needed to unlock knowledge hidden in various information and knowledge-based resources of the university. The power and place of university library are

such that no programme offered by a university will receive approval and pass accreditation without the presence of a university. Mary is a form of academic library, but one specifically established in a university to support learning and other academic activities of the institution.

Ukachi (2008), defined university library as the nerve centre of a university, set up for the achievement of the university's set goals, and objectives through offering of information resources and materials, as well as services that will both now and in the future, be beneficial to the entire university of academic community. According to the author, the standard and educational qualities of resources in a university are considered a good measure of an institution's excellence, and indeed relevant in actualizing the goals of the university. Akintunde (2006) defined university library as a library that is established in a university to assist in the discharge of its functions by acquiring all the varied and relevant information resources necessary for pursuing teaching, learning, research and public services. Ibe, Chika, Alor and Okonkwo (2018), described the university library as the custodian of all the academic endeavours of a university including research.

Statement of the Problem

Experience has shown that some librarians find it difficult to use ICT services in library automation, viz: Online Library Access Catalogue (OPAC), office operations, networking, electronic documentations, online user education, e-reference services, library cooperation and resources sharing, institutional repository, e-libraries and library website. A sound knowledge of the applications of the above ICT resources is beneficial to the institution because it makes library work faster, easier, cheaper and more effective. The computerized systems which increase information retrieval also improve the efficiency of the management of information overload. Networked systems enable remote access, save space and minimize papers. Therefore, should a professional development programme be organised, will it improve the efficiency of librarians in the library? It is the quest for improved performance of librarians that made the researcher find what kind of professional programmes librarians should attend that will help for effective performance for good library services and functions. To answer the question above, the researcher intends to know if internal job rotation and effective mentoring would be appropriate programmes for librarian job performance in the university libraries in South-South.

Purpose of the study

This study to determine the librarians' internal job rotation and mentoring as a correlate of job performance university libraries in the south-south, Nigeria specifically, the study seeks to determine:

1. The relationship between librarians' internal job rotation and job performance in university libraries in the South-South. Nigeria
2. The Relationship between librarians Mentoring and job performance in University libraries in the South-South, Nigeria

Research questions

To achieve the above objectives, the following research questions were formulated

1. What relationship exists between librarians' internal job rotation and job performance in university libraries in the South-South, Nigeria?
2. What relationship exists between librarian mentoring and job performance in university libraries in the South-South, Nigeria?

Hypotheses

The following null Hypotheses were formulated to guide this study.

1. There will be no significant relationship between librarians' internal job rotation and job performance in university libraries in the South-South, Nigeria.
2. There will be no significant relationship between librarian mentoring and job performance in university libraries in the South-South, Nigeria.

REVIEW OF RELATED LITERATURE

Librarians Internal Job Rotation as Correlate of Job Performance

Ahmed (2015) defined job rotation as the performance of a new assignment by an employee as an agreed period of time in simpler terms, the author explained in his petition refers to the scheduled exchange of persons in offices, specially, in public office Dayma Sanjana (2014), posit that job rotation planned replacement of employees among a jobs within a period of time in order to enhance skills and job independence and which results in increasing medication job performance and productivity.

Susan (2018) explained that job rotation also called cross-training according to the authors, aims at broadening the knowledge, skills and experience of employees by moving people from job to job or from department to department. According in Adjei (2012) stimulating the human mind through diversity of challenges is a sure way of bringing to the fore-front, its creative instincts and in thinking the individual and organizational performance to a higher plane. According to the author, it where job rotation as a training scheme can prove to be a handy tool Adjei (2012) further stressed that in job rotation, the movement of staff in jobs is always at the same level in the organization as they are not promoted in the where they are rotated. This means that the sole aim of job rotation is far the staff to get skills at the places they are rotated to and as well get familiarized with the schedule and working system of the organization in readiness to perform assigned roles very effectively.

Observations by the researcher show that some organization practice job rotation with the hope of reaping enhanced performance but end up equipping the employees with the competencies and varied skills to survive, practice and excel in life, especially when their jobs get terminated or at the collapse or winding up of the organization.

Job rotation, as a human resource development tool plays significant role in ensuring employee performance for example, a study by Asieh and Reza (2017), revealed a significant relationship between job rotation and employee performance. Thus, organizations that adopt job rotation as a human resource development tool reap a lot of advantages as high productivity is always achieved through the enhanced skills attained by employees through the method. As the employers are rotated, they amass skills necessary to perform varied functions which they could not perform before. In addition to fostering enhanced skill acquisition, job rotation also has health benefits for the employees as it saves them from illnesses and diseases that may result from continually working or sitting at a place for long periods. It also through performing the same function or job continuously or without ceasing.

Asieh and Reza (2017) revealed significant relationship between job rotation and employed job performance. Despite immense benefits from job rotations, the method has its shortcomings. This is because some positions in organizations may not align with job rotation practices within the organization. In this type of situation, not all employees may be rotated to such positions. Moreover, Dayanath and Sanjana (2014) report that job rotation can be inefficient and frustrating method of acquiring additional knowledge and skills unless it is carefully planned and controlled. In a similar vein, Rezaeizadels (2015) stresses that rotation may lead to low productivity since it takes time for new members to adjust to the system or new positions. Also, staff who like their parents' sod who may have developed relationships in their present positions may not feel satisfied at the prospect of being moved away from such positions and this may affect their job satisfaction which is necessary for attaining high job performance.

Librarian mentoring as a correlate of job performance

Mentoring entails a system of guiding somebody with less skill and experience to be more skilled and knowledgeable to perform specified tasks through the help of person more skilled in the specified area. Lovetto (2008) defined mentoring as a process by which an experienced person advises and helps somebody with less experience over some time. Cheronon, Towetts and Njeje (2010) posit that mentorship is a semi-structured approach where a person or group of people share their knowledge, skills and experience to assist others to progress in their own lives and careers. According to the authors, mentoring involves a process that brings together, inexperienced and experienced individuals together in an attempt to enable the former to gain knowledge, self confidence, skills, and this process makes the inexperienced person benefit from the more experienced person as transitions through the process.

From the foregoing, it can be adduced by the researcher that mentoring, as form of training, is closely related and entails processes of imparting new knowledge, competencies, new for one to perform better or do well in a desired assignment or position through the effort of an experienced or skilled person. In such situations, mentors or coaches are drawn from specialized and knowledgeable Individuals in the field to impart the desired skills and expertise to the intended audience as person. Mentorship enables the mentee to tap into the best or as a source of energy to foster interpersonal understanding (Chervono et al. (2016). According to the authors, mentorship further motivates and empowers the other person to identify their own

Issues and goals, and helps them to find ways of resolving reading then. Mentoring ultimately leads to improvement and high performance in jobs as it imparts the skills, expertise and knowledge to perform duties well on recipients or mentees. Experience is also achieved in how to perform those tasks, better and faster thus leading or resulting in to increase in productivity from both the employee and the organization, Mores, mentoring makes beneficiaries grow to such an extent as to mentor or coach others. They entail close supervision by the mentor, who is always on hand to assess progress and outcome of the mentoring effort.

Apenteng (2012), further stated that mentoring is an essential practice of monitoring the performance of workers or staff and in the process, noting the merits and demerits and using befitting amicable techniques to correct flaws, while improving on the merits, thereby increasing the standard of stall performance and achieving ultimate goals. Mentoring serves to enhance the skills of the junior or less skilled person. According to Idoke et al (2016), staff performance must be constantly monitored and reviewed for it to be abreast with changes and developments. According to the author, mentoring seeks to equip individuals with the necessary knowledge attitudes and skills to make them useful, not only to themselves, but their immediate community and entry. As a human resource development process, it equips individuals and recipients with the necessary knowledge and skills to perform duties creditably as their mentors, thus revealing a significant relationship with employee job performance university libraries will do well to employ the services of mentoring to transform their libraries into high job performers.

METHOD

The correlation research design was adopted for this work. A total of 108 Librarians from the 7 federal universities in South-South, Nigeria constitute the population. The paper did not adopt any sampling technique because of the size of the population which was manageable and accessible. The instrument used for data collection was two structured questionnaires titled Librarians Internal Job Rotation and Mentoring Questionnaire (LIJRMQ) and Job Performance Questionnaire (JPQ). The reliability of the instrument was established using Cronbach Alpha method to measure librarian internal job rotation and mentoring resulting to a coefficient of 0.8350741 respectively while instrument for job performance resulted to 0.669. The data collected were analyzed using Pearson Product Moot Correlation coefficient (PPMC) to answer research questions whereas the t-test was used to test the hypotheses at 0.05 level of significance.

Research question 1: What relationship exists between librarians' internal job rotation and job performance in university libraries in the South-South, Nigeria?

The result relating to research question is presented in table below

Table 1: Summary of the relationship between Heaven librarian internal job rotation and job performance in university libraries in the South-South, Nigeria

N	Correlation coefficient (r)	Remark
92	0.207	Moderately strong relationship

The result from Table 1 shows the summary of the relationship between internal job rotation and job performance in university libraries in the South-South, Nigeria. It results show a positive and moderately strong relationship between librarians' internal job rotation and job performance in university libraries in the South-South, Nigeria ($r=0.207$, $n=92$),

Research question 2: What relationship exists between librarian mentoring and job performance in university libraries in South-South Nigeria?

The result relating to research question is presented in Table 2

Table 2. Summary of the relationship between librarians mentoring job performance university libraries in the South-South, Nigeria.

N	Correlation coefficient (r)	Remark
92	0.434	Strong relationship

The result from Table 2 shows the summary of the relationship between mentoring and job performance in university libraries in the South-South, Nigeria. It results show a positive and strong relationship between librarian mentoring and job performance in university libraries in the South-South, Nigeria (0.434. 09211

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

The result relating to this hypothesis is in Table 3.

Table 3: Summary of t-test for the significance of the relationship between librarians' internal job rotation and job performance in university libraries

Correlation coefficient (r)	N	df	a	t-cal	t-crit	p-value	Decision
0.0207	92	90	0.05	2.574	1.980	.048	Significant

The result from Table 3: shows the summary of test for the significance of the relationship between librarians' internal job rotation and job performance in university libraries in the South-South, Nigeria, The calculated 1-value is 2.574 whereas the critical in 1980, the probability value was 1048. The t-calculated is greater than the t-critical and the p-value is less than .05, then we can conclude that there is a significant relationship between internal job

rotation and job performance in university libraries in the South-South Nigeria, This implies than the null hypothesis, four is rejected at 105 level of significance ($2.574 > 1.980$ or $p < 0.05$)

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

The result relating to this hypothesis is presented in Table 4

Table 4: Summary of t-test for the significance of the relationship between librarian mentoring and job performance in university libraries in the South-South, Nigeria.

Correlation coefficient (r)	N	df	a	t-cal	t-crit	p-value	Decision
0.434	92	90	0.05	5.860	1.980	.000	Significant

The result from Table & shows the summary of t-test for the significance of the relationship between librarians' mentoring and job performance in university libraries in the South-South, Nigeria The calculated t-value is 5.860 whereas the t-critical is 1.980, the probability value was .000. The t-calculated is greater than the t-critical and the p-value is less than 0.5, than we can conclude that there is significant relationship between mentoring and job performance in university libraries in the South-South, Nigeria. This implies that the null hypothesis five is rejected at 0.5 level of significance ($5.860 > 1.980$ or $p < 0.05$)

DISCUSSION OF FINDINGS

Librarians Internal Job Rotation and Job Performance

In data analysis of research question, one shows that there is a positive relationship between librarian internal job rotation and job performance in university libraries in South-South, Nigeria. The findings of the result revealed a strong relationship between the librarian internal job rotation and job performance of university libraries in the South-South, Nigeria. This result implies that there is a positive relationship between librarian internal job rotation and job performance. This finding is in agreement with the findings of Adjei (2012) that there is a significant relationship between librarians' internal job rotation mid employee job performance. Akbazi and Maniel (2017) also found that there was a strong significant relationship between librarians' internal job rotation and job performance.

The result of null hypothesis one revealed that there is a significant relationship between internal job rotation of librarians and job performance in university libraries in South-South Nigeria. This means the mill hypothesis was rejected. In addition, the result of the null hypothesis four revealed that the relationship between librarian internal job rotation and job performance in university libraries in South-South Nigeria is significant. The finding aligns with Ahuja (2004) who found that job workers increase workers' competence in interdepartmental cooperation, and inject new ideas into different departments and units of

organization Contrary to the above findings. Saleh and Ibed (2015) revealed that there was no relationship between job rotation variables (benefits, barriers and disadvantages) employees' performance significant >0.05) But the statistical results of the chi-square showed that there statistical relation between years of experience and job rotation (significance 0.05).

Librarians' Mentoring and Job Performance

Analysis carried out in research question two showed that there is a positive relationship that exists between mentoring of librarians and job performance in university libraries in the South-South, Nigeria (-0.434, 1992). These findings revealed a strong relationship between mentoring of librarians and job performance in university libraries in South-South Nigeria. This means that mentioning librarians affects the librarians' job performance. The result supports the finding of Peace and Ofobruku (2015) that mentoring librarians has a strong effect on librarians' performance. They further revealed that performance among employees is based on the degree of mentorship programme put in place in the organization, in the same vein. Ihegbulam (2010) revealed that a compelling need for mentorship programmes in the library especially for specific job skills and career guidance increases librarian job performance.

However, null hypothesis two revealed that there is a significant relationship between mentoring of librarians and job performance of university theories in the South-South, Nigeria is significant. This null hypothesis was rejected. These findings conform to the study of Njoku (2017) which found that there is a strong positive relationship, between mentoring of librarians and job performance and that mentoring has a strong positive relationship with job performance of librarians at work.

Conclusion

The major aspect of this study was to determine librarians' mentoring and internal job rotation as correlates of job performance in university libraries in South-South Nigeria. Internal job rotations and Mentoring are propellers of some of the Professional development programmes that interact among some of the professional development programme indicators. They all significantly correlate with Job performance of librarians in university libraries in the South-South, Nigeria.

Recommendations

The library management should create a policy for compulsory librarians' internal job rotation where librarians will have enormous opportunities and versatility in the library, operations which will give them confidence in working in any unit of the library.

The university library should develop an effective mentorship programme policy where librarians will have a clear tendency to act independently and have good and better judgment about their job challenges than those who have no mentors.

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