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**The Point of View of Managers and Heads of Department about the application of Marketing
Orientation in Jordanian university libraries**

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Abstract

This study aims to investigate the extent of the application of the marketing orientation concept in state and private university libraries in Jordan from the point of view of their managers and heads of department.

The study sample consisted of 155 library managers and heads of department, of which 85 (54.8%) responded. Thirty one (36.5%) of the respondents were from state university libraries and 54 (63.5%) were from private university libraries.

Study revealed that university libraries in state and private universities in Jordan both apply the concept of marketing orientation, although there are differences in the application of the components of marketing orientation. It also revealed that there were significant differences between the respondents' points of view which could be attributed to the dependant variable of sex, although there were no significant differences between the respondents' points of view which could be attributed to experience or the variable of private vs. state libraries.

Study introduces some recommendations related to its findings, such as encouraging staff to perform sufficient research to obtain marketing information about the needs of library users and encouraging them to benefit from research conducted by other libraries in order to find out the needs of users.

Keywords: University libraries; Jordan; marketing orientation

Introduction

University libraries have developed considerably and have become an educational means to achieve the objectives of modern education and to fulfill the mission of universities. University libraries work to support students of all specialisations, provide various sources of knowledge, fill gaps left by the curriculum, reveal trends and the wishes of students with regard to their reading, contribute to the development of their cultural, social, political and economic personalities and endow them with the skills to use the paper-based or electronic resources in the library.

University libraries are one of the most important types of library and are at the "heart" of any university because they represent intellectual and cultural serenity. They are the place in which the students and members of staff conduct their research and increase their knowledge through a range of library services which are designed to meet their various needs and interests (**Rifai 2002**).

The modern scientific concept of the university library views it as a cultural institution that has a scientifically important role in the field of higher education, (**I'yoon al- Sood 2002**).

"Marketing is the process by which companies determine what products or services may be of interest to customers and the strategy to use in sales, communications and business development" (**Kotler 2009, 7**). "It generates the strategy that underlies sales techniques, business communication and business developments. It is an integrated process through which companies build strong customer relationships and create value for their customers and for themselves" (**Kotler 2009, 17**).

The application of the marketing orientation concept as a modern concept in libraries will ensure that libraries search continuously for the wishes and needs of their users in order to provide advanced services to meet those needs and desires and to achieve user satisfaction with regard to the policy of the institution and its services and products.

With regard to the increasing international interest in the field of marketing and libraries, specialist associations in the field of information realised the importance of marketing in this area and set up special departments such as marketing management and marketing, which were founded by the International Federation of Library Associations (IFLA) in 1977 (**IFLA 2010**)

This study comes out to highlight the extent of the application of marketing orientation as a modern concept in libraries to help them to develop a clear vision of their objectives and future plans. In this way, institutions can be sure of meeting the needs and wishes of their users through the development of effective information services. The researcher hopes that this study will be a starting point for further studies on the role of the application of marketing concepts in Jordanian libraries.

The importance of the study:

This study is the first on the subject of the application of marketing orientation in Jordanian university libraries. Therefore, the importance of the study comes from its results, which will reveal the extent of the application of the marketing orientation concept and its components in Jordanian state and private university libraries.

Study terms:

Jordan:

The Hashemite Kingdom of Jordan is located in the heart of the Middle East and the Arab World. Jordan is boarded on the north by Syria, on the east by Iraq and Saudi Arabia, on the south by Saudi Arabia and the Gulf of Aqaba, its only sea outlet, which gives access to the Red Sea. Its western boundary is the famous Jordan River, the Dead Sea and the West Bank. Jordan is the crossroads of the Middle East and is within easy reach of all major European cities as well as the African continent .

(Ministry of Higher Education 2013), Wikipedia, Jordan 2013), Wikipedia, List ... 2013).

Marketing orientation and its components:

Market orientation is related to top management emphasis on the orientation, risk aversion of top managers, interdepartmental conflict and connectedness, centralization, and reward system orientation. (Jaworski and Kohli 1993).

Marketing components:

1. Integrated marketing:

"Integrated marketing communications is the coordination and integration of all marketing communication tools, avenues, functions and sources within a company into a seamless programme that maximises the impact for consumers and other end-users at a minimal cost" (Clow & Baack 2007).

2. Internal marketing:

"Internal marketing is a process that occurs within a company or organisation whereby the functional process aligns, motivates and empowers employees at all management levels to deliver a satisfying customer experience. Over recent years, internal marketing has become increasingly integrated with employer branding and employer brand management, which strive to build stronger links between the employee brand experience and the customer brand experience" (**Wikipedia, Internal ... 2011**).

According to Burkitt and Zealley (2006), "the challenge for internal marketing is not only to get the right messages across, but to embed them in such a way that they both change and reinforce employee behavior [sic]."

3. Marketing information systems and research:

These are computerised systems that provide an organisation with a flow of information in order to enable and support the marketing activities of the organisation (**Harmon 2003**).

4. Programme and plan development:

Marketing orientation benefits institutions in that it enables them to provide advanced new services and innovative solutions in order to satisfy the needs of customers/beneficiaries and to outdo their competitors in order to ensure the continuation of their growth and survival (**Al-Dhmoor 2002**).

5. Pricing policies (fees):

These reflect the amount paid by customers/beneficiaries for services (**Al-Dhmoor 2002**).

6. Promotion policies:

These are activities used to inform individuals or groups about the organization and its products. Promotion aims to increase public awareness of the organization and of new or existing products. (**Kumari & Surat 2005**)

7. Place/distribution policies:

Distribution is known as the place where the final exchange process occurs, " to satisfy customers, products distribution must be available at the right time and in convenient locations. The internet and other technologies have influenced the distribution policy. Institutions can now make their products available through out maintaining facilities in each country. (**Kumari & Surat 2005**)

8. Support services:

These services constitute the process affect which results from moments of honesty and which contributes to the success of marketing operations . These services consist of interactions and overlaps between the actions, the relationships between the service provider and the customer/beneficiary (Al-Dhmoor 2002).

Literature review:

A review of the literature on "the application of the marketing orientation concept" revealed that an abundance of studies have tackled this phenomenon in different parts of the world. The following is a selection of the related studies on the application of the "marketing orientation concept in libraries."

Ifijeh study (2011) makes a case for marketing library and information services in Nigerian university libraries. It examines the practice and problems of marketing library and information services in Nigerian universities as well as charts the way forward in dealing with identified problems. It further posits that if carefully planned and executed, marketing could help the library improve its public perception and win more readership and help it in meeting challenges by developing strategies for marketing that help stakeholders begin to recognize the role of librarians and their value to society. Marketing also has the potential to increase the university libraries' chances of survival and may even help them flourish.

Findings of Kennedy study (2011) , which aimed to identify which marketing activities libraries are using to promote electronic resources and to examine how libraries are measuring the successes or failures of their marketing plans, indicate that the four most popular techniques were patron training in a group setting, flyers/brochures, e-mails to patrons, and surveys, libraries were generally unclear about stating the goals for their marketing plans but were able to easily identify the target of their marketing efforts, budgeting was inconsistent among libraries included in this research; nine libraries reported having either no budget for marketing or did not mention budgeting in the article, assessment was the weakest part of the marketing plans, with four libraries not documenting an awareness of the need for assessment and seven libraries noting an understanding of the need to evaluate their plan but unsure how to do so.

Vasileiou & Rowley (2011) study aimed to report research into the marketing and promotion of e-books, and use this as a case study context to generate insights into approaches in academic libraries to the marketing of new services. As such it contributes to the limited empirical research on both the introduction of e-book services and on marketing in academic libraries. Findings indicated that none of the libraries had a marketing communication strategy relating to e-books, yet, on the other hand, most interviewees were able to point to a range of tools used to promote e-books, and some had plans for improvements in their promotion activities.

Germano study (2010) aimed to discuss current trends in developing narrative or story-based marketing that focuses on customer needs and applies it to library marketing specifically. Findings indicated that libraries of all types, whether academic, special or public, would benefit from an infusion of marketing activity in the current economic climate.

Makori study (2010) aimed to explore the concept of marketing of information products and services in university libraries in Kenya. Findings indicated that marketing is a basic and essential management process for promoting information products and services in university libraries in Kenya, but it is not given the attention it deserves and/or is poorly coordinated. Marketing avails university libraries the unique opportunity to provide quality, demand-based, user-oriented information products and services.

Cronin & O'Brien study (2009) aimed to illustrate that in increasingly financially constrained times, libraries do not require prerequisite specialised marketing expertise to promote their institution and its services successfully by engaging in cost effective marketing initiatives. It also aimed to highlight the potential and importance of marketing to enhance services, communicate services and improve library visibility. Findings indicated that libraries were engaged in a wide range of marketing initiatives, adopting traditional means and Web 2.0 technologies where possible to increase the library's exposure and the services it offers. The authors contend that specific marketing techniques can be tailored to suit individual libraries and their users' needs and a range of low-cost initiatives can be used to successfully promote library services amongst users and the wider community.

Hoe study (2008) aimed to review the organizational learning, market orientation and learning orientation concepts, highlight the importance of market knowledge to organizational learning and

recommend ways in adopting a market-based approach to organizational learning. Findings indicated that organizational behavior scholars have devoted a lot attention on the factors and conditions affecting organizational learning. The end outcome is to improve organizational performance. Marketing scholars, focused on the effect of market orientation on organizational performance. Regardless of the different perspectives, both disciplines agree that an organization's long-term survival depends on its ability to generate new knowledge and continuously learn from the external environment

Kaur & Rani study (2008) aimed to determine the attitude of library professionals towards the concept of marketing and also how it is applied in practice to marketing of university library products and services. Findings indicated that the librarians/professional staff have positive attitudes towards the marketing of library information services and products and admit that each library should have a mission statement and a full time professional to handle marketing-related activities; but in practice, no library under study has its own logo, mission statement or specifically designated personnel for marketing-related activities.

Sa'di & Al-Dubais study (2008) aimed to examine the significance of some barriers in Saudi organizations from the perspectives of marketing executives. Findings indicated that Self-confidence and task achievement are the most significant barriers to the creativity of marketing executives in Saudi Arabia.

Adeyoyin study (2005) aimed to centre on marketing of library and information services and to attempt to correlate marketing as a concept to the provision of library services. Findings, In view of the social, economic and technological changes, advocated a paradigm shift from the traditional marketing system into a more vibrant and dynamic, strategic marketing of library services/products. The study concluded that a major marketing campaign is necessary to increase awareness and educate the library users about available library resources. This crusade can be further strengthened by the provision of the right service at the right time and the right price to the right users in the right place while supported by a quality management team.

Lashar and Abdel Muti (2005), in their study, pointed out those most Arab librarians, librarian training programmes and the Arabic literature know very little about marketing, despite the

importance of marketing information in libraries. Marketing is one of the critical areas which will have an impact on the future of libraries and librarians, as it provides marketing information which can increase the success rates and efficiency of use of libraries and allow them to provide information services which will meet the needs of their communities.

The study by Sen (2004) on the strategy of marketing orientation for health libraries aimed to provide librarians with an understanding of "market orientation" and a statement about its role as a basis for the successful fulfillment of libraries' missions, so that health librarians may understand the concept of marketing orientation as it is defined in the management literature 'The researcher called for an understanding of the concept as a developed concept that is a management application for many library services and a strategic choice for planning and development services.

A study by Ewers and Austen (2004) on marketing orientation in the management of Australian university libraries revealed that Australian university libraries applied the marketing orientation concept in a very successful manner using a quality-based strategy for the major elements of the application of marketing in the field of administrative procedures and information services. It also revealed that more university libraries are meeting users' needs through strategies involving market research, market segmentation and offering products which are in line with the needs and requirements of the users.

Hafeth (2003), in a study of the justification for the application of marketing in university libraries, found that marketing is a solution to the problems caused by increased spending, increased information and information sources and new competitors for university libraries as a result of technological changes which have imposed upon university librarians to meet the growing need for information.

According to a study by Al-Ta'ee (2001) on the application of marketing concepts in modern libraries and documentation centres, a well-designed mix of marketing leads to the formation of plans and management policies that will help to achieve the objectives of the information institutions and allow them to increase their impact on the community and surrounding environment.

Gupta and Jambhekar (2000) encouraged the adoption of marketing orientation in libraries at the present time, as it has become a strong motivation and is suitable to the environment of libraries.

This study differs from previous studies in that this study comes about marketing in the university libraries in Jordan.

The Problem of the Study:

The problem addressed by this study is the lack of clarity regarding the application of the marketing orientation concept in Jordanian university libraries, which tend towards quality, excellence and competitiveness in their services which are designed to meet the wishes and needs of users.

The objectives of the study:

This study aims to investigate the extent of the application of the marketing orientation concept in state and private university libraries in Jordan from the point of view of their managers and heads of department, through: studying and analysing the extent of the application of the marketing orientation concept and its components in the university libraries in Jordan; analysing the statistically significant differences between the views of respondents regarding the application of the components of the marketing orientation concept in Jordan based on the differences between state and private university libraries, the characteristics of sex and experience and kind of library (state or private); and making appropriate recommendations to decision-makers in the field of the application of the marketing orientation concept in the libraries of state and private universities in Jordan.

The limitations of the study:

The study limitation was the influence of managers and heads of department in the state and private university libraries in Jordan on decisions concerning the application of marketing orientation in these libraries, in the second semester of the 2012/2013 academic year.

Population and sample:

The study population consisted of 155 managers and heads of department from private and state Jordanian university libraries and was conducted during the second semester of the 2012/2013 academic year. A total of 85 (54.8%) of the population responded: 31 (36.5%) of the respondents were from state university libraries and 54 (63.5%) were from private university libraries. Tables 1 and 2 show the demographic distribution of the respondents.

Table 1: Distribution of respondents with regard to state and private university libraries

and sex

Libraries	Respondents (n)	%	Males (n)	%	Females (n)	%
State libraries	31	36.5	18	58.1	13	41.9
Private libraries	54	63.5	31	57.4	23	42.6
Total	85	100	49	57.6	36	42.4

Table 2: Distribution of respondents with regard to experience

Years of Experience	Number
Less than or equal to five	25
Greater than five and less than or equal to 10	22
Greater than 10 and less than or equal to 15	20
Greater than 15	18
Total	85

Research questions:

To relies study goals, the study will answer the following questions:

1. To what extent is the concept of marketing orientation and its components applied in Jordanian state and private university libraries?
2. Are there any statistical differences between the views of the respondents regarding the application of the components of the marketing orientation concept in Jordanian state and private university libraries which are attributable to sex, experience or the difference between state and private libraries?

The methodology of the Study:

A. Data collection:

For the purpose of this study, a questionnaire was used as the main data collection instruments, which was designed and developed by the researcher based on his personal academic experience and intuitive hints gathered from discussions and consultations with academic referees specialised in libraries, information science and marketing. The questionnaire was modified where necessary. The final version (see Appendix) included a set of statements concerning the application of the components of the concept of marketing orientation in Jordanian university libraries according to their managers and the heads of department.

The questionnaire was distributed via e-mail (due to the significant distances between the libraries in the different governorates of Jordan) in the final week of the second semester of the 2010/2011 academic year. They were collected at the end of July 2012. The questionnaire contained two main dimensions: the first dimension aimed to obtain demographic data regarding the respondent's sex and work experience. The second dimension aimed to obtain data regarding the respondent's point of view on the application of the eight components of the concept of marketing orientation, each of them consisting of a set of statements. The questionnaire also included an open-ended question to invite suggestions from the respondents.

B. Validation and Reliability of questionnaire:

As a pilot study, the initial questionnaires were tested by six referees: two university professors and four academic library administrators, to solicit their opinions of the tool as to clarity and the extent in which each phrase met with the study objectives. According to the referees' notes, the questionnaires were modified where necessary.

In order to verify the reliability of the study, the initial questionnaire was reviewed by four referees in order to solicit their opinions on the clarity and the extent to which each phrase met the study objectives. These referees comprised two information science professors and two marketing professors. The researcher also applied Cronbach's alpha (Cronbach's α). The stability coefficient of the tool was 0.683, which is acceptable for the educational purposes of this study.

Data analysis:

Statistical analysis:

The statistical analysis needed for this study made it necessary to use the Statistical Package for the Social Sciences (SPSS) software for the purposes of tabulation and processing the data collected from the questionnaire. The statistical methods used included:

- Descriptive statistics for the respondents' main characteristics (means, frequencies, percentages and standard deviations);
- Means and standard deviations of the application of components of the concept of marketing orientation in university libraries;
- Tests to find out the statistically significant differences between trends among managers and heads of department in the state and private university libraries in Jordan which can be attributed to the dependent variables (state or private university library, sex and experience).

Discussion and results:

Study questionnaire contained two main key questions. They are:

- 1) To what extent is the concept of marketing orientation and its components applied in Jordanian state and private university libraries?
- 2) Are there any statistical differences between the views of the respondents regarding the application of the components of the marketing orientation concept in Jordanian state and private university libraries which are attributable to sex, experience or the difference between state and private libraries?

I. Research Question One: To what extent is the concept of marketing orientation and its components applied in Jordanian state and private university libraries?

This question aimed to investigate the extent of the application of the components of the concept of marketing orientation in the state and private university libraries in Jordan. The responses are provided in detail in tables 3 -11.

Table 3: Respondents' mean scores for the components of the concept of marketing orientation in state and private libraries

Marketing orientation components	Mean		Std. deviation	
	State	Private	State	Private

Integrated marketing	23.71	22.44	2.312	3.575
Internal marketing	26.26	26.52	2.543	2.873
Marketing information systems and research	18.74	19.91	3.821	3.315
Programme and plan development	16.32	16.37	2.613	2.498
Pricing policies (fees)	13.90	14.67	5.002	5.234
Promotion policies	18.19	19.06	2.798	2.743
Place/distribution policies	16.39	16.26	1.202	1.482
Support services	34.16	34.72	3.560	3.305

Table (3) shows that all of the listed marketing orientation components are applied in both state and private Jordanian university libraries. The highest mean score was for the component "support services" (34.16 in state libraries and 34.72 in private libraries), while the lowest mean scores were for the components "pricing policies (fees)" and "place/distribution policies" (13.90 and 16.39 in state libraries and 14.67 and 16.26 in private libraries respectively). This could be because the services in most libraries are free of charge, and because the places of service distribution are mostly confined to the main libraries. Tables 4-11 show the trends in the respondents' answers regarding the statements concerning the eight components of marketing orientation for the purposes of comparison.

Component 1: Integrated marketing . Responses are provided in detail in table (4):

Table (4) describes the trends in the respondents' answers regarding the statements concerning the first component of marketing orientation: integrated marketing.

Table 4: Respondents' means scores for the statements concerning the marketing orientation component: Integrated marketing

Statements concerning the component "integrated marketing"	Mean		Std. deviation	
	State	Private	State	Private
The marketing strategy is based on the library's mission and its objectives	4.61	4.71	.558	.456
The presence of a marketing department in the library does not eliminate the marketing role of the library staff	3.68	3.71	.475	.457
The marketing department addresses issues and creates advertisements and coordinates the activities of the library with the community	4.10	4.17	.301	.376
The other departments in the library contribute to enhancing the role of the marketing department	4.15	4.14	.718	.702
The marketing department distributes the results of studies to other departments	3.79	3.57	.774	1.002
If there is not a special marketing department in the library, all marketing activities must be done by the communications department	4.16	4.17	.374	.376

Table (4) shows that the respondents' mean scores regarding the statements concerning the marketing orientation component "integrated marketing" in both state and private Jordanian university libraries are, with relatively few anomalies, high.

Component 2: Internal marketing: Responses are provided in detail in table (5).

Table (5): Respondents' mean scores for the statements concerning the marketing orientation component: Internal marketing

Statements concerning the component "internal marketing"	Mean		Std. deviation	
	State	Private	State	Private
Library staff are carefully selected for their willingness to adopt the goals of the library	3.94	4.06	1.153	1.172
Library staff are selected according to the needs of the library	4.13	4.20	1.231	1.219
Library staff are trained in how to deal with the library users	3.94	4.04	1.124	1.115
The library periodically ensures that the library staff deal well with library users	4.10	4.24	.651	.699
There are moral and material incentives to ensure that staff remain with the library and work towards the achievement of its objectives	2.45	2.70	1.234	1.295
The library staff know perfectly how to serve users	3.68	3.70	.945	.903
The library systematically ensures that the library staff are meeting users' needs in order to achieve user satisfaction	4.03	3.63	.605	.958

Table (5) shows that the mean scores of the respondents for the statements concerning the marketing orientation component "internal marketing" are high in both state and private Jordanian university libraries, although the mean scores for private libraries are a little higher. It may also be noted that the component "There are moral and material incentives to ensure that staff remain with the library and work towards the achievement of its objectives" gained the lowest mean scores (2.70 in private libraries and 2.45 in state libraries). This indicates that the libraries in both sectors do not provide incentives to increase the motivation of the library staff to work towards the achievement of the libraries' objectives.

Component 3: Marketing information systems and research: Responses are provided in detail in table (6).

Table 6: Respondents' mean scores for the statements concerning the marketing orientation component: Marketing information systems and research

Statements concerning the component "marketing information systems and research"	Mean		Std. deviation	
	State	Private	State	Private
The library conducts marketing research in order to determine the various categories of users and their needs and desires	2.68	2.69	.748	.722
I believe that marketing studies must be conducted by the library marketing department only	2.55	2.59	.810	.765
The library takes note of sufficient up-to-date marketing information before making any marketing decisions	3.23	3.26	1.146	1.152
The library management has appropriate marketing studies and encourages conducting researches to benefit all library staff	3.00	3.00	1.291	1.274
The library benefits from marketing studies and new marketing programmes conducted by other libraries	2.13	2.70	1.147	1.238
The library studies users' needs before providing them with information services	3.00	3.07	1.265	1.226

Table (6) shows that the respondents' means scores for the statements concerning the marketing orientation component "market research" in both state and private Jordanian university libraries are low compared with the mean scores for the other components, and that most of these mean scores are less than 3.00. This indicates the weakness of the research which is currently being used in order to obtain marketing information about the needs of library users and the lack of benefits from market research conducted by other libraries in order to discern the needs of users.

Component 4: Programme and plan development: Responses are provided in detail in table (7).

Table 7: Respondents' means scores for the statements concerning the marketing orientation component: Programme and plan development

Statements concerning the component "programme and plan development"	Mean		Std. deviation	
	State	Private	State	Private
The library reviews the different marketing programmes and modifies them according to the users' needs	3.06	3.17	1.289	1.161
The library offers different patterns of marketing programmes according to users' wishes and needs	3.10	3.11	1.274	1.127
There is a need to develop marketing programmes to compete with programmes in other libraries	4.16	4.17	.374	.379
The library community knows the library's programmes and services well, and so there is no need to market the library's programmes and services	2.52	2.56	.769	.744
The library has a comprehensive and integrated package of marketing programmes and services	3.48	3.44	.769	.744

Table (7) shows that the respondents' mean scores for the statements concerning the marketing orientation component: "Programme and plan development" in both state and private Jordanian university libraries are high, with the exception of the mean scores for the statement "The library community knows the library's programmes and services well, and so there is no need to market the library's programmes and services" (2.52 in state libraries and 2.56 in private libraries). This indicates that there is a deficit in users' awareness of the services available.

Component 5: Pricing policies (fees): Responses are provided in detail in table (8).

Table 8: Respondents' means scores for the statements concerning the marketing orientation component: Pricing policies (fees)

Statements concerning the component "pricing policies	Mean	Std. deviation
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(fees)"	State	Private	State	Private
The prices of library services are characterised by balance and convenience for all categories of library user	3.16	3.35	1.369	1.320
The library is aware of the annual decline in funding sources and tries to rely on service revenues as alternative sources of finance	2.65	2.70	.950	.882
The prices of library services are based on the prices in other competing libraries	2.94	3.07	1.031	1.113
The pricing of library services is based on the quality and the level of the services and programmes offered	2.74	2.93	1.264	1.257
The development of pricing policies is based on market research	2.42	2.61	1.148	1.220

Table (8) shows that the respondents' mean scores for the statements concerning the marketing orientation component "pricing policies (fees)" are relatively weak, as the highest were 3.35 and 3.16 for private and state libraries respectively for the statement "The prices of library services are characterised by balance and convenience for all categories of library user." All other mean scores relating to the rest of the statements are less than 3.00. The reason for this could be that the services in most libraries are free of charge.

Component 6: Promotion policies: Responses are provided in detail in table (9).

Table (9): Respondents' mean scores for the statements concerning the marketing orientation component: Promotion policies

Statements concerning the component "promotion policies"	Mean		Std. deviation	
	State	Private	State	Private
The library uses print and audio-visual media in the promotion of its services	3.94	4.02	.629	.532
The library participates in local and non-local exhibitions in	3.94	4.02	.629	.532

order to promote its services				
The library does not promote its services based on its reputation	2.94	3.09	.772	.807
There is a well-known library website which displays its services	3.94	4.09	.772	.807
The library offers training courses for the local community in order to promote its services and ways of using them	3.45	3.83	1.121	1.112

Table (9) shows that the respondents' mean scores for the statements concerning the marketing orientation component “promotion policies” are high, although the mean scores for private libraries are higher than those for state libraries.

Component 7: Place/distribution policies: Responses are provided in detail in table (10).

Table (10): Respondents' mean scores for the statements concerning the marketing orientation component: Place/distribution policies

Statements concerning the component "place/distribution policies"	Mean		Std. deviation	
	State	Private	State	Private
The location of the library is suitable to provide a variety of library services to all categories of user	4.74	4.59	.445	.496
There is a local network consisting of the library and various faculties which helps users to obtain library services	4.45	4.54	.506	.503
There are appropriate rooms which can accommodate all categories of user and which provide easy access to the library services	4.74	4.59	.445	.496
There are branch libraries in all areas of the university facilities	2.45	2.54	.995	.946

Table (10) shows that the respondents' mean scores for the statements concerning the marketing orientation component: “place/distribution policies” are high and close together, with the exception of the mean scores relating to the statement: "There are branch libraries in all areas of the university facilities" (2.45 in the state libraries and 2.54 in the private libraries). This indicates that the main location for services distribution is the main library, which could adversely affect the process of distribution and the ease of the delivery of library services to users.

Component 8: Support service policies: Responses are provided in detail in table (11).

Table 11: Respondents' mean scores for the statements concerning the marketing orientation component: Support services

Statements concerning the component "support services"	Mean		Std. deviation	
	State	Private	State	Private
The library provides sufficient and clear guidance and instructions through different procedures in order to identify its services to users	4.32	4.33	.475	.476
The library facilitates users' access to the services	4.81	4.85	.402	.359
The library is large and enables users to meet all of their needs	4.29	4.37	.783	.734
The library has suitable rooms in which to offer its services	4.68	4.70	.748	.717
The library has suitable computer laboratories in which to offer its e-services	4.45	4.54	.506	.503
The library management facilitates the provision of its services	4.32	4.33	.475	.476
The library management is keen on feedback in order to ensure that the library services meet the users' needs	3.71	3.89	1.101	1.040
The library management is keen on feedback in order to ensure that the library staff serve users effectively	3.58	3.70	.992	.903

Table (11) shows that the respondents' mean scores for the statements concerning the marketing orientation component: “support services policies” are high and close together. These include the highest averages of 4.85 and 4.81 for private and state libraries respectively for the statement: "The library facilitates users' access to the services." The lowest mean scores were 3.58 and 3.70 for state and private libraries respectively for the statement "The library management is keen on feedback in order to ensure that the library staff serves users effectively."

II. Research Question Two: Are there any statistical differences between the views of the respondents regarding the application of the components of the marketing orientation concept in Jordanian state and private university libraries which are attributable to sex, experience or the difference between state and private libraries?

This question aimed to investigate the statistical differences between the views of the respondents regarding the application of the components of the marketing orientation concept in Jordanian state and private university libraries which are attributable to sex, experience or the difference between state and private libraries. Table 12 – 13 show responses that present statistical differences between the views of the respondents in details.

Table 12: Trends in the respondents’ answers due to the variables of sex and experience

Source	Dependent Variable	Type III sum of squares	Df	Mean square	F	Sig.
Sex	Integrated marketing	40.353	1	40.353	4.026	.048*
	Internal marketing	6.918	1	6.918	.886	.349
	Market research	24.872	1	24.872	1.967	.165
	Marketing programme development policy	.078	1	.078	.011	.915
	Service pricing policy	54.023	1	54.023	1.992	.162
	Service promotion policy	37.060	1	37.060	4.445	.013*
	Service distribution policy	2.690	1	2.690	1.378	.244

	Support service policy	13.014	1	13.014	1.066	.305
	Total	1425.368	1	1425.368	11.220	.001*
Experience	Integrated marketing	31.016	3	10.339	1.031	.383
	Internal marketing	18.254	3	6.085	.779	.509
	Market research	43.413	3	14.471	1.145	.337
	Marketing programme development policy	1.467	3	.489	.071	.975
	Service pricing policy	1.182	3	.394	.015	.998
	Service promotion policy	13.276	3	4.425	.578	.631
	Service distribution policy	2.733	3	.911	.467	.706
	Support service policy	4.162	3	1.387	.114	.952
	Total	37454.469	3	12484.823	98.273	.000
	Sex * experience	Integrated marketing	19.273	3	6.424	.641
Internal marketing		5.392	3	1.797	.230	.875
Market research		5.508	3	1.836	.145	.932
Marketing programme development policy		5.339	3	1.797	.259	.855
Service pricing policy		64.924	3	21.641	.798	.499
Service promotion policy		7.356	3	2.452	.321	.811
Service distribution policy		4.563	3	1.521	.779	.509
Support service policy		7.797	3	2.599	.213	.887
Total		1721.551	3	573.850	4.517	.006

Table (12) shows that that there were significant sex differences between the respondents' points of view regarding the application of all of the components of marketing orientation together in the university libraries of both state and private universities. These differences reached a level of significance of 0.001 which is lower than the required level of significance ($\alpha \leq 0.05$). Females gained

a mean score of 45.11, while the mean score for males was 41.11. In addition, there were significant differences between the views of the respondents regarding the application of the component "integrated marketing"; males achieved a mean score of 23.57, while the mean score for females was 22.00. There were significant differences between the views of the respondents regarding the application of the component "promotion policies"; males achieved a mean score of 23.57, while the mean for females was 22.00. With regard to the variable of experience, it was noted that there were no statistically significant differences in the views of the respondents due to experience with regard to the extent of the application of components of marketing orientation, either individually or collectively.

The variation in the views of the respondents regarding the extent of the application of the components of marketing orientation due to the variable of private vs. state libraries is shown in table (13).

Table (13): Trends in the respondents' answers due to the variable of private vs. state libraries

Marketing orientation component	t	Df	Sig. (2-tailed)
Integrated marketing	1.767	83	.081
Internal marketing	-.419	83	.676
Market research	-1.475	83	.144
Marketing programme development policy	-.084	83	.934
Service pricing policy	-.658	83	.513
Service promotion policy	-1.384	83	.170
Service distribution policy	.409	83	.684
Support service policy	-.732	83	.466
Total	.263	83	.793

Table (13) shows that there were no significant differences between the answers given by members of staff regarding the application of the components of marketing orientation which could be attributed

to the variable of private vs. state libraries.

Conclusion and recommendations:

The research results indicate that state and private university libraries in Jordan have applied the concept of marketing orientation, although there are differences in the application of the components of marketing orientation. It can be noted that the most commonly applied element is "support service policy" and that the least commonly applied element is "pricing policy (fees)." The results also indicate that there are significant differences between the trends regarding all of the components of the marketing orientation concept together due to sex and that there are no significant differences between the trends regarding the application of the marketing orientation concept which can be attributed to the variables of experience or private vs. state libraries.

In light of what this study has found, there is a need to develop service pricing, promotion and distribution policies according to the results of market research and to provide revenue funding for the services provided. And also there is a need to find up marketing sections in all university libraries to ensure the increasing of the application of the concept of marketing orientation and all its components, and to raise the awareness of all the workers in the university libraries to the concept of "Marketing Orientation" and its importance to increase the efficiency of university libraries, through holding specialized courses and seminars on marketing orientation.

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