Library Philosophy and Practice (e-journal)   Libraries at University of Nebraska-Lincoln

September 2019

Impact of Social Media on Academic Business School Libraries in India: An Empirical Study

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Abstract

Academic libraries are progressively using social media platform to connect users, felicitate services, promote resources, reach the outreach, and enhance visibility through online presence. This exploratory study will investigate the adoption rate of social media as an innovative medium to deliver services, explores influencing factors and examines the effectiveness of using social media tools in Indian business school libraries for the benefits of users. Findings demonstrate the approaches, strategies, and challenges of adopting social media for the benefits of library users. The present study, with its ambit, has included Academic Business School Libraries based on the National Institute Ranking Framework (NIRF) of the year 2018. The finding of the study reveals that innovation has a significant influence in library marketing in respect of adopting and implements social media among business school libraries. The outcomes suggest that libraries should follow evidence-based, innovative practices for effectively implementing social media for the more significant benefit of patrons in a collaborative online environment.

Keywords: Social media, Social networking, Business school libraries, Innovative practices, Marketing, Outreach, Empirical study, India Business Schools

Introduction

The library should remain not static, instead must be dynamic to cope up with transformation. Stoffle, Renaud, and Veldof concerned that "academic libraries must change-fundamentally and irreversibly- what they do and how they do it, and that these changes need to come quickly. Change now and choose the futures. Change later, or not at all, and have no future".In the changing marketing context, the role of the internet becomes vital. In that, the collaborative online learning platform has emerged as an innovative and fastest medium to reach the outreach. The key trends of information and communication technology (ICT) has tremendously influenced academic libraries. Influence and use of social media are one of the critical trends whose importance cannot be overestimated as rightly pointed out (Boyd, 2007). Further, Burkhardt (2010) urged that academic libraries require to adopt social media tools to disseminate information, market services, posting innovative information, updates new knowledge and enhance library visibility.

The present empirical investigation intended to examine the perceptions of business librarians on the effectiveness of social media tools used to market library services and resources and the influence of innovation on using social media tools. Based on the findings of this study, this study highlights the importance, purpose, strategies, approaches, and challenges on how academic business libraries adopting different social media tools for delivering services for users.

Statement of the Problem

With the widespread use of social media tools and its applications, much of the study is predominated by discussions on used and effectiveness of social media in libraries. There is limited discussion noticed on the impact of innovation in social media in academic business school libraries. The effectiveness, purpose, strategy, and approach of social media engagement in business school libraries in developing country like India have yet to establish. This research, therefore, intends to investigate the perception of Indian business librarians on the effectiveness of using social media tools to market library services and resources, innovation as a factor for evidence-based, innovative practices, strategies, approaches and challenges of using social media in libraries for the benefits of patrons.

Literature Review

Social media

Social media is the collaborative online platform which enables users to connect, link, share content, comment, and take an active part in social networking (Steiner, 2012).Social media collaborative online communication channels allow users to interact, content-sharing, and collaboration. Carr and Hayes (2015) stated that the creation and exchange of user-generated content through a collaborative and online environment. Social media is the application of Web 2.0 technologies used to facilitate users interaction, which also called as social networking tools (Jones, 2008). In the context of social networking tools, Facebook, LinkedIn, Blogger, Twitter, Google+, Flicker, Pinterest are the popular social media channels used by users for online interaction (King, 2015). Passy (2003) discussed functions of social networks which allow socialization among users, generate opportunities via online environment and felicitate decisions. Priolkar and Kumbhar (2014) examined the purpose and opportunity of using social media by library professionals for the development of library services. The findings of the study reflected that the use of Facebook was the most popular among professionals, where users of social media for interaction, getting study related information was significant for them. Chen, Chu, and Xu (2012) examined the effectiveness of using social networking sites for interacting with users in respect to knowledge sharing, information dissemination, communication, and knowledge gathering. The study revealed that majority of users used social media for knowledge sharing in an online collaborative environment. Adewojo (2016) emphasized the essence of using social media in academic libraries. The study revealed that social media felicitate as an enabler of innovation, which helps libraries to provide services to meet diversified users and enable library professionals for career development. Mamatha and Nikam (2016) revealed that the use of social media help librarians to share information, connecting with professional colleagues, researchers, and students during

conferences, seminars, and workshops. Ezeani and Igwesi (2011) while investigating the use of social media in libraries, stated that most adopting social media as an innovative platform to provide current and updated information to patrons, share links to open source resources, posting new arrivals, collecting feedback, and comments from their users. Michael (2015) discussed the positivity of using social media to deliver to provide effective users' services, connect and collaborate with users, and confirm library online presence in the digital environment. Further, the study reflected that social media could effectively be used for knowledge sharing, effective communication, posting of library updates for users, and join in the discussion and invite followers' comments in an online collaborative environment. A social network can be an innovative and effective method to connect and reach outreach students in academic libraries subject to the respect of students' privacy and to provide equal coverage for all subject areas (Dickson, 2010). Aras (2014) studied the purpose of using social media in University libraries. The study found that most of the libraries used social media to promote and market library services, provide better access to information, obtain feedback from users, and showcase innovative features of their libraries. Chuand Du (2013) carried out the study to investigate the use of social networking platforms in academic libraries. The results revealed that Facebook, Instant Messaging, and Wikis are the most popular social media tool that felicitates online collaboration, communication, and sharing of information among librarians in academic libraries. Further, hesitancy among library and lack of participation of users were reported as main constraints in adopting social media in libraries. Xie and Stevenson (2014) study found that the main characteristics of social media applications in digital libraries are getting placement, update frequency, interactions between digital librarians and users, and roles of social media applications. Further, the study identified constraints of adopting social media are lack of standards, no two-way interactions between digital librarians and users, and lack of education functions. Tella et al. (2013) investigated the use of social networking sites in selected academic libraries of Nigeria, where the study found that Facebook and Twitter are most preferred, and commonly used social media tools used by business librarians. The purpose of using social networking was to create an opportunity to reach people across the globe and provide an opportunity to interact with users in collaborative online platforms. Islam and Habiba (2015) discussed the use of social media in library marketing and promotion in Bangladesh. The study reflects that the use of social media platforms such as Facebook and LinkedIn were popular among libraries (). Collins and Quan-Haase (2012) examined the adoption and usage patterns of social media platform in Canadian libraries. The study revealed that Twitter was the most used social media platform, followed by Facebook among academic libraries. Further, the study found that YouTube least used, while Flicker not at all used. Zohoorian-Fooladi and Abrizah (2014) explored on the use of social media in Malaysian academic libraries,

where the study found social media platforms such as bloggers, multimedia sharing sites, social bookmarking and social networking sites were very commonly used to reach the outreach users. Furthermore, the study found that most of the librarians adopt social media for marketing, and promotion of library services. Americal Library Association highlights that in respect of latest marketing trends in libraries, social media is used as an innovative platform to connect with library patrons, enhance visibility and make services, and resources more library accessible (ALA, 2001). Mahmood and Richardson (2011) explored that Twitter was the most used social media tool for news, announcements, and delivery of other user services in academic libraries. Akporhonor and Olise (2015) investigated a study to know the use of social media by librarians for promoting resources and services in university libraries in Nigeria. The result of the study found that Facebook and bloggers are popular, and the most commonly used social media tools to disseminate information, delivery services, and promote resources in the libraries. Interestingly, the study revealed that social media used to collect feedback and increase library usage. Kahn and Bhatti (2012) proposed that libraries require to adopt the social media to connect the users and reach the outreach in the digital era without the limitation of time, and distance in the digital era. Further, the study revealed that social media supports the library's online presence provides a wider opportunity for users to interact with librarians without a physical presence, which ultimately saves time. Collins and Quan-Haase (2013) find that using social media as an innovative platform in academic libraries are increasing to promote library services and provide resources updates to patrons. Further, the study suggests librarians give more emphasis on the creation of original content regularly based patrons' interest in preferred platforms. As investigated by Ayu and Abrizah (2011) regarding usage of social media, found that most of the libraries used social media to market and create awareness of library services for their patrons, where the use of Facebook was very common for them. Al-Daihani (2016) discussed factors that students' adoption of Twitter as an information source by Kuwaiti undergraduate students. The result shows that perceived enjoyment and social influence factors drove the main factors that attract students to adopt Twitter. Willems (2014) suggested the best practices of using social media tools are blogs, Facebook, Youtube, Pinterest, and Twitter in libraries. Siswanti (2015) proposed that social media tool such as Facebook effectively be utilized for the extension of loan period in the libraries. Braziel (2009) revealed that libraries are adopting social media tools such as blogging, Flickr, YouTube, Social Networking, iTunes, and Twitter for sharing information, disseminate knowledge and delivering services for their users. Howard et al. (2018) conducted a study to determine on use of social media platforms by students' of Purdue University. Results show that Facebook, YouTube, and Snapchatare the most excellent platform than other social media type. The study revealed that most students used social media tools to improve communication channels, social media presence

of libraries, and obtain a cohesive message from all campus libraries. Kaushik (2016) highlighted that the majority of LIS professionals used social media platforms to delivery, promote, and marketing of library services. Further, the study concerned that a well-drafted social media policy should be adopted for getting maximum benefit and success for using social media in libraries. Brookbank (2015) argued that the intention of adopting of social media strategy must be based on local users' needs, where libraries should evaluate the effectiveness of social media platforms regularly to ensure library's online presence dynamically. Furthermore, the study revealed that purpose of using social media by students was to get updates information related to campus events, different research techniques and tips, library information (such as opening hours, policies, and upcoming events), library instruction to use collections, and online resources. Hendrix et al. (2009) cautioned that through social networking has seemed to have real advantages for libraries; their use has not been pervasive as due to lack of abilities of librarians to create online profiles, lack of time and timely maintenance. Vasquez and Escamilla (2014) argued that the determining factors for the success of social media depend on the proper understanding of the target users, a strong, and well thought-out social media plan and well-drafted policy. Also, to retain and draw the attention the users, libraries should ensure to convey a strong and focused-based message (p.539). Further, libraries should encourage and promote users as well as followers post for getting effective results of adopting social media (Cromity, 2012). The success of social media in libraries strongly depends on a strong leader possessing an active interest to quickly adopt and implement social media for the larger benefit of users. Equally, the communication plan in respect of news, services, resources, and so forth should be decided before launch and posted at regular intervals (Jennings, 2012). Groenendyk and Bélizaire (2018) discussed effective social media strategies for business libraries. The study recommended that the four pillars of pride, authenticity, fun, and attachment are vital for effectively adopt, implement, and successful social media in business libraries.

Research Questions

An empirical study was carried out to examine perceptions of business librarians on evidence-based practices of using social media in library marketing and to determine whether innovation impacts as a factor in library marketing. The specific objectives are to answer the following research questions:

An empirical study was carried out to examine perceptions of business librarians on evidence-based practices on using social media in library marketing and to determine whether innovation impacts as a factor in library marketing. The specific objectives are to answer the following research questions:

RQ1: To find out the effect of innovation as a factor on social media marketing in academic business school libraries?

RQ2: How do business librarians perceived social media tools used to promote and market their resources and delivering of library services?

RQ3: What factors influence the decision of business librarians on using social networking tools?

RQ4: To find out evidence-based, innovative approaches, and strategies being adopted on using social media in library marketing?

RQ5: To investigate the challenges encounter by business librarians on using social media in delivering services?

RQ6: To find out possible solutions and strategies to be adopted for the success of using social media in library marketing in academic business school libraries?

Significanceof theStudy

This study provides insight on business librarians' perceptions, views as well as the use of social media tool used in academic business school libraries for marketing library services, promotion of resources, and enhance viability. The findings would enable libraries to develop effective strategies and the right direction to the market library and delivering services more effectively in the future. Libraries would able to understand the impotence of innovation in evidence-based, innovative practices in library marketing. Further, the study will help the library to coordinate ideas and initiatives and take a holistic approach in adopting and prioritization innovations for the more significant benefit of stakeholders of academic business school libraries using new ideas, technologies, and leadership initiatives. Moreover, the findings could be used by library administrators and policymakers to devise social media policy and play for the success of social media and organize capacity building programmes to upgrade skills and capacity of librarians to understand social media which enable them to get the maximum benefit of using social media for the benefit of users in collaborative online environment.

Methodology

This study primarily adopted the quantitative method by using a structured questionnaire which was distributed among Indian business school librarians through email and hard copy within a naturalistic framework to gather research data. The surveys collected through online and personal meeting from the respondents. A total number of fifty (50) questionnaires were distributed among for this study, out of which 36 (72 percent) responses were received for this study. The Likert scale

has been used to measure the perceptions of respondents related to particular questions replied by the respondents. The survey data from questionnaires were exported to Excel and SPSS for analysis. The quantitative data were analyzed predominately using descriptive statistics.

Population

The population of this study is to explore the perceptions and attitudes of academic business librarians on creativity and innovation in libraries. Thus, the population includes only working top/head business librarians of academic business schools in India, ranked by National Institute of Ranking Framework (NIRF), under Ministry of Human Resource Development, Government of India. The questionnaires sent to senior/head librarians because of their experience and expertise in library management and administration and diversity perspectives. Academic business schools covered were Central funded management institutions, State Government/State-funded management institutions & Self-financed and private management institutions of India.

Results

Demographic Characteristics

In respect to the gender distribution of the respondents shows in table-1, states that 89.89 percent of the respondents were male, while 11.11 percent were female which demonstrates that librarianship in the business school sectors has been dominated by male and males play a crucial role in managing information resources and services. In regards to the current positions of respondents, majority of respondents were librarians 29 (80.56 percent), followed by 4 (11.11 percent) were deputy librarians, 2 (5.66 percent) were assistant librarians, and only 1 (2.78 percent) was information scientist as depicted in table-1. Professional qualifications are considered as one of the essential aspects of library competency. The majority of respondents 36 (100 percent) were master degree holders, while Ph.D. degree holders (44.44 percent). The study demonstrated that the majority of the librarianswere essential qualifications which are highly required in the field of library science where the Ph.D. degree is an added advantage which will highly contribute to provide quality information and services to users and also felicitate the teaching, learning research. Most of the respondents were professionally highly experienced, with 13 (36.11 percent) of them having professional experience of more than 15 years, whereas 15 (41.67 percent) of them had 11 to 15 years, 5 (13.89 percent) respondents had experience from 5-10 years and 3 (8.33 percent) respondents had experience from 1 to 5 years. It is worth mentioning here that most of the business school libraries have well-experienced librarians who have expertise in managing libraries (table-1).

Table-1: Demographic information of respondents by Gender, Qualification and Experience

Demographic information		Frequency	Percentage (%)
Gender	Male	31	89.89
	Female	04	11.11
Educational Qualification	MLIS	36	100
	PhD	16	44.44
Professional Position	Librarian	29	80.56
	Deputy Librarian	04	11.11
	Assistant Librarian	02	5.66
	Information Scientist	01	2.78
Professional Experience	More than 15 Years	13	36.11
	Between 11-15 Years	15	41.67
	Between 05-10 Years	05	13.89
	Below than 05 Years	03	08.33

Influence of Social Media on Library Innovation

Respondents were asked to report whether the integration of social media does impact on innovation in ABSLs as shows in figure-. It is demonstrated that 36 (100 percent) unanimously agreed that social media is positively related to innovation, and impact mainly in the marketing of Library collections and services in the digital era.

Importance of Social Media in Stimulating Innovation

Respondents were asked to indicate their perceptions on the importance of social media in stimulating creativity, and innovation in term of library marketing as shown in figure-1. The respondents reported that 21 (58.3 percent) perceived as extremely important, followed by 12 (33.33 percent) as rated as important, 2 (5.56 percent) as moderately important, 1 (2.78 percent) as rated as less important. Not single respondents reported as not at all important. The result clearly reveals that the use of social media have extremely importance in technological innovation era, and stimulate innovation among users and staff in ABSLs.

Duration of using Social Media in ABSLs

Respondents were asked to report whether their libraries have accounts in social media as reflected in figure-2. 5 (13.89 percent) respondents reported of having social media account for more than 5 years, followed by 24 (66.67 percent) found as last 3-5 years, 5 (13.89 percent) reported as 1-2 years, and 2 (5.56 percent) respondents having an account for less than a year. The

study clearly indicates that most of the libraries are actively using social media, which can be assumed as a positive sign for ABSLs where users can quickly be reached as most of the users are active in social media such as Facebook, LinkedIn, YouTube, etc.

**Frequency of Marketing Information on Social Media**

Social media can be effectively used for providing information to users in Libraries. Library updates and innovative services can easily update by creating social media pages on the web. In order to know how frequently post information on social media. The study revealed that the frequency of social media users to post information by libraries which reveal that 7 (19.44 percent) reported as daily, followed by 11 (30.56 percent) reported as once in a week, and 14 (38.89 percent) as reported of use once a month. The analysis further only 4 (11.11 percent) indicated to use occasionally to post information.

Purpose of using Social Media Platform

To explore the purposes for which social media platforms used and their importance in the ABSLs, respondents were asked to rate the important in the scale of 'not at all important' and 'extremely important' as reflected in Table-1. Findings indicated that the majority of librarians 26 (72.22 percent) used social media platform as extremely important to promote library events among the academic fraternity. To promote library services and allied support, 25 (69.44 percent) respondents rated the purpose of using social media as extremely important. On the second and third sequence, respondents confirmed that they use social media platforms to promote library collections and resources 24 (11.11 percent) and 21 (58.33 percent) provide information on new acquisitions and latest arrivals to users in their libraries.

Disseminate of research output such as papers, conference presentations, etc. is essential for bringing the attention of potential researchers for more use, and visibility in which social media can be a robust platform.

Figure-3: Purpose of using Social Media (n=36)
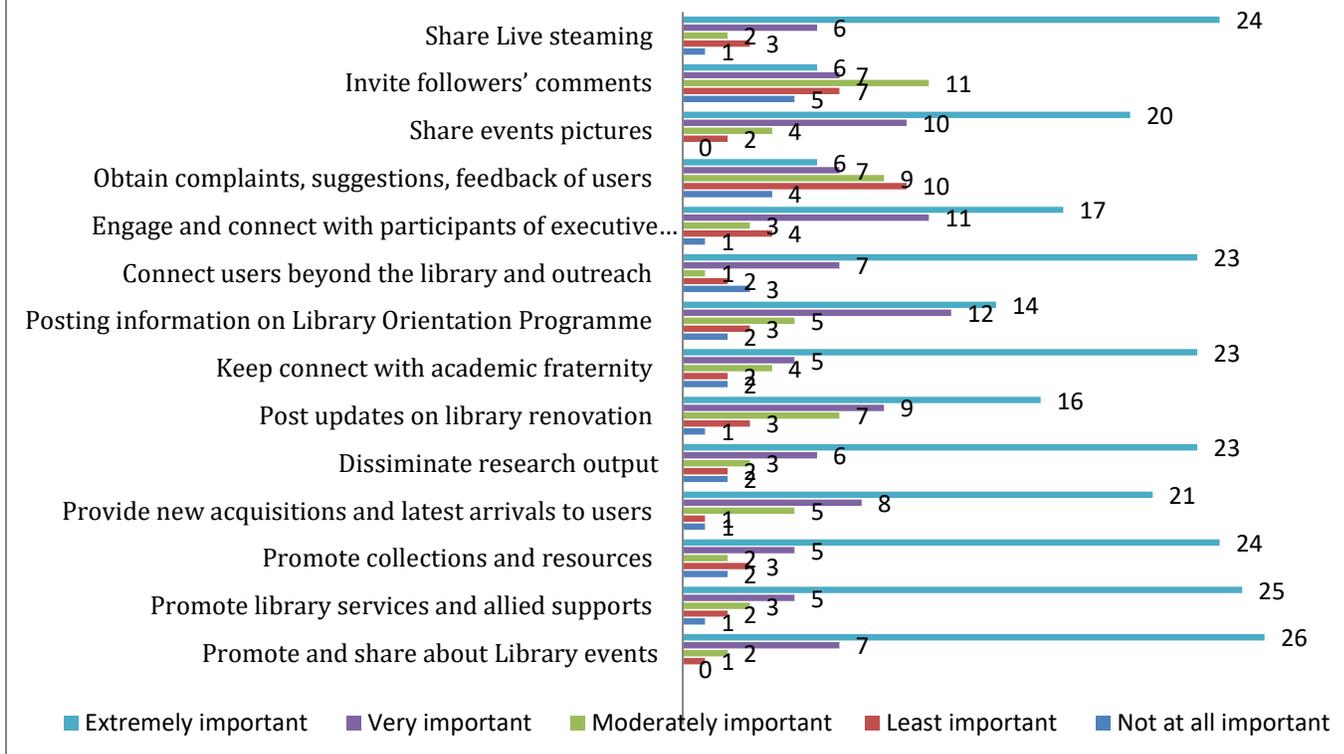
On the purpose of providing updates on published research, 23 (63.89 percent) respondents revealed that use social media is extremely important for them for posting of information on latest publications of their faculty, and students. 16 (44.44 percent) of the librarians reported social media as extremely impotent to provide information on library renovation and restoration — library required to reach every user for obtaining maximum use of resources and services. The purpose of using social media platform to connect, and reach academic fraternity is rated as extremely important (n=23, 63.89 percent) by libraries. In respect of posting information on Library Orientation Programme, the result yielded a mixed response where 14 (38.89 percent) and 12 (13.33 percent) respondents indicated as extremely important, and very important respectively.Related to the purpose of using social media platform to connect users beyond the campus and reach the outreach, 23 (63.89 percent) out of 36 respondents libraries rated as extremely important for their libraries. The majority of academic business schools offering

executive programs for distance participants were getting resources, and services are vital for the learners.

Regarding the purpose of using social media platform to connect, and engage with the learners of executive program, 17 (47.22 percent) respondent libraries revealed that they use social media platform to provide information to the participants about their libraries. On obtaining of complaints, suggestions, and feedback from users, respondents rated as low by indicating 10 (27.78 percent) as least important in comparison to very important and extremely important. Pictures and videos collected from various events can quickly share by using the social media platform. Twenty 20 (55.56 percent) of respondents rated sharing of event pictures as extremely important for them in collaborative online platform, followed by 10 (27.78 percent) as very important. Furthermore, the majority of the librarians, that is, 11 (30.56 percent) rated the purpose of using social media to invite followers' comments is least important for them. Regarding sharing live streaming, 24 (66.67 percent) of respondent libraries rated the purpose of using social media as extremely important for them to share and post instant events by live streaming.

Use of Social Media Platforms for Service Delivery

Social media are widely being used by libraries to promote collections, resources, and services to online users. Respondents were asked to indicate the platforms to market, and promote library services in the digital environment as shows in table-. Table- reveals that 23 (63.89 percent) of the respondents indicated that they used Facebook very frequently in posting of information, where 8 (22.22 percent) indicates of using Facebook, 1 (2.78 percent) reported as occasionally and 5 (13.89 percent) respondents used Facebook for posting of Information.

Use of Twitter is very low by the Librarians, where only 3 (8.3 percent) indicated of used for Library marketing which is quite a matter of concerned in the digital era, followed by 4 (11.11 percent) indicated as frequently used, 9 (22.22 percent) as occasionally used, 6 (16.67 percent) as rarely used, where a majority of librarians 14 (11.11 percent) revealed not used in service delivery. Furthermore, the table shows that 3 (8.33 percent) of the librarians used blogger very frequently

to market information, while 8 (22.22 percent) revealed as frequent posting, 15 (41.67 percent) as reported as occasionally used, 6 (16.67 percent) respondents revealed as rarely used, and 4 (11.11 percent) respondents never used.

Figure-4: Used of Social Media Tools
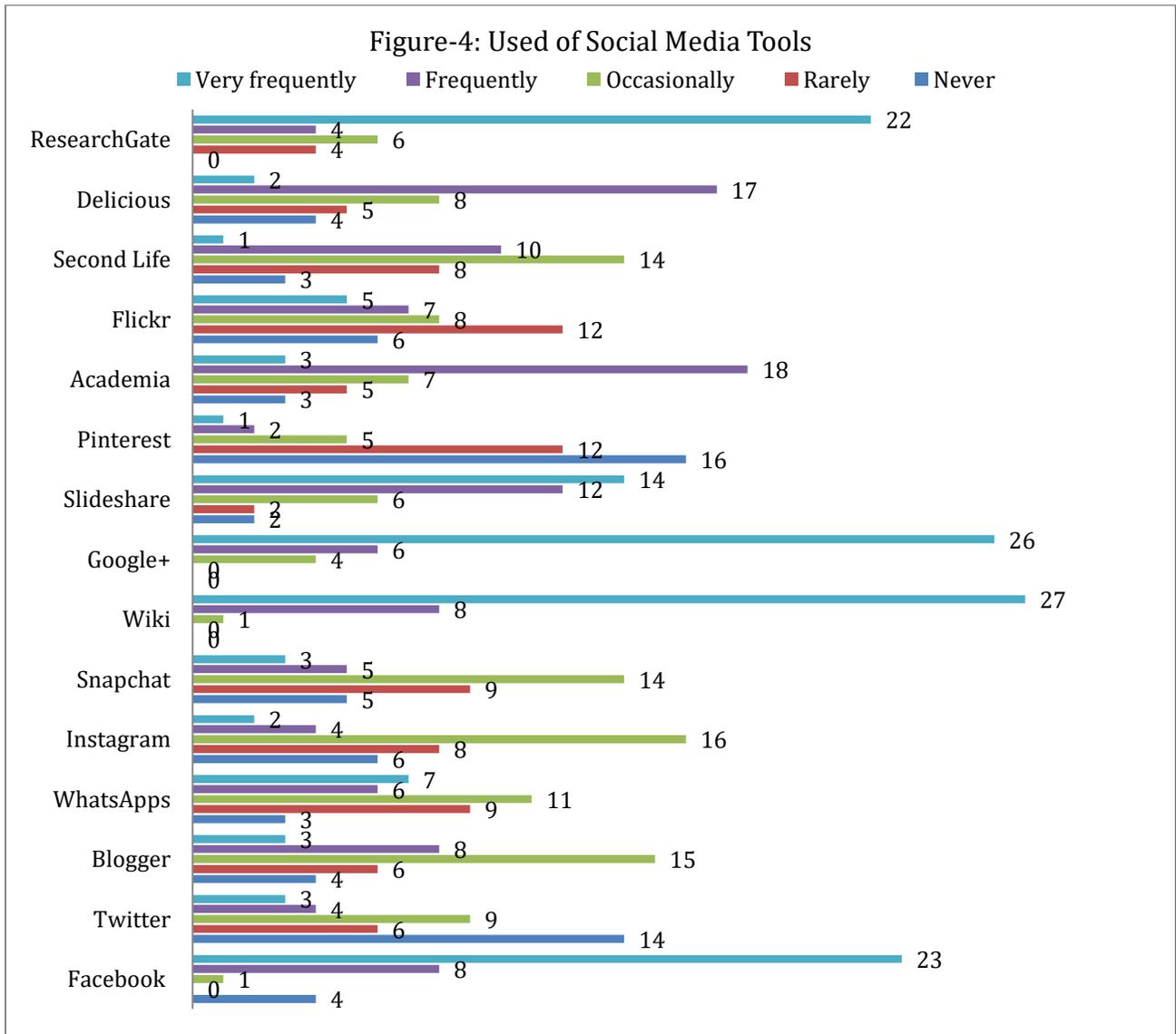
WhatApps being an innovative medium reported that 7 (19.44 percent) used as very frequently, followed by 6 (16.67 percent) as frequently, 11 (30.56 percent) revealed used occasionally, 9 (34 percent) used as rarely, and 3 (8.33 percent) reported that of not used. For Instagram and Snapchat, majority 16 (44.44 percent) and 14 (11.11 percent) of the librarians expressed used these social media on occasionally which is not a positive sign for the providing library services. Wikipedia is one of the most used social media platforms by online users. The analysis revealed that

27 (75 percent) respondents agreed of using Wikipedia for the benefit of users, followed by 8 (22.22 percent) used as frequently, 1 (2.78 percent) as used occasionally. Concerning Google+, 26 (72.22percent) respondents reported used frequently, followed by 6 (16.67 percent) as frequently, and 4 (11.11 percent) revealed to used occasionally.

In term of Slideshare, 14 (38.89 percent) of the respondents indicated that Slideshare used for showcasing of research works, and other materials of the library,   followed by 12 (5.56 percent) used frequently, 6 (16.67 percent) reported as occasionally used, and 2 (5.66 percent) indicated using rarely, and never respectively. Similarly, Pinterest received very low response where respondents reported that 1 (2.78 percent) used very frequently, followed by 2 (5.56 percent) revealed as frequently, 5 (13.89 percent) reported use for occasionally posting of information, 12 (33.33 percent) respondents used for rarely, and 16 (44.44 percent) never used in their Libraries.

Respondents reported to used Academia 3 (8.33percent) very frequently for the benefit of users, where 18 (50percent) respondents reported of using it frequently, 7 (19.44 percent) used occasionally, 5 (13.89 percent) used rarely, and 3 (8.33 percent) never used which is quite concerned as Academia is one of the best platforms to support research and development activities.

The extent of using social media as service delivery in term of Flickr is quite low as 5 (13.89 percent) respondents reported of used very frequently, 7 (19.44 percent) used frequently, 8 (22.22 percent) said to used occasionally, 12 (33.33 percent) reported as rarely used, and 6 (16.67 percent) indicated as never used. On Second Life received quite often used in libraries, where 1(2.78 percent) respondents reported of using an innovative platform for educational purpose, followed by 10 (27.78 percent) revealed as frequently used, 14 (38.89 percent) reported to use occasionally, 8 (22.22 percent) reported to use rarely, and 3 (8.33 percent) indicated as never used. In respect of Delicious, 2 (5.56 percent) respondents reported to use as very frequently, followed by 17 (47.22 percent) indicated of use frequently, 8 (22.22 percent) used as occasionally, and 4 (11.11 percent) respondents reported as never used.

ResearchGate is very popular among research fraternity to share papers, ask and answer questions, and find collaboration in research. In order to ascertain the use of ResearchGate as a social media platform to share research, 2 (5.56 percent) reported it as most popular and very frequently platform to showcase research of their institutions, followed by 4 (11.11 percent) used it as frequently, 6 (16.67 percent) as used it as occasionally, and 4 (11.11 percent) used as rarely

Effectiveness of using Social Media Tools

In respect of innovativeness, and effectiveness of using Social Media platform in ABSLs, the respondents were asked to report in the Likert Scale in raged of 'not at all innovative' and 'extremely innovative' as shown in Table-. Findings of the study explored that indicated the majority of respondents 2 (5.56 percent) use Facebook as their social media platform and reported as extremely innovative for delivering services. Thus, it is indicated that the strategy to reach users through online social media platforms such as Facebook is considered appropriate. In term of use of Twitter, 19 (50 percent) respondents feel that it is extremely innovative to adopt Twitter to post library information to users in an online collaborative platform. On the second and third sequence, the majority of respondents revealed that the extent of using social media platform such as Blogger (n=16, 44.44 percent), and whatapps (n= 23, 63.89 percent) are extremely innovative for promoting the libraries. Concerning the use of Wiki and Google+ as a social media platform, the majority 24 (66.67 percent) and 28 (77.77 percent) of respondents stated as extremely innovative for their libraries to deliver services and showcase libraries.   In term of Slideshare, 21 (58.33percent) respondents reported as innovative for their libraries to share a presentation and other research support materials. The innovativeness of using Pinterest is not so much popular among the respondents, 17 (47.22 percent) reported it as least innovative for their libraries. On Academia, 20 (55.56 percent) respondents reported as extremely innovative for their stakeholders for teaching, learning, and research. Flickers indicated as innovative (n=18, 50 percent) for the sharing of images, and short videos for users related to libraries.

Interestingly, though Second Life gained low attention in term of delivering services in the Indian context, still a majority (n=24, 66.67 percent) of librarians indicated that it is extremely innovative for their libraries. A majority of respondents 21 (58.33 percent) rated Delicious as an innovative social media platform for storing, sharing, and discovering web bookmarks in libraries. Lastly, in respect of using ResearchGateas an innovative, and collaborative research platform, 22 (61.11 percent) of respondents stated it as extremely innovative, and evidence-based practices to share and showcase research and also quite familiar among users. Therefore, using social media as an innovative platform, and evidence-based, innovative strategy to reach users is considered appropriate in the online environment.

Table: The effectiveness of using Social Media in ABSLs

[1-Not at all innovative, 2-Least innovative, 3-Marginally innovative, 4-Innovative 5-Extremely innovative]

	NI	(percent)	LI	percent	MI	(percent)	I	percent	EI	percent
Facebook	0	0	2	5.56	3	8.33	9	25	22	61.11
Twitter	3	8.33	4	11.11	3	8.33	7	19.44	19	52.78
Blogger	1	2.78	3	8.33	5	13.89	11	30.56	16	44.44
WhatsApps	1	2.78	1	2.78	4	11.11	7	19.44	23	63.89
Instagram	8	22.22	18	50	7	19.44	3	8.33	0	0
Snapchat	16	44.44	10	27.78	6	16.67	3	8.33	1	2.78
Wiki	1	2.78	3	8.33	2	5.56	6	16.67	24	66.67
Google+	0	0	2	5.56	1	2.78	5	13.89	28	77.78
Slideshare	2	5.56	0	0	3	8.33	21	58.33	10	27.78
Pinterest	7	19.44	17	47.22	7	19.44	4	11.11	1	2.78
Academia	2	5.56	1	2.78	2	5.56	11	30.56	20	55.56
Flickr	5	13.89	7	19.44	3	8.33	18	50	3	8.33
Second Life	2	5.56	1	2.78	3	8.33	6	16.67	24	66.67
Delicious	1	2.78	3	8.33	2	5.56	21	58.33	9	25
ReseatrchGate	1	2.78	3	8.33	4	11.11	6	16.67	22	61.11

**The Opportunity of using Social Media in Libraries**

The respondents were asked to report on a scale of 1 to 5 in the range of 'strongly agree' to strongly disagree' on the opportunities of using social media for the benefit of libraries. Regarding the use of social media to enhance the visibility of the library, 26 (72.22 percent) respondents reported that

they use social media to add visibility of the libraries by an online presence. It is the prime duty of the library to raise the professional profile of the library by creating an individual page using the social media platform. To ascertain whether their libraries promote the use of social media to raise the professional profile of the library, a majority of respondents 29 (80.56 percent) replied affirmatively and strongly agreed. Collaboration across institutions/ departments with research projects/teams, 22 (61.11 percent) librarians strongly agreed that help of social media platform is being taken in collaboration in term of course works, research, share research publications with other researchers, and project activities. From the past study, it has been observed that restriction from the authority is considered one of the critical challenges for libraries to work independently, which ultimately hampered adopting best practices. To ascertain its validity, respondents were asked whether social media felicitate to connect users independently, 27(75 percent) libraries strongly agreed that social media help them to connect users without any restrictions from an authority having a well approved social media policy.

Challenges of using Social Media for Service Delivery

Regarding constraints in adopting social media for service delivery in libraries as shown in figure-5, the majority respondents revealed that lack of user-focused contents 30 (83.33 percent) becomes major obstacle for them, followed by inconsistency on growing social media users 29 (80.56 percent) and failure to continuously engage the followers 29 (80.56 percent). 28 (77.78 percent) of respondents strongly agreed that lack of continuity and constant touch with social media users creates a challenge for effectively using social media. 28 (77.78 percent) of respondents equally strongly agreed that the lack of social media policy and guidelines is one of the major challenges which every library should frame and adopt dor successfully using social media. Awareness ofthe use of social media by users is very vital in adopt and implement social media in any environment. In respect of challenges faced by libraries, lack of awareness of the social media services among users, 27 (75 percent) respondents strongly agreed that user awareness on social media is very important to get the maximum benefit of adopting social media platform in libraries. 26 (72.22

percent) Lack of time to devote and manage social accounts agreed constraint by the respondents, where staff must devote their time to handle social media account. Further, social media content should add value to the users, The study revealed that 25 (69.44 percent) of respondents agreed on the issue of value-added content. Lack of institutional support and cooperation from the management in adopting social media as a service delivery platform replied as disagreed where respondents response noted as 23 (63.89 percent). On lack of support and skill of staff for using social media account, 18 (50 percent) of respondents agreed as a challenge in adopting social media in their institutions. Lastly, 16 (44.44 percent) of respondents agreed that librarians faced challenges due to no feedback from users which quite difficult for them to analysis the gap to further improve the content delivery platform (Figure-5).

Figure-5: Challenges on using Social Media
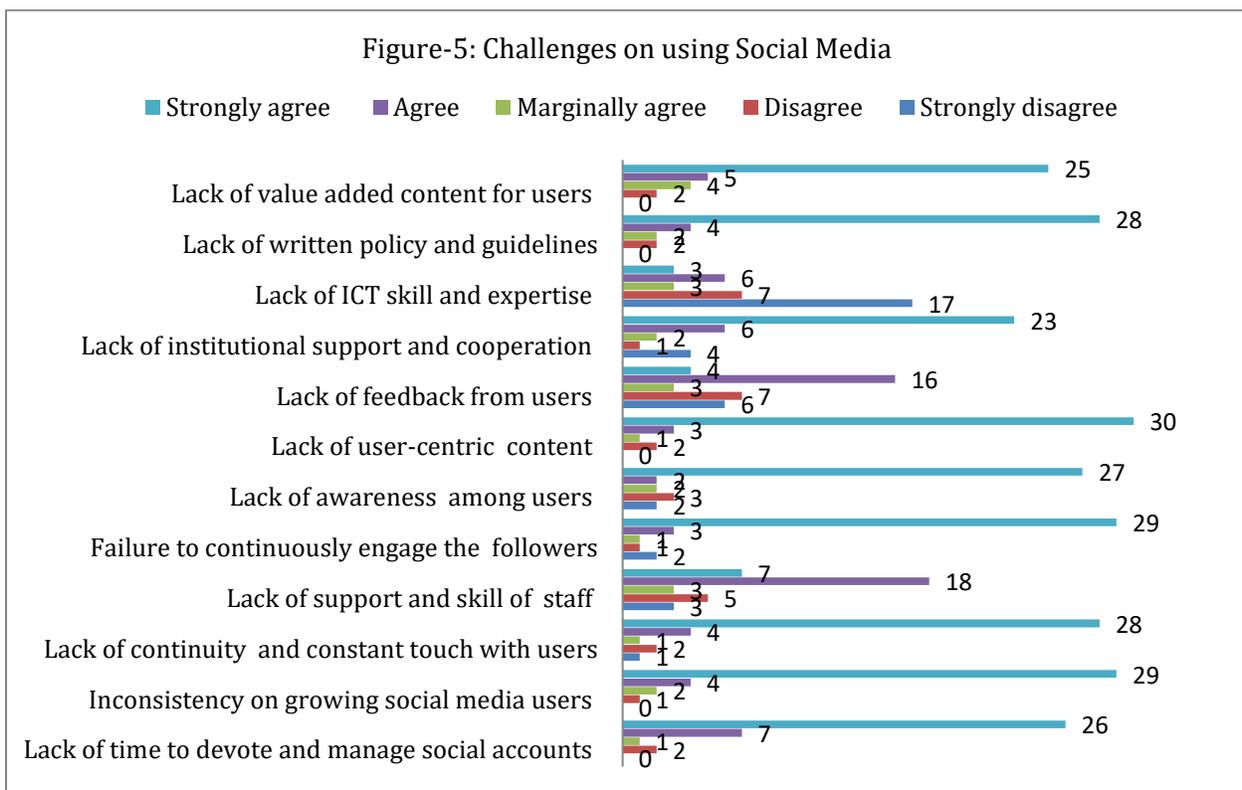
Adoption of Social Media Policy

Effectively use of social media needs the right policy, where libraries should have a goal-oriented social media policy. In order to ascertain whether academic business school libraries have guidelines, and policy to implement social media for the benefit of users as shows in figure-. Only 1

(2.78 percent) out of 36 respondents reply of having a social media policy for libraries, where the majority of libraries 35 (97.22 percent) do not have social media policy. It is a matter of concern that though ABSLs expressed that social media has a positive impact on library marketing,the absence of strong policy may not yield the real-time benefit of it. Further, respondents reported that 31 (86.11 percent) have planned to implement the policy, where 4 (11.11 percent) revealed that they have planned to have it in the future. Only 1 (2.78 percent) reported that social media policy already implemented in their libraries for the benefit of stakeholders. The results urge librarians to seriously work towards drafting of social media policy so that maximum users can get an advantage out of it.

The Future of Social Media

In order to explore whether social media would play a dominant role, and become more important to the library in the future, 31 (86.11 percent) of respondents predicted that social media may play a vital role for the online presence of the library, and help in enhancing visibility, promoting services, and resources. Only 3 (8.33 percent) indicated negatively and 2 (5.56 percent) replied that they can't predict in the present time. Further, the majority of respondents, that is, 34 (94.44 percent) out of 36 believed that business librarians have a significant role to play as enablers of social media for the benefit of users in the future., where only 2 (5.56 percent) do not agree on this fact.

Discussion

From the study, it was found that innovation is one of the key factors that influenced largely for the success of evidence-based innovative marketing library marketing in academic business school libraries. The study further revealed that social media is an effective medium for library online presence in an online collaborative environment which confirmed the study that the strength of Web 2.0 or social networking tools improves library services for patrons (Tripathy& Kumar, 2010). The study observed that most of the libraries do not have social media policy which is a matter of concern. Librarians should seriously think to draft, adopt and implement social media policy for

effectively support teaching, training and ensure an online presence on social media (Biçen Aras, 2014).

Promotion of library events by using social media tools among stakeholders was reported as extremely important for the library. Disseminate of scholarly outputs such as articles, papers, the conference report was reported as very significant which confirmed argued that the emergence of social media tools can enhance research dissemination opportunities within and beyond the scholarly community (Kandeh, 2016). Facebook was the most preferred and highly used social media tool among business librarians for service delivery which confirmed with previous studies (Edewor& Sunday, 2013; Oyovwe-Tinuoye&Abayomi, 2016). On the contrary, perceptions of librarians on using Twitter in academic business libraries in India reported which denied the earlier study which has reported that Twitter is one of the popular social media tool (Tella, et al, 2013). This might be due to less popularity and awareness among users. Social media tools suchasInstagram,Snapchat, Pinterest, Flickr were hardly used by business librarians. This could be due to a lack of awareness of what, why and how the use of these social media tools. Wiki as an innovative collaborative platform rated as most preferred social media platforms among librarians for information sharing and collaborative authoring which supported the previous study that asserted that wiki as a channel for reaching out and encouraging the active involvement of community users in academic libraries (Chu, 2009). The essence of ResearchGate in collaborative authoring and research environment cannot be overestimated which the study revealed that ResearchGate is very popular among research fraternity to share papers, ask and answer questions,find collaboration in research and importantly worked as research performance indicator for academic institutions which is supported by the previous study who claimed that ResaerchGate can be an effective research indicator and innovative platform for measuring individual research performance (Yu et al., 2016). The study found out that social media tool can be effective platforms to reach learners outside the classroom. Respondents believed that online video, wikis, and podcasts are valuable tools for collaborative learning, which supported the study that 90percent

teaching fraternity is using social media in course teaching and professional career outside the classroom (Moran, Seaman &Tinti-Kante, 2011).

Online presence of libraries in technological innovation age is at most essential in which this study affirmed that social media enhance the online presence of the library. Social media has a strong impact on collaborating across institutions/ departments with research projects/teams, where a majority of librarians agreed strongly that social media is effective platforms in collaboration in term of course works, research, share research publications with other researchers, and project activities. The findings strongly supported that over 70 percent of researchers strongly felt that use of social media and scholarly collaboration networks (SCNs) promote their research and agreed to more social engagement (Harseim&Goodey, 2017; Al-Rahmi, Othman & Yusuf, 2015).

Factors that inhibit business librarians to use social media were lack of time to devote and manage social accounts, continuity of using social media account and constant touch with library users, lack of ICT skillsand knowledge, lack of supporting staff in managing social media account in libraries. Zohoorian-FooladiandAbrizah (2014) reported that the majority of librarians deter to adopt social media due to workflow constraints, technological impediments, organizational obstacles, and personal obstacles.

Recommendations

On the basis of results, this research has the following recommendations for business librarians to consider for the success of social media for the larger benefit of users:

- The library should create social media accounts and integrate it with the library portal for marketing library services.

- Dedicated library staff must be employed to post information on social media and regularly monitoring without any interruption.

- Libraries should have social media policy duly approved by the competent authority to avoid mismanagement and apathy in handling the account.

- Social media must comply with the mission, vision, and goal of the Library

- Libraries should have their own social media account to reach out to the patrons without relying on parent organizations' social media account.

- Libraries must train and educate staff and users by organizing capacity building program on the use of social media tools for marketing library resources and services.

- Libraries must ensure in continuity, active and regularly updated social media account for effective use for their patrons.

- Awareness ofthe effectiveness of social media among stakeholders ismost important, which libraries should organize different events, quizzes, and online collaborative learning activities for effective use of social media.

- An evidence-based innovative leadership, positiveattitude, and dynamic approaching adopt and successfully implement of social media are highly required which librarians must develop.

Limitation of the Study

The present study, with its ambit, has included only selected Indian academic business schools based on the National Institute Ranking Framework (NIRF) of the year 2018. Thus, all other business schools which didn't figure in the above ranking list excluded from the ambit of investigation. This study is further limited by subject or discipline as it included only management institutions engaged in imparting teaching, learning, and research in the field of management subjects. Institutions having corporate libraries are not excluded from the study. Moreover, the study is limited by target participants, where views from senior and experienced librarians have been taken through a survey. This study intended to examine the use of social media tools in academic business libraries, but further study can be carried out on other libraries based on subjects and disciplines. Studies might be carried out on perceptions of faculty, research scholars and students on using social media for the benefit of their academic activities. Further, it would be

interesting to explore the use of social media platforms might have occurred in non-academic libraries.

Conclusion

From the findings of this study, it is plausible that perceptions of academic business school libraries on using social media for marketing of library services and promotion of resources were positive. Majority of business librarians felt that innovation has strong influences in providing quality services during the time of requirement. However, successfully implement social media depends on strong social media policy, well-trained staff and strong leadership which libraries should seriously look into to ensure library presence in an online collaborative environment. Social media policy should be drafted, adopted and implemented for the benefit of patrons. Capacity building program on managing social media account can be an effective approach which libraries should adopt to aware and connect users. After all, librarians as custodian of adopting social media in libraries must develop strong leadership, blended learning approaches and positive attitude to integrate and promote social media for the larger benefits of their patrons and ensure library' online presence during the time of transaction and transformation.

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