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**Promoting the Use of Library Services: Challenges and Prospects in some Ghanaian
Technical Universities**

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ABSTRACT

The study examines marketing practices in some selected academic libraries in Ghana which include; Sunyani, Tamale and Accra technical university libraries. The study relied on both qualitative and quantitative methods of data collection. Two hundred and eighty-four (284) students and twenty (20) professional library staff of these universities were studied. The data collected through questionnaire was analyzed with the use of SPSS while that of the interviews were recorded, transcribed and interpreted. The findings of the study revealed that the techniques and tools used by these universities were found to be inadequate and social media tools were highly not considered. Inadequate facilities, lack of funds, lack of staff and knowledge of staff in marketing and lack of marketing policies were identified as major challenges faced by the selected libraries in promoting the use of their services. Some recommendations were however suggested and include; advocate for more facilities and funds for marketing, increase number of staff and skills in marketing and develop best marketing policies, tools and techniques for effective promotion activities in their libraries. The study shall be useful to academic libraries and more especially to TUs in terms of policy formulation such as informing library management of the challenges facing their libraries in carrying out promotional activities in their libraries.

Keywords: Library services, Marketing, Awareness, User education, Technical Universities

Introduction

Academic libraries are adopting the marketing concept in order to maximize information access and use. The challenges such as decline in library budgets, increasing number of users, information explosion, invasion of database agencies, and complexity of information access are conditions that compel librarians to accept the marketing concept in promoting the use of their services (Lamprey, 2016)

The present change in information access is as a result of emergence and advancement in technology that is creating a dimension in information seeking in academic libraries. In view of the multiplicity of formats in information products and services, libraries and information centers have now been publicizing the existence of some of their services and products to their target users through some promotional measures (Adegoke, 2015).

The inability of librarians to embrace these promotional measures is associated with factors such as; inadequate knowledge and training in marketing, lack of willingness and interest by many information providers in accepting the marketing concept and lack of financial support in marketing of library services. Some librarians are with the perception that marketing is a tool for commercial entities and private sector organizations and therefore not needed in public sector organisations such as the library (Estall & Stephens, 2011).

Many libraries in some tertiary institutions have benefited from their promotional activities. The Central Library of Astan Quds Razavi located in Mashad which is the dominant public library of Iran benefits from various marketing strategies. This Library has a good collection which is properly promoted and is evidenced by its high patronage (Nooshi, Tajafari, & Nowkarizi, 2017). Adegoke (2015) also mentions that Abdulai Fadiyo Library in Nigeria is experiencing a high growth of its user population and this growth is as a result of the effective promotion strategies being put in place by the library to persuade users to make use of their rich collections.

The Kumasi Technical University, Sunyani Technical University and Tamale Technical University are public tertiary institutions which were polytechnics before their conversion to technical universities in 2016. These universities were established by law to support teaching, learning and research activities. The universities have contributed greatly to the development of human resource in Ghana.

Problem Statement

It is obviously perceived that the survival of every business is dependent on promotional strategies being put in place by its management. This tells how relevant it is to promote the use of information services in academic libraries and therefore promotion of these services should not be taken for granted by librarians in the Technical Universities of Ghana. The internet has made information access and retrieval so quick and easy and students now rely more on it instead of using the information services being provided by their libraries. The researcher's pre-observation of the selected TUs indicated that many of the students in these universities were not patronizing the services provided by their libraries and this from the researcher's view could be attributed to inadequate promotion of the services in these libraries. Students in TUs in Ghana

pay a substantial amount of money as library dues and as part of academic facility user fees to support in steering the affairs of their libraries. The consequences of inadequate use of these libraries may lead to users' inability to access and recognize their information needs. This may also lead to low quality of teaching, learning and research activities and consequently lead to a financial loss to both students and the TUs.

The studies by (Martey, 2000; Alemna, 2001; Thompson, 2003; Lamptey, 2010; Anafo, 2014; Lamptey, 2016) on marketing of library services indicates that many academic libraries in Ghana have still not engaged in any active promotion of their services and it is against this backdrop that the researcher has selected the three TUs to undertake this study since literature has also revealed that no much study has been conducted in these universities, not even before their conversion from the polytechnics to the TUs.

Research Objectives

1. To examine the techniques and tools being used by the selected libraries in marketing their services.
2. To examine the challenges and prospects in promoting products and services in the selected libraries.

Scope of the Study

On the geographical scope, the study was restricted to Tamale, Sunyani, and Kumasi Technical Universities and the focus was on students and professional library staff of these universities. In terms of content, the study was meant to examine the techniques and tools being used by the selected libraries and also, assess the challenges and prospects in promoting the use of library services in the selected academic libraries.

Theoretical Framework

Marketing Mix Theory

The marketing mix theory was adopted for this study. The theory was propounded by Edmund Jerome McCarthy (McCarthy, 1960) to assess how a business can get close to its target market and achieve its specified objectives. The 7Ps include: the product, place, price, promotion, people, process and physical evidence. The marketing mix theory was deemed appropriate because it addressed the most important aspects of the daily operations of the library.

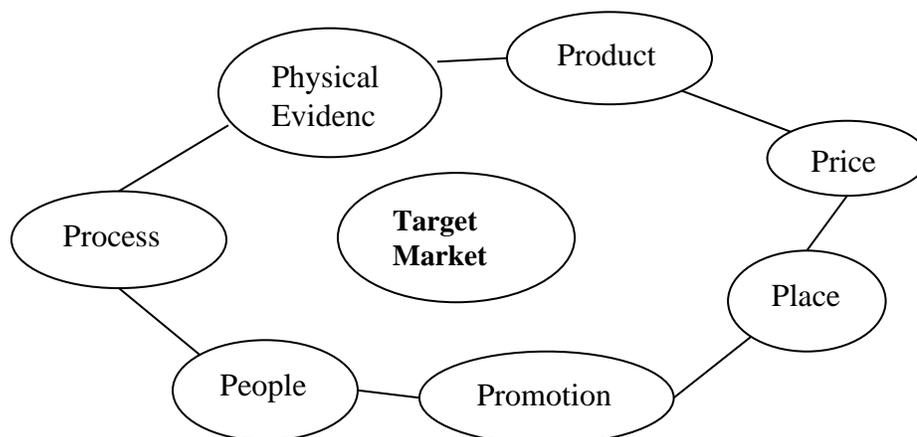
The product variable served as a guide because it creates management awareness on the existence of certain products/services in their libraries and how best those services could be marketed. Promotion involves strategies used in communicating the existence of a product to the target customers.

Staff are people who hold important responsibilities of influencing the minds of customers on the quality of a product. It is also the responsibility of staff to continuously educate users on how to use that product. It is believed that the quality of service is not different from the quality of service provider (Dhiman & Sharma, 2009).

Process refers to the methods involved in giving service and it is important for one to be knowledgeable enough to determine whether a service is beneficial or not. According to Dhiman and Sharma, (2000) *“process means the procedures, mechanism and flow of activities by which a service is acquired”*. In library and information service centers they may be new service discovered at a low cost with high quality. With this, quality staffs are expected to be recruited to manage such services. Processes that are not properly packaged will lead to slow and ineffective service delivery and this will ultimately affect management in the performance of their duties.

Physical evidence involves an environment where service is offered, where customers interact with employees as well as physical cues that might affect the delivery of a service (Zeithaml et al., 2013). To determine the performance of library services and meeting the information requirements of users, it will be appropriate to consider the access to service, and satisfaction.

The diagram below represents the 7Ps:



Source: Devereux (2014)

Significance of the Study

The findings of the study will give libraries the opportunity to critically examine their operations and be able to recognize their strengths and weaknesses.

Also, it will inform library management of the challenges facing TUs in carrying out promotional activities in their libraries and hence assist them in finding solutions to those challenges which will ultimately lead to better utilization of the library services.

Finally, the findings of this study shall be useful to other researchers who may be researching on similar or related subjects in future.

LITERATURE REVIEW

Techniques and Tools used in Marketing Library Services

It is evidenced from various studies (Alemna, 2001; & Anafo, 2014) that the only solution that can make libraries get back to its previous position as major providers of academic and research information is by adopting the marketing concept. In this vein, Alman and Swanson (2014) assertion that the purpose for promoting library resources and services is to create awareness of users and non-users the availability and quality of such resources and services, therefore promotional activities must be packaged to enable them to act.

Yi (2016) in his study of effective techniques and tools in some libraries in China categorized tools and techniques into three, namely; electronic media, events and printouts. They were identified and measured in terms of their effectiveness such as effective, more effective and most effective. Similarly, it was found that a high percentage that used electronic/digital techniques such as library websites and social media were found with high percentage being the most reliable technique for promotion activities in libraries. Similarly, the findings of Garoufallou *et al.* (2013) and Khan and Bhatti (2012) emphasized that the most effective promotion techniques

are the library websites and social media which recorded a high percentage of digital media techniques.

According to Malekani and Benard (2018) with the use of event promotion techniques in Tanzanian libraries, a high percent of their participants recognized the need for using face to face events, training session, brochures, posters, exhibits, leaflets and workshops. They also believe that the new ways by which information is access creates the chance for one-to-one interactions such as classroom instructions, face to face and training programmes which widens the knowledge levels of users. link the idea below. On the other hand, Bhardwaj and Jain (2016) citing Dodsworth found other forms of techniques that were widely accepted in promoting library services. These techniques include; combining outreach programmes, giving out lectures, alternating library exhibits, library tours, classroom interactions, one-on-one meetings and library websites.

Adewor et al. (2016) indicate that the common promotional approaches used by many African university libraries in marketing their services were flyers, library publications, posters, websites, radio, e-mail, and social media tools such as Twitter, Facebook and blogs. They also found that the most used techniques were library publications (memos, bulletins, and newsletters), orientations and library websites. They however, concluded that the social media tools were not effectively used.

Challenges Mitigating Marketing of Library Services

Regardless of the importance and many great opportunities in accepting the marketing concept, many libraries globally have still not shown interest in embracing the marketing concept in promoting their services (Massis, 2014). This could be attributed to certain conditions that are challenging the adoption of the marketing concept, and literature has however pointed out these conditions.

Rita (2016) identified three most worrying factors that affect marketing activities in many libraries. These factors according to him include; financial difficulties, inadequate resources to embark on promotional activities, and ineffective interactions between users and library staff. Siddike, Kalam and Kiran (2015) observed that most libraries in higher academic institutions

lack written policy document to guide them in their promotion activities. Similarly, the study of Baro and Ebhomeya (2013) mentioned that there were different strategies used by libraries in Nigerian higher institutions in promoting their services. That study was meant to enquire on to the acceptance and non-acceptance on conditions that affects the application of certain marketing strategies. It was found that non-responsive attitude of staff towards marketing received the highest percentage as being a major factor. Other factors such as lack of funds to carry out marketing activities, lack of facilities such as computers, lack of knowledge on what to market and inadequate marketing training for librarians were identified. Lamptey (2016) revealed that many academic libraries in Ghana particularly the private university libraries are faced with several challenges in attempting to promote their services. Some challenges according to her include lack of funds, insufficient resources such as computers, lack of marketing techniques and skill by staff, inadequate library staff, lack of time, and lack of marketing policies. Similarly, Zubair, Wan and Mohammed (2017) in their study of some libraries in Nigeria reported that financial challenges, inadequate training on marketing activities, low internet bandwidth, and lack of policy plan on marketing were identified as major factors affecting marketing activities in libraries. Their findings conform to Chegwe & Anaehobi (2015) who studied some academic libraries in Delta State, Nigeria and found similar challenges, however, found improvement in staff knowledge and skills as the only difference.

Research has shown that ICT facilities are still a major challenge facing many academic libraries in doing effective marketing of their resources. The study of Edwor et. al (2016) in some selected libraries Africa confirm this when they mentioned lack of ICT facilities such as computers, printers and scanners as the key barriers to effective marketing of library services. Their findings conform to Rehman and Shafique (2011) that ICT facilities are most challenging factors towards effective marketing of libraries in Pakistan.

METHODOLOGY

Research Design

The research design used in this study was the mixed method comprising of both qualitative and quantitative methods. The mixed method is an approach which makes enquiries by using quantitative and qualitative data. Qualitative data is open-ended without predetermined responses while quantitative data usually relies on close-ended questions which are found in questionnaires

(Creswell, 2014). The study relied on quantitative data to study the sampled students in the selected universities through questionnaires, while qualitative data was used to study professional library staff through interviews.

Selection of Cases

There exist eight Technical Universities in Ghana formally known as Polytechnics. These include Accra, Kumasi, Tamale, Ho, Takoradi, Cape Coast, Sunyani and Koforidua technical universities. Out of these, three Technical Universities which include Kumasi, Sunyani and Tamale Technical Universities were selected for the study. The selected technical universities were formerly known as Polytechnics located in Ashanti, Brong-Ahafo and Northern regions respectively. Kumasi, Sunyani and Tamale Technical Universities were previously established as Technical Institutes in the 1950s, dealing mainly with craft courses. Following the enactment of the Polytechnic Law 1992, PNDC Law 321, these institutes ceased to exist in their previous form and become tertiary institutions where Higher National Diploma (HND) programmes are being pursued. All the eight Technical Universities could have been used for the study, however, the researcher relied on the three technical universities due to resource and time constraints. Also, the three universities were selected because they are among the oldest technical tertiary institutions in Ghana.

Population

Students and professional library staff in the selected TUs were considered for this study. Records from the Academic Unit of the three selected universities, during the 2018/2019 academic year, Sunyani Technical University recorded a total students' population of 4960, Kumasi recorded 9600 while Tamale recorded 5119. This gave a total population of students as **19679**. Also, twenty-three (23) professional library staff were used. From the above, the total population of students across the three selected TUs was 19679, while professional staff was 23. This gave a total population for the study as 19702. Table 1 below presents the population distribution for the study.

Table 1: Population Distribution

Technical University	Students	Professional Library Staff	Total Population
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Kumasi Technical University	9600	12	9612
Tamale Technical University	5119	4	5123
Sunyani Technical University	4960	7	4967
Total Population	19679	23	19702

Source: Field Data, 2019

Sample Size

Considering the huge number of the student population involved, it was irrational to study the entire population, therefore sampling of the population was required. Using the sample size determination table by Krejcie and Morgan (1970) with the total population of nineteen thousand six-hundred and seventy-nine (19679), the sample size for students was three hundred and seventy-seven (**377**). In the case of the professional library staff, the researcher used all the twenty-three (**23**) professional library staff for the study and therefore, sampling of the professional library staff was not required. In summation, three hundred and seventy-seven (**377**) as sample size for students and the twenty-three (**23**) professional library staff produced a total sample size for the study as four hundred (**377+23=400**).

Sampling Technique

In order to have an equal representation, the researcher proportionately distributed the sample size (**377**) of students to each of the selected universities. The breakdown of the distribution can be found in Table 2 below:

Table 2: Breakdown of Students Sampled from each University

Technical University	Population	Sample Size	Percentage (%) in sample Size
Sunyani	4960	$(4960 \times 377 / 19679) = 95$	25
Kumasi	9600	$(9600 \times 377 / 19679) = 184$	49
Tamale	5119	$(5119 \times 377 / 19679) = 98$	26
Total	19679	$(95+184+98) = 377$	100

Source: Field Data, 2019

Convenient and purposive sampling methods were used for data collection. Convenient sampling simply refers to a non-probability which relies on data collection usually from members of a

larger population who are available and ready to participate in the study. Considering the sample size of students (377) involved, and looking at their scattered nature on the various campuses, convenient sampling was deemed appropriate for the study. Purposive sampling on the other hand, is a technique which relies on identification and selection of information-rich cases for most effective use of limited resources (Patton, 2007). This involves identifying and selecting individuals or groups of individuals who are knowledgeable about or experienced with a phenomenon of interest (Cresswell & Clark, 2011).

Purposive sampling was used to collect data from professional library staff who acquired professional training in library management, and hence there was the need to get an in-depth information on the techniques/tools and challenges in marketing of library services. The total number of professional library staff across the three TUs was twenty-three (23) and the researcher purposefully studied those who were available and also depended on their readiness to participate in the study.

Questionnaires

The questionnaire was prepared to reflect the objectives of this study. The data gathered by this tool provided for easy analysis since data was analyzed with SPSS software, version 21. Questionnaire was chosen to save time and cost because of the large number and scattered nature of students involved. The information contained in the questionnaire was meant to enquire from students the effectiveness of the tools and techniques being used by their libraries in marketing their services and also examined the associate challenges with those techniques and tools.

Interviews

There were some issues that could not be directly observed and that was why the researcher conducted the interview to enable him gain more insight into those issues.

In the case of this study one interview schedule was prepared for all professional library staff including the University Librarian. These people were selected because they have acquired professional training in librarianship and hence knowledgeable in marketing of library services. While the librarians see to the strategic planning and administration of the library, there are other professional library staff who work directly under the librarian and see into day to day administration of the library. They were asked to outline some tools and techniques they use in

marketing their services and equally outline some challenges they face in marketing their services.

DATA ANALYSES

Data obtained through copies of the questionnaire was first numbered and sorted out. This then led to the quality control process. The quality control edited the responses to confirm accuracy. The responses were coded and close variables were fixed out which made analysis easy. Responses acquired through interviews were recorded, transcribed and analyzed. This was done by using the numbers and codes that were assigned to respondents. This gave the researcher an opportunity to analyze and report the data quickly. At the end, only relevant results in line with the research objectives were reported. The researcher also relied on logical reasoning through the literature review and personal observation to accept or reject some of the results acquired.

Tables and pie-charts were used as supporting illustrations for interpretation of data acquired from the field. The findings from this study were presented on the following themes: tools and techniques being used by the selected libraries in promoting library services, challenges confronted by libraries in marketing their services and future position of marketing in the TUs.

Background Information

The main participants for the study consisted of students and professional library staff of the selected TUs. While the students were studied with the use of questionnaire, the professional library staff were interviewed through an interview schedule.

Response Rate

The number of questionnaire administered to students in all the three universities were three hundred and seventy-seven (377). Out of these, usable questionnaire was 284 representing 75% of the total questionnaire and the remaining 93 representing 25% were either not returned or not properly filled. Below in table 4.1 is the response rate of students.

Table 3: Response Rate of Students

Name of Technical University	Number of Questionnaire Administered	Usable Questionnaire Returned	Percentage (%)
Kumasi	184	125	44

Tamale	98	85	30
Sunyani	95	74	26
Total	377	284	75

Source: Field Data, 2019

In the case of the interviews, twenty-three (23) professional library staff were expected to be interviewed. However, 20 of them representing 87% of the staff were interviewed, and 3 representing 13% of the staff were not interviewed due to their busy schedules. The table 4.2 below represents the response rate of professional library staff.

Table 4: Response Rate of Professional Library Staff

Name of Technical University	Expected Staff to be Interviewed	Number to be Interviewed	Number of Staff Interviewed	Percentage (%)
Kumasi Technical University	12		10	43.47
Tamale Technical University	4		4	17.39
Sunyani Technical University	7		6	26.08
Total	23		20	87

Source: Field Data, 2019

Qualitative Analysis

Techniques and Tools Used by the Selected Libraries for Marketing

The study sought to find out from the professional library staff the techniques/tools they used in creating awareness of their students on the services/resources available in their libraries. It was unanimously found that the major techniques used by the selected libraries were the in-coming students' orientation, one-on-one discussion with users, and attractive dressing by library staff. Regrettably, the following techniques were not used; sending out brochures or flyers, sending of personal letters to users, provision of suggestion box, using of library web pages and organizing library week. Below were some responses from some respondents;

...we normally inform our students of the services we have during fresh students' orientations (Tamale 2)

...I think the staff here interacts very well with the students, however we are still struggling to find more suitable promotional techniques such as provision of suggestion box, using of library web pages, using brochures and flyers and so on... (Sunyani 2)

The researcher further asked if the selected libraries were using social media tools in marketing their services. The results revealed that out of the three TUs, only Kumasi Technical University used WhatsApp platform to interact with users about their services. However, Tamale and Sunyani Technical Universities were not using any of the social media tools in their libraries for marketing.

...not so much with social media tools, we only rely on our small way of using the WhatsApp app to interact with few of our students (Kumasi 6)

On a follow up question, the researcher wanted to know whether the techniques and tools used by the selected libraries were effective enough to increase user-base in their libraries. Majority of the respondents were of the opinion that the techniques and tools used by their libraries were not effective enough and therefore could not convince their intended users to patronize their services. On the contrary, the remaining few of them agreed that the techniques and tools being used by their libraries were effective however, not effective enough since according to them they were still seeing some lapses in the use of their services. Some responses were captured;

...considering the response we are getting, I can say that the techniques/tools we are using are not effective enough to convince our intended users to patronize our services...we need to do more (Tamale 2)

...regardless of the effort we are putting across, we are not seeing our services being patronized as expected...I think we may have to do more (Kumasi 4)

...not effective at all...you will be surprise to see students come into the library and repeatedly asked one question at all times (Sunyani 3)

Challenges Facing the Selected Libraries in Marketing their Services

The intention here was to find out whether the selected libraries had been facing some challenges in promoting the use of their services. It was unanimously agreed by the twenty professional librarians that they were being challenged by certain factors in their attempt to market their services/resources. The challenges mentioned were; inadequate facilities for marketing, financial constraints, lack of interest and willingness of librarians to practice marketing, lack of marketing policies and inadequate staff and staff incompetence in marketing of library services. Below were some interesting responses;

...inadequate staff and skills/competencies of staff have always been my worry...we do not have enough staff as well as the skills required of the existing staff to practice any effective marketing...all our efforts to do this have always been knocked down by our staff strength (Sunyani 3)

...I am almost at retirement and shall be leaving soon...we are currently four here as professional librarians and when I leave the staff strength will reduce to three...how can we get staff for this (Tamale 2)

...we are considering the size of our library...and we run shift...certain times we overwork ourselves (Kumasi 7)

...as we discuss now our library doesn't have a policy document guiding our practices in marketing...no marketing policy! (Sunyani 3)

Respondents were asked to identify some of the perceived causes of these challenges. The major causes identified were inadequate facilities for marketing and inadequate funds to carryout marketing activities. Some responses were captured as follows:

...lack of computers and the internet have been a challenge...this has affected our effort in trying to go online for our marketing activities...look at the few computers standing over there... they are not even connected to the internet (Tamale 1)

...we are not prepared ourselves as information professionals to embrace the marketing concept in our libraries...though we are aware of the relevance of the concept, we pretend to practice it (Kumasi 5)

...our leaders are aware of what the marketing concept can do...but the willingness to practice, is not there (Tamale 2)

...I hardly hear the library management talk about marketing the resources/services in this library...but I heard them complained of reduced patronage (Sunyani 4)

With regards to financial constraints, the following responses were captured;

...the budget for our libraries is not enough and it will be difficult to leave other important areas at the expense of marketing (Kumasi 7)

...money is the biggest obstacle for effective marketing in our libraries...the central government doesn't support academic libraries as independent entities...and this is affecting us financially (Tamale 1)

Quantitative Analysis (Students' Perspective)

Table 5: Techniques and Tools used for Marketing

Techniques and Tools	Available	Percentage (%) Available	Not Available	Percentage (%) Not Available	Decision
Incoming student's orientation	249	88%	35	12%	A
Display of New Arrivals	153	54%	131	46%	A
Use of leaflets and Posters	52	18%	232	82%	R
Sending out brochures and flyers	39	14%	245	86%	R
Organizing user Education	19	7%	265	93%	R
Library web pages	168	59%	116	41%	A
Interpersonal Relationship between staff and users	148	52%	136	48%	A

Sending personal letters to users through e-mail	36	13%	248	87%	R
One on one discussion with users	192	68%	92	32%	A
Provision of suggestion boxes	33	12%	251	88%	R
Attractive dressing by staff	162	57%	122	43%	A
Organizing library week	15	5%	269	95%	R

Source: Field Data, 2019

From table 2 below students were asked to indicate the availability and non-availability of the tools and techniques being listed in the table. Their awareness level in each of the tools/techniques were ranked in a percentage score and each percentage (%) score led to a decision of either Accepting (A) or Rejecting (R) the existence of that tool/technique. Incoming students' orientation was the most common technique used by the selected TUs representing 88% of the respondents. Other techniques considered available were display of new arrivals 54%, library web pages 59%, interpersonal relationship between staff and users 52%, one- on-one discussion with users 68% and attractive dressing by library staff 57%. On the other hand, some tools/techniques were considered Not Available and include; use of leaflets and posters 82%, sending out brochures and flyers 86%, Organizing user education 93%, Sending out personal letters 87%, provision of suggestion boxes 88% and organizing library week 95%.

The researcher further asked students if their libraries were using any of the social media platforms to advertise their services/resources. The majority of 92% of them answered 'No' and the remaining 8% answered 'Yes'. The 8% who answered 'Yes' were from Kumasi Technical University, and only mentioned WhatsApp as the only social media tool used.

The students were asked to indicate whether they were satisfied with the marketing activities in their libraries. Out of 284 students, 88% answered in disagreement, and the remaining 12% agreed. They were further asked to give reasons for their satisfaction/dissatisfaction with the marketing activities in their libraries. The following were some of the reasons given by the students who were dissatisfied with the promotion practices in their libraries;

...we do not know what our library has in stock and this makes us feel reluctant in visiting the library (Students' views)

...our library lacks space and therefore not conducive enough for us to sit and study, and also lacks internet connection...no amount of marketing can make us patronize the library if these challenges are not addressed (Students' views)

...I think librarians need to create more awareness to their services...social media is very common these days yet our library doesn't consider this in advertising their services (Students' views)

...compare to the banks and other service institutions, I think management of our library have not been creating much our awareness to their services...meanwhile we pay so much as library dues (Students' views)

DISCUSSION OF FINDINGS

The first objective of the study sought to examine the techniques and tools being used by the selected libraries in marketing their services. The findings revealed that the major technique used was the in-coming fresh students' orientation. This is confirmed in the responses given by both the librarians and the students as it was found that more than three-quarters of them agreed that such technique was most commonly practiced in their libraries. This is consistent with the findings of Adegoke (2015) who reported that library orientation was the main technique used by Abdullahi Fodiyo Library in Sokoto, Nigeria in creating its students' awareness to their services. Similarly, Garoufallou et al. (2013) found that the major marketing technique used by libraries in Greece was the library orientation.

Other techniques such as display of new arrivals, one-on-one discussion with users, posters and attractive dressing by library staff were commonly used by the selected libraries. Display of new arrivals was found to be rated high by student respondents indicating its actual existence. This is consistent with the findings of Opala (2017) when he found the display of new arrivals as one of the major techniques used in his study of school libraries in Nairobi, Kenya.

The use of social media tools was not common in these universities as Kumasi Technical University was found to be the only university that used the WhatsApp application tool to

interact with her users. On the contrary, the study of Opala (2017) on school libraries in Nairobi, Kenya reported the importance of using social media tools in marketing of library services and emphasized the need for libraries to use them. It was, however, found that the selected libraries did not consider these tools in promoting their services as this was evident from the responses of both category respondents. Mobile phones have become so common that using the mobile apps for marketing of library services could be more effective. Aremu and Saka (2014) reported an increase in smart phone usage in their study on the impact of Information Technology (IT) on library management in academic libraries in Oman which they said has created new opportunities for libraries to get in touch with their users. It was however, unfortunately found from the study that the selected libraries did not make good use of the Information Technology in their promotion activities. Though, Sunyani and Kumasi Technical Universities were using e-resources in their libraries, they still depended so much on physical access to library materials through visits to the library block. The use of the Social Network Sites (SNSs) in reaching out to clients is also of great importance yet they were not considered by these libraries.

The use of leaflets and posters, brochures and flyers, user education, personal letters, one-on-one discussion with users, suggestion boxes and organizing of library week were found not to be effectively practiced by the selected libraries.

In line with the 7p's, marketing mix, the promotion element appears very relevant since it is said to be the only means by which users could be informed of the existence of services/resources in the library. It also involves the techniques and tools being used by the libraries in carrying out the information to users. It is possible that many patrons may not be aware of how the library system works as well as the vast and reliable information resources available in it and as such librarians have the responsibility of developing new techniques in reaching out to them. The findings of the study revealed that a substantial number of the students were not aware of the existence of some of the services such as lending and online information services in the selected libraries and the libraries did not also have adequate marketing techniques and tools in informing them of the existence of the few ones they had.

Physical evidence is an important element in the marketing mix which reflects two of the techniques such as the one-on-one discussion with users and the attractive dressing code by

staff being used by the selected libraries in marketing their services. The physical evidence involves an environment where service is offered, where customers interact with employees as well as physical cues that might affect the delivery of a service (Zeithaml et al., 2013). For instance, a potential library user may look up to the appearance of learning materials, facilities, staff etc. This positively reflected the findings of this study when respondents agreed to attractive dressing of library staff as a promotion technique being used by their libraries.

The second objective of this study sought to find out from the professional library staff the challenges facing them in marketing of their services. Some of the challenges identified were inadequate facilities for marketing, financial constraints, lack of interest and willingness of librarians to practice marketing, lack of policies for marketing, and inadequate staff and low level of staff competence in marketing.

Inadequate facilities and financial constraints were identified as major challenges faced by the selected TUs. Students' population in the TUs in Ghana have kept on rising while new courses are being introduced and there have been changes in the curriculum of the new technical universities. Yet the facilities in their libraries are still the same. In line with this, Ekpenyong (2003) and Igbokwe (2009) separately reported that insufficient infrastructure such as the internet, computers, electricity and photocopying services etc. affect marketing activities in many academic libraries in Nigeria. This reflected the situation in the three technical universities particularly Tamale Technical University. In the case of the latter, the library had less than fifteen computers which were not connected to the internet and intended to serve more than five thousand students.

With regards to financial constraints, it is important to note that the funds given to academic libraries are not adequate to commensurate with the rapid growth and new development in the tertiary institutions. This finding is in support of Lamptey's (2016) study which reported that private universities in Ghana lack funds to support marketing activities in their libraries and this is as a result of lack of support from the government since it is expected of them to generate all forms of revenue internally to support themselves.

The findings further revealed that inadequate staff and staff competencies in marketing of library services served as a serious challenge facing the selected libraries, especially in the situation where employment has been frozen in Ghana today. Inadequate staffing is a problem in the selected libraries most particularly in the Tamale Technical University where the library could only boast of four professional librarians which includes the University Librarian. Also, the skills and competencies of these staff in marketing were highly too strong since staff were not specifically trained as marketers. The finding of this study further revealed that staff did not acquire adequate training in marketing to be able to perform and this confirms the study of Islam and Islam (2009) which study revealed that lack of knowledge and proper training of library staff in marketing was a major challenge faced by libraries in Bangladesh in marketing their services.

CONCLUSION

Management and staff of libraries hold the responsibility of finding out the appropriate ways of responding to the contemporary needs of students and faculty in order to achieve their sense of existence. In order to make libraries in TUs existent and relevant, services in these libraries need to be adequately patronized and this will help in building the image and value of the library profession and ultimately lead to quality of teaching and learning in the TUs. Though the advent of new technology has created new opportunities for marketing of library services, it is obvious from the study that the selected libraries did not have the best and adequate promotional tools and techniques in marketing their services. Literature has it that the use of social media technologies such as YouTube, blogs and WhatsApp attract more of student users and yet these libraries did not consider that in promoting their services. The inability of these universities to successfully embark on any serious marketing of their library services was attributed to certain challenges which include; poor internet connectivity in the libraries, limited budgets, poor and irrelevant library collection, inadequate knowledge in Information Technology (IT) and IT personnel and development of marketing policies.

RECOMMENDATIONS

Provision of Adequate Funds and Building of more Facilities

It was evidenced from the study that the selected libraries did not have adequate funds to carry out any effective promotion activities in their libraries. Based on this, the institutions concern

such as the government and management of these universities should provide the necessary funding that will lead to proper acquisition of relevant facilities for their libraries. Also, the libraries should be able to solicit funds from corporate entities and individuals who may donate to support the smooth running of their libraries. In addition, the libraries should seek for internally generated funds through photocopying, printing, laminations and binding services to enable them undertake certain basic function to market their services.

Building Relevant and Adequate Library Collection

Librarians and library management of the selected universities should consider increasing their library collection with relevant library products and services. They must therefore make it a point to identify the needs and wants of users and be able to provide them. Management of these libraries can also intensify their internal income generation activities which can enable them acquire some relevant basic materials for their libraries. Also, it will be relevant for these library management to employ a more qualified acquisition librarian whose effort can always lead to a more quality library collection that will meet the current information needs of their users.

Development of Marketing Policies

Librarians and library management should design marketing policies to guide them in all activities regarding the marketing of their libraries. Librarians in the selected libraries need to develop well-designed marketing policies/plans that are properly documented in order to serve as a guide to all marketing activities in their libraries. The introduction of the marketing plan will formalize all marketing activities in these libraries thereby bringing every staff on board, rather than singling out individuals from the libraries to take up the task of marketing library resources/services.

Adopting the Best Tools and Techniques for Marketing.

Librarians and library management should also ensure the use of appropriate techniques and tools, especially the use of social media and library web pages in promoting the use of their services. Considering the category of users in these libraries, the use of social media is highly appropriate. The selected libraries need to take advantage of the use of social media such as; WhatsApp, YouTube, Twitter, Blogs, Instagram as tools for promoting the use of their services and resources.

Management of these libraries need to recruit staff who are knowledgeable in the application of electronic information resources. Also, management of these libraries should constitute a

marketing planning team in their libraries who undertakes all marketing activities and ensures that the best tools and techniques are used.

Willingness and Interest of Librarians in Marketing

Librarians should be more committed to their work and give a higher priority to the marketing concept in their libraries. In addition, the Ghana Library Association (GLA) in collaboration with the Consortium of Academic and Research Libraries of Ghana (CARLIGH) can assist by organizing training, seminars and workshops to sensitize librarians on the need and relevance of the promotional concept in their libraries.

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