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MICHAEL OPPONG MR.

KUMASI TECHNICAL UNIVERSITY, ttmichaeloppong@gmail.com

STEPHANIE OWUSU ANSAH Ms.

KUMASI TECHNICAL UNIVERSITY, stephanieoa34@gmail.com

DANIEL OFORI Dr.

KUMASI TECHNICAL UNIVERSITY, ofori006@yahoo.com

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Contributions of human and non-human resources' function, benefit, and rigidities associated with marketing e-resources among the staff of selected Technical University (TU) libraries in Ghana.

By

Stephanie O. Ansah

stephanieoa34@gmail.com

Michael Oppong

tmichaeloppong@gmail.com

Dr Daniel Ofori

ofori006@yahoo.com

Abstract

The study investigated the contributions of human and non-human resources' function, benefit, and rigidities associated with marketing e-resources at selected Technical University (TU) libraries in Ghana. 62 respondents from the three Technical Universities (TUs) libraries were respectively drawn from all the three selected Technical Universities (Kumasi Technical University, Tamale Technical University, and Takoradi Technical University). Given that the population from the three TUs library staff was small, no sampling had to be done. The investigator sent out 62 questionnaires to the various TUs and received 39 responses representing 63 %. To collect data from the libraries of the designated Technical Universities (TUs), a descriptive survey method was used. The data was analyzed using pie charts, bar charts, bar charts, line graphs, and percentages. Findings discovered that human resources are a key factor in marketing e-resources among the selected Tus libraries. Also, the functionality, attractiveness, invitation, and arrangement of the physical library building of the selected TUs libraries were good but not up to the mark. It was also certain that e-resources available at the selected Tus were challenged with several issues such as slow internet connections and restricted access, inadequate training on how to use the internet, inadequate funding, and poor ICT facilities, equipment, and resources. Hence the study recommends that the selected Technical Universities (TU) libraries should consider addressing the following challenges to aid the effectiveness of marketing e-resources.

Keywords: Human Resources, Non-human Resources, Marketing e-resources, Human Resource Function, E-resources, Marketing, Contributions, Human, Non-human, Function.

Introduction

Ghanaian university libraries have seen remarkable growth in the provision and access to electronic resources. In Ghana, the Consortium of Academic and Research Libraries in Ghana (CARLIGH) bargains on behalf of academic and special libraries with worldwide publishers. CARLIGH currently assists most academic libraries to acquire electronic resources. According to Ankrah and Atuase (2018), electronic resources have become a critical information source for academic libraries in Ghana. According to Dadzie (2005), the value of electronic resources is immeasurable since they serve as research gear that supplements copy resources in a conventional library scenery. The primary advantage of electronic resources in an academic library is the simplicity with which users may obtain material. In the university setting, electronic resources are now engines for productive and efficient research operations.

The technical university education system in Ghana was implemented in 2016 to train graduates to meet the middle-level workforce requirements of the country. Currently, all the then ten (10) polytechnic institutions in Ghana have been converted into technical universities. Through INASP and CARLIGH, the academic libraries of these technical universities subscribe to electronic resources such as online journals, books, databases, and magazines of full text and abstracts. Despite the value of electronic resources to support teaching and learning, available literature shows that usage of electronic resources among undergraduate students is not up to the level expected. Studies by Bankole and Oludayo (2012); Fiankor and Akussah (2012) discovered little consciousness of electronic resources by library users; this has contributed to restricted access to significant and dependable data by users in deciding on their research. According to Opong (2020), the worth of the use of these e-resources as a justification for its investment has been challenged. Opong further (2020) disclosed that e-resources are underutilized by undergraduate students. Apart from this, empirical evidence has also revealed that e-resources and their marketing approach are copiously studied, but little has been done on Technical Universities' contemporary strategies in the marketing of electronic resources as an instrument for information access and delivery at selected technical universities in Ghana. Given the above, the researcher chose to investigate the marketing of electronic resources among the staff of selected Technical University (TU) libraries in Ghana.

Statement of the Problem

The new digital era that is propelled by innovation and technological inventions has necessitated the emergence of e-resources as a highly used resource in the library for teaching, learning, and research purposes. Academic libraries across the globe are outlaying large sums of money on the gaining of e-resources, yet not all are utilized to their full capacity, and Ghana is not an exception. For example, in the United State of America (USA), a study carried out by Alford, Simmons, Marques, and Girton, (2019), at Michigan State University Libraries, in Michigan, USA largely engrossed in the promotion of e-resources. In the United Kingdom (UK), Okiki and Olatokunbo, (2018) also carried out a study that mainly focused on the marketing and promotion of e-books in academic libraries in Manchester. In Africa, Mollel and Mwantimwa (2019) carried out a study that largely focused on the use of e-resources in academic and research institutions in Tanzania. Over the years, Academic libraries in Ghana such as Technical University Libraries have deployed various forms of ICTs and e-resource support platforms like institutional repositories, OPAC systems, KOHA management software, different kinds of research databases, Turnitin, Wi-Fi, printers, scanners, digitization machines, photocopiers, among others to respond professionally to

its main obligatory purposes. Despite these recent developments, Oppong et al., (2020) claim the availability of e-resources among TUs; however, it was underutilized by undergraduate students in Ghana. This situation does not change in the years 2021 and 2022. Anecdotal evidence gathered by the researchers disclosed that its market and use to concretely address and respond professionally to its core obligatorily concern still appear to be struggling. It is against these grounds that this study pursues to investigate the contributions of human and non-human resources' function, benefit, and rigidities associated with marketing e-resources at selected Technical University (TU) libraries in Ghana. Abiola and Adedokun (2013) discoursed that if this challenge is unraveled, it may obstruct efficacy in supporting and marketing e-resources. Also, research has revealed that e-resources have been profusely studied, but not in the area of contributions of human and non-human resources' function, benefit, and rigidities associated with marketing e-resources among the staff of selected Technical University (TU) libraries in Ghana.

Research objectives

- To assess the human and non-human resources involved in marketing e-resources among the staff of selected TUs libraries.
- To ascertain the benefits of e-resources among the staff of selected TUs libraries.
- To determine the challenges involved in the marketing of e-resources among the staff of the selected TUs libraries.

Review of literature

Human and non-humans function associated with Marketing E-resources

According to Jose and Bhat (2007), human resources refer to all library workers and are a critical aspect in the success of a library marketing plan. They also state that library workers are important to the effective provision of information services. They have frequent interactions with users, and their tone and general demeanor reveal a lot more about the library's reputation. Physical library buildings, according to Gupta and Jambhekar (2002), must be practical and attractive to consumers in order for librarians to effectively sell library resources. All types of users should find the layout appealing and user-friendly. When delivering information services, library employees are expected to adhere to the library's processes and procedures. They must uphold Ranganathan's user-centered librarianship concept. The purpose is to ensure that appropriate information services are delivered to the appropriate customers at the appropriate time so that consumers' duration is not spent and no data services are provided useless; as a result, proper procedures must be followed (Bamigbola, 2013).

Human Resources Activities Typical human resource programs include recruiting, employee relations, selection, training, remuneration, and retention. Nevertheless, all of these initiatives comprise a variety of HR tasks, which can be divided into three major categories: traditional, transactional, and transformative (Wright, McMahan, Snell, & Gerhart, 1998). Transactional activities are day-to-day transactions that generally deal with maintaining employee, employer, and infrastructure status. HR programs like hiring, planning, training, selection, remuneration, and performance management are examples of traditional activities. These activities can have tactical value for the organization if the outputs or results are aligned with the organization's tactical aims. Transformational activities are those that provide worth to the organization, such as cultural or organizational alteration, strategic realignment, structural realignment, and increased innovation. According to Wright et al. (1998), most HR departments spend 65 percent to 75 percent of their

time on transactional operations, 15 percent to 30 percent on traditional tasks, and 5 percent to 15 percent on transformational activities. One of the primary benefits of designing, developing, and implementing an HRIS is that it reduces the amount of time HR staff spends on transactional tasks, allowing them to spend more time on traditional and transformational activities. The fundamental focus of this study is the use of technology to process transactional activities more efficiently, and it gives one of the arguments for the marketing of e-resources in the academic library system among the TUs.

The Benefits associated with E-resources in academic libraries

An academic library's role is to provide clients with a variety of data services. These data systems may comprise e-resources readily accessible to their societies, which are mostly thought up of workers and students. A university library is distinguished from other study libraries by its size, quality of the collection, scope, and depth (Liu, 2003). University libraries are intended to provide a variety of material stock to support their respective fields, and large-scale holdings are amassed over time. An academic library's role is to provide clients with a variety of data services. These data systems may comprise e-resources readily accessible to their societies, which are mostly thought up by workers and students. A university library is distinguished from other study libraries by its size, quality of the collection, scope, and depth (Liu, 2003). University libraries are intended to provide a variety of material stock to support their respective fields, and large-scale holdings are amassed over time. It is critical to grasp what assets are before addressing marketing tactics for e-resources. Ravichandran and Babu (2008) define e-resources as "all knowledge and information resources that are accessible in digital format." Books, journals, databases, DVD/CD ROMs, catalogs, and any other intellectual products accessible via computer networks and the internet are examples of such items. There are some benefits to using e-resources.

- Multiple access is allowed
- Continuous access at any time and place
- Instant delivery
- Saving shelf space
- Prevention from damage, loss, or theft
- No shipping and handling
- Access to out-of-print materials (Ravichandran & Babu, 2008)

University libraries provide access to e-resources to their societies, including staff, faculty, students, and any other approved users for activities that promote the university's mission. Ray and Day (1998) discovered that the majority of students believed that accessing e-resources saved them time and that ERs are simple to use in a survey done at the University of Northumbria, Newcastle, UK. Another study conducted at the University of Lagos in Nigeria by Egberongbe (2011) indicated that most instructors preferred to use e-resources over print resources since they were less time-consuming, even if some of them believed that e-resources could never replace print resources. According to Kamar (2008), marketing e-resources is crucial because libraries may find e-resources that fit their clients' information demands, avoiding information saturation and saving time for both clients and staff. Moreover, Akpojotor (2016) emphasizes in his studies in Nigeria the increased need for information as a result of the growth of new technologies, and thus the accessibility of e-resources. As a result, it is critical for librarians to discover e-resources that fit the needs of their clients in order to minimize the overload of information and conserve time for both clients and staff. According to (Kaur, 2009; Kennedy, 2011), the rise of electronic information

services has presented a challenge to traditional marketing activities, which today appear insufficient. According to Bamigbola (2013)'s research in Nigeria, the connection marketing (RM) technique is efficient for promoting digital information services. According to Henderson (2005), a strong understanding and use of e-resources are focused on a client-oriented strategy instead of distribution or sales, implying the opportunity for relationship marketing. Furthermore, Rowley (2010) underlines that library distribution channels should provide quality of service, timing, accessibility, style, and delivery priority. The type of the output, output format, and timeliness of receiving the result are all key factors in ensuring the quality of the service offered.

Challenges associated with the marketing of E-resources

Electronic information management is the process of information management that has been collected and displayed in electronic or printed format through the use of electronic gear, applications, and networks (Tonta, 2005). This procedure involves resource descriptions, practices and tactics, infrastructures, information needs, and regulations governing electronic information access and usage. According to Rosenberg (2007), several African universities are witnessing a rapid development of electronic networking and the usage of computerized databases in their libraries to access information. There is evidence of a shift away from relying solely on printed material and toward the use of electronic and digital means for information storage and access (Agalo, 2008). In this changing context, data on user expectations and actual needs must be collected if they are to make effective use of electronic information sources. There is a need to learn what consumers already realize about what the library has to provide in aspects of new techniques of obtaining information, as well as their memories with electronic information access techniques, in order to not only design information delivery services, but also to implement appropriate information literacy initiatives to allow users to use these effective methods. According to Kavulya (2004), lack of funding and its consequences, such as substandard facilities, infrastructure, and resources, slow internet connectivity, and limited access, are key impediments to providing computer library services to universities. According to Rosenberg (2007), many academic libraries do not have adequate funding to buy enough e-resources. This decrease in financing has been attributed in part to professors, students, and people in administrative roles at universities failing to recognize the importance of libraries in the learning system.

As a result, Jotwani (2014) contends that a vital part of the plan to sell e-resources is a technique to assess its successful outcome or failure in relation to the desired objectives. It is critical to assess the outcome and determine what works and what does not. He adds that raising knowledge of e-products and services is commendable and beneficial to both the library and its consumers. Jotwani argues that, while awareness is beneficial to both the library and its users, its application is more important. Increased use of a databases, e-journal, or chat reference service is beneficial to the library. This can only be determined by the library via the evaluation of e-resources and regular usage monitoring. Customer observation can also be used to determine whether or not customers are happy with the goods. According to Kassim (2009), the major goal of academic libraries and librarians is to meet the demands of their users. Kassim contends that technologies, databases, and other new information-access systems have rendered the library more confusing and harder for librarians and users alike. The plethora of e-resources that cause challenges for people and add to negative externalities is one of the problems discussed. Today's university libraries face issues from a variety of sources, including massive bookshops, online data suppliers, e-learning and multimedia goods, document delivery companies, and other competitive sources of information, which appear to be making threats the role of academic libraries (Kassim, 2009). As a result,

academic libraries may need to take a more strategic approach in which the design and delivery of customer satisfaction plays an essential role. University libraries must recognize user needs and meet their information and research needs in order to support continuing learning processes (Kassim, 2009).

Methodology

Because the study used a quantitative technique, the researcher examined problems such as the study's answer ratio and faithful representation because the findings were generalizable. The overall population of the study was 62 library staff members from three selected technical universities in Ghana, 27 from Kumasi Technical University, 16 from Tamale Technical University, and 19 from Takoradi Technical University. Given that the population of the three technical university library staff was small, no sampling had to be done. Given the four interrelated research designs, it is also important to accept that partiality is indispensable especially when dealing with a non-response rate (Ngulube 2000). Also, it is pertinent to recognize that some pieces of literature support the view that studies especially the use of questionnaires appear to have reported low response rates of below 50%. For instance, Doerfling, Kopec, Liang, and Esdaile (2010) recorded a response rate of 25.6%. On the other hand, Ngulube (2005) argues that resources could be wasted when samples are too large; however, the efficacy of the outcomes also weakens when samples are also too insignificant. In line with these precedents, the investigator sent out 62 questionnaires to the three technical university libraries and received 39 responses representing 63%. Hence, the rate of responses attained can be considered adequate for the study. Questionnaires were used as the data collection instrument. The analyses for the study were based on the number of responses acquired.

Data Analysis (RESULTS AND DISCUSSIONS)

Institutions understudy and response rate

The percentage returns from all the three institutions are almost the same, the highest return of (43.6 %) came from Kumasi Technical University and the lowest return of (23.1 %) came from Takoradi Technical University. The results in Table 4.1 indicate that library staff respondents represented 39(63 %) of the total sample from the three institutions. The respondents from the Kumasi Technical University and the Tamale Technical University constituted the majority in this category with a few more respondents than the Takoradi Technical University which had the least participants. The reason could be attributed to the higher population of staff at the Kumasi Technical University. A summary of the demographic background of participants is presented in a form of frequency tables as follows:

Distribution of respondents by the institution (n=39)

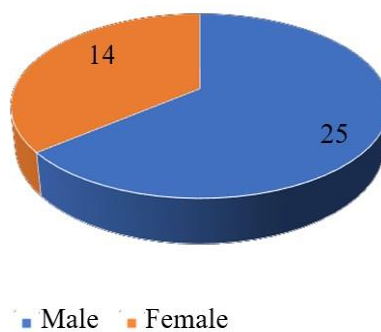
Technical University	Population	Percentage (%)
Kumasi Technical University	17	43.6
Tamale Technical University	13	33.3
Takoradi Technical University	9	23.1

Total	39	100
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Gender distribution of respondents

The figure below presents the gender distribution of the respondents. The aim was to determine the percentage of male versus female respondents. The proportion of males to the females who participated in the study were 25 and 14, representing 64.1 % and 35.9 % respectively. The results in Figure 1 reveal that males dominated the overall respondents. The results reflect the gender distribution of selected TUs library staff in Ghana where males usually dominate females.

Gender distribution of respondents

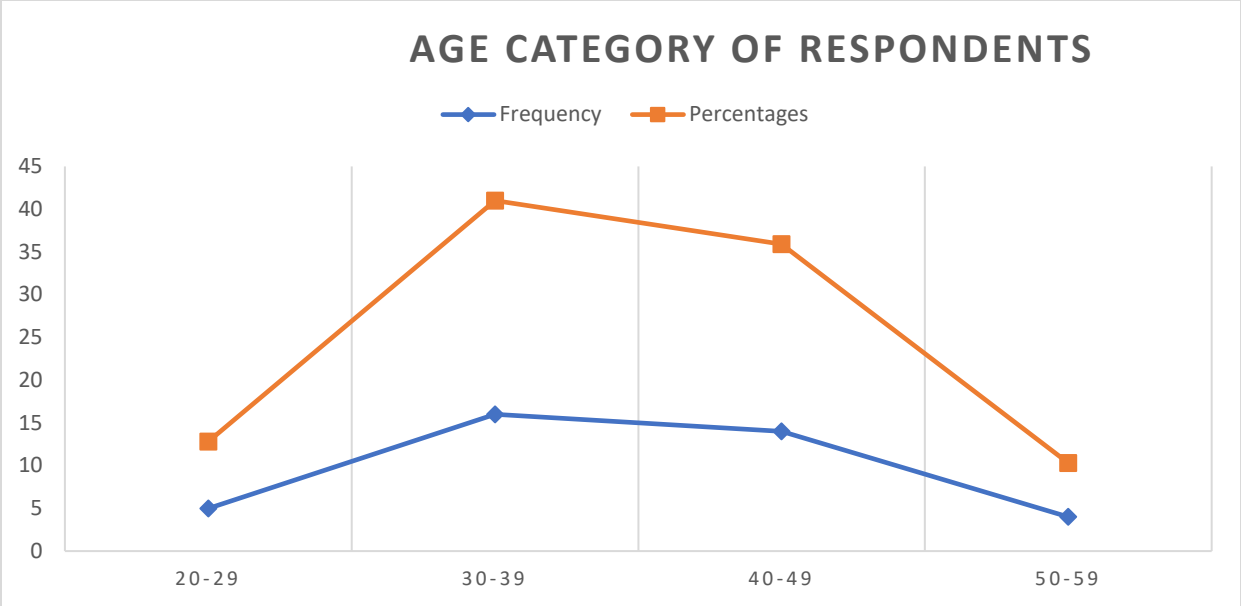


Gender distribution of respondents (n=39)

Age category of respondents

The aim was to determine the age groups of participants who responded to the study. The results state that 5(12.8 %) fell within the age of 20-29 years. This was followed by 16(41.0 %) between the ages of 30-39 years, 14(35.9 %) within 40-49, and 4(10.3 %) belonging to the 50-59 category.

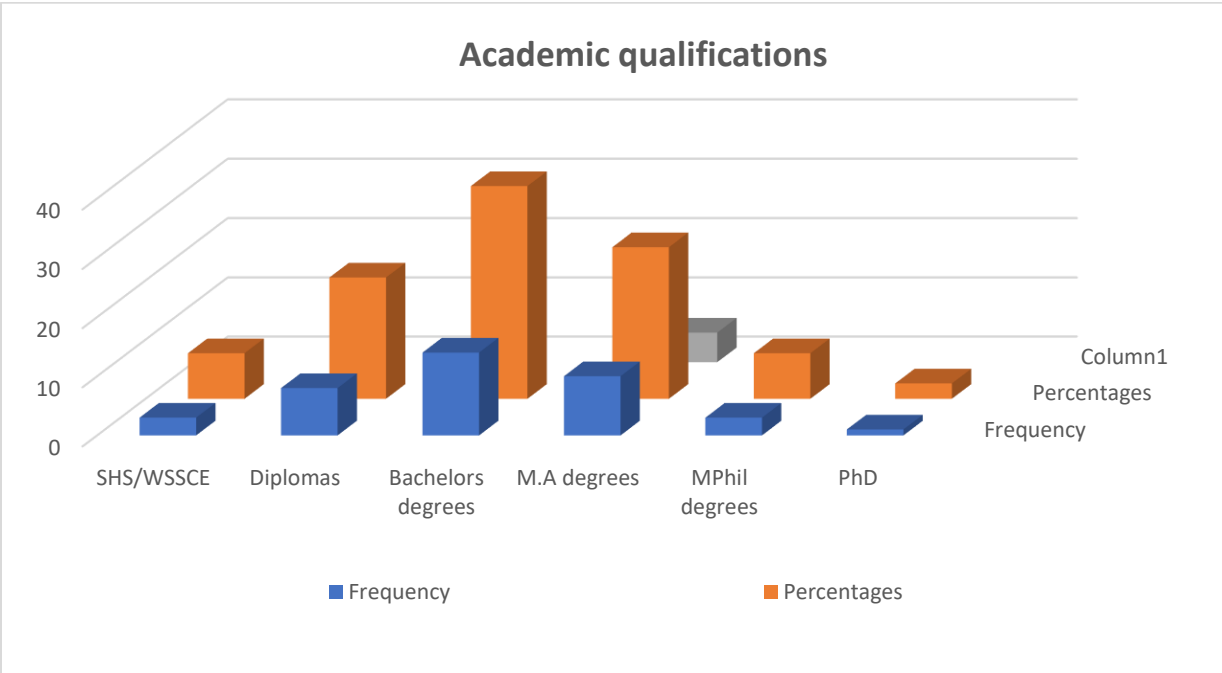
The results show that a high percentage of the three TUs library staff belong to the 30-39 age category. The percentage of questionnaires received from the three selected TUs in respect of age category did not show a gigantic difference, the highest age category of 41% was within the category of 30 to 39 years and the lowest return of 10.3% was within 50 to 59 years. The results in figure 3 represent library staff respondents of the total sample of 39(63 %) from the three institutions. The age category of 30 to 39 years and 40 to 49 years constituted the majority in this category with somewhat more respondents than the 20 to 29 years category. The age category of 50 to 59 years had the least participation. The reason could be attributed to the higher population of young and energetic personnel entering the library profession in recent times. The suggests that the selected TUs are equipped with energetic library staff to work in their various positions.



Age category of respondents (n=39)

Academic qualifications of respondents

The researcher also sought to find out the qualification of respondents by the TUs Library Staff. The results revealed that the highest number of 14 (35.9 %) had Bachelor’s degree. 8(20.5%) had Diplomas, and 3 (7.7 %) had SHS/WSSCE. In the category of postgraduate degrees, 10 (25.6 %) had a Master of Arts degree, and 3(7.7 %) had MPhil. Only 1(2.6 %) had Ph.D. The results show that the majority of TUs library staff were paraprofessionals and had obtained at least the minimum qualifications to work in their various positions.

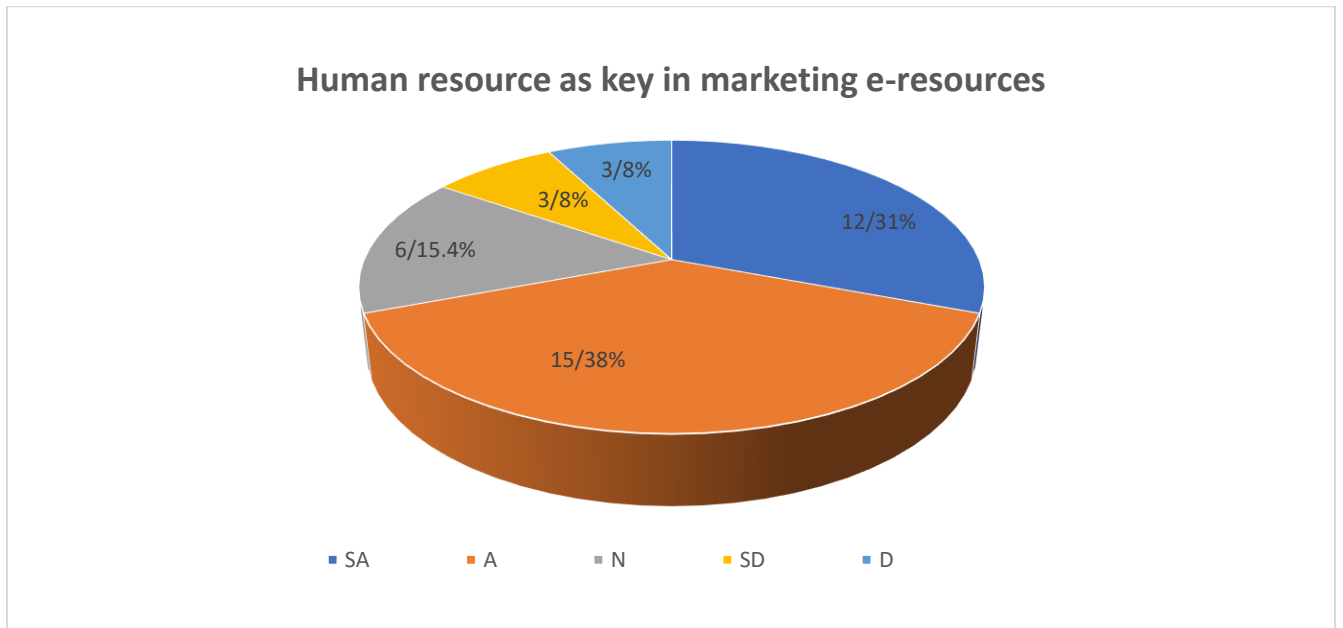


Academic qualification of respondents

Human and non-human resources involved in marketing e-resources

The objective was to determine the human and non-human resources involved in marketing e-resources at their university libraries. Invariably, human and non-human resources are characterized by the human resource, functionality, attractiveness, invitation, arrangement of the physical library building, and the timely intervention of the procedures involved in offering information to users.

The respondents were asked to state their level of agreement with the statement that human resource is a key factor in the success of the marketing of e-resources in their libraries. 15(38.5 %) agreed, 12(30.8 %) strongly agreed, 6(15.4 %) undecided 3(7.7 %) strongly disagreed 3(7.7 %) disagreed. The evidence gathered shows that 38.5% and 30.8% which constituted the high majority were of the view that the human resource was the most important factor in marketing e-resources, whereas the least percentage of 7.7% disagreed. This suggests that the selected TUs libraries recognize the human resource factor in marketing e-resources. Hence, the selected TUs libraries have the required human resource to market e-resources.



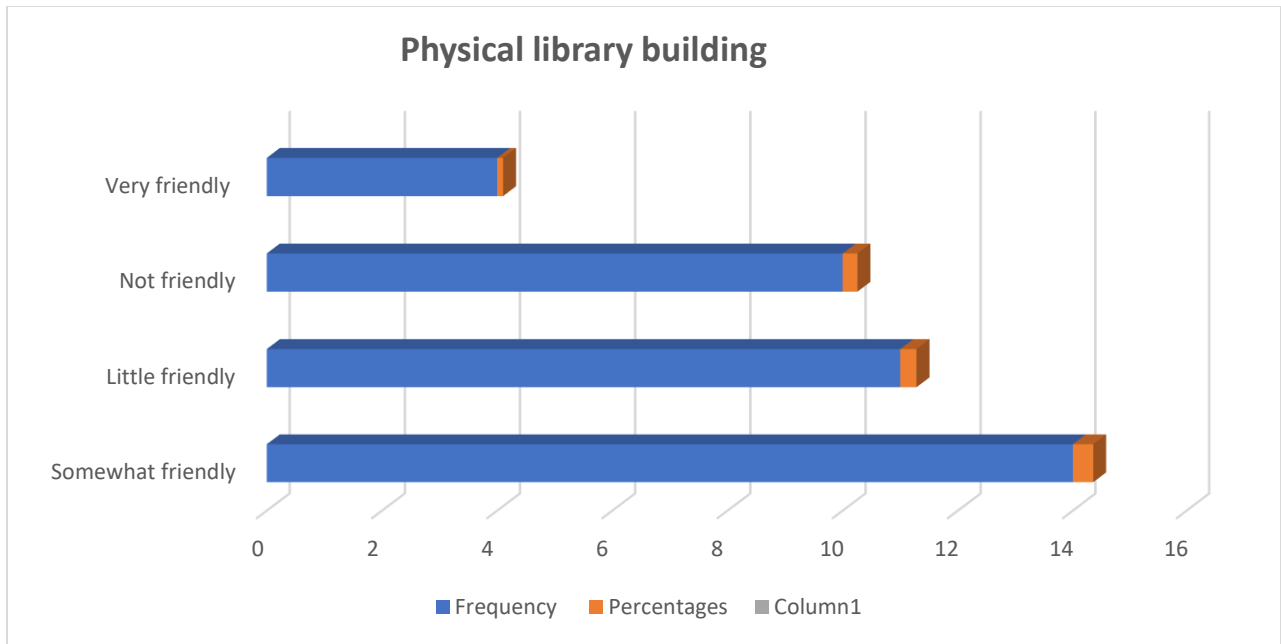
Human resource as key in marketing e-resources

Functional, attractive, inviting, and arrangement of the physical library building

The respondents were further asked to rate the user-friendliness of the functionality, attractiveness, invitation, and arrangement of the physical library building of the university. 14(35.9 %) of the respondents indicated somewhat friendly, 11(28.2 %) little friendly, 10(25.6 %) not friendly, and 4(10.3 %) very friendly. A summary of findings is presented in the figure below.

The results presented in the figure below show that 35.9% which constitutes the high majority mentioned somewhat friendly, and 25.6%, also a good percentage indicated not friendly. Perhaps,

it can be inferred from the results that the selected TUs libraries were to some extent functional, attractive, inviting, and had a good arrangement of the physical library building. However, the libraries were not situated in a purpose-built site or building.

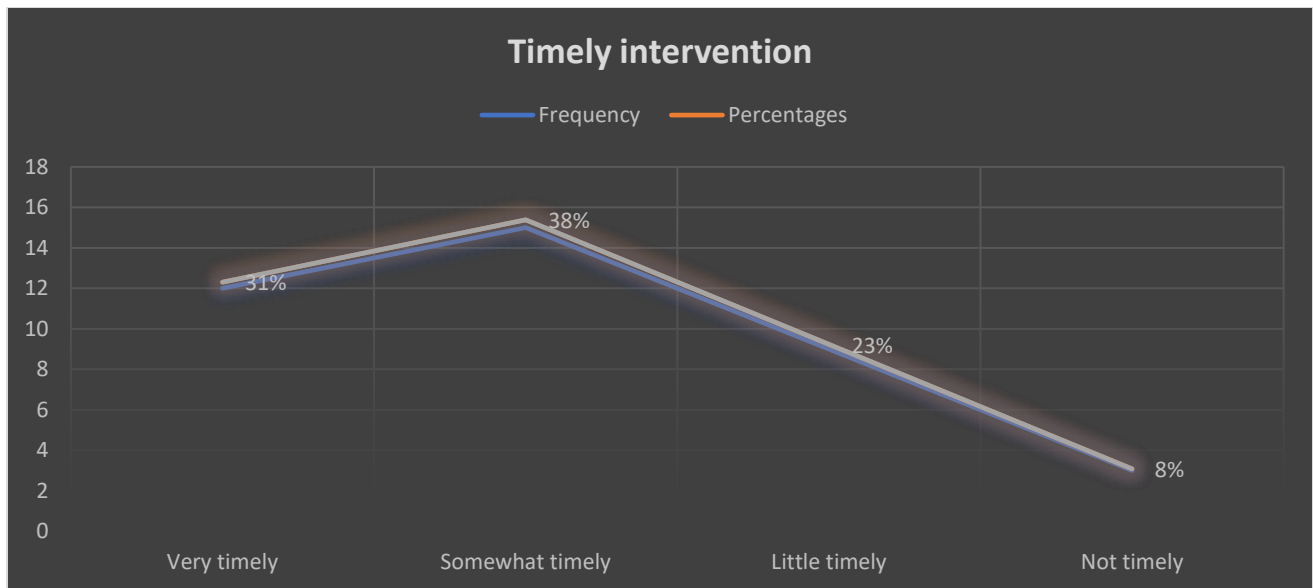


Physical library building

The timely intervention of the procedure in offering information to users.

The respondents were asked to rate the timely intervention of the procedures involved in offering information to users, using a scale of 1 to 4, wherein 1 represents very timely and 4 represents not timely at all. 15(38.5 %) of the respondents indicated somewhat timely, 12(30.8 %) very timely, 9(23.0 %) little timely, and 3(7.7 %) not timely.

The results presented in the figure below elucidate that 38.5% which constitutes the high percentage of the participants rated the timely intervention in delivering information to users to some extent. This suggests that the selected TUs libraries have put in place a timely intervention in rendering information services but are not up to mark.



Timely intervention

Benefits of marketing e-resources at the university libraries

The objective was to ascertain the benefit of e-resources to their university libraries. The respondents were given a list of six variables to state their level of agreement. The variables were chosen from the literature under the topic as presented in chapter two. 19(48.7 %) of the respondents strongly agreed with the statement that it enables continuous access at any time and place, 14(35.9 %) agreed, whereas 6(15.4 %) were undecided. 18(46.2 %) agreed with the statement of Instant delivery, 11(28.2 %) were undecided, whereas 10(25.6 %) strongly agreed. 19(48.7 %) agreed that it saves shelf space, 15(38.5 %) strongly agreed, whereas 5(12.8 %) were undecided. In respect of the statement on multiple access is allowed 17(43.6 %) agreed, 13(33.3 %) strongly agreed, whereas 9(23.1 %) were undecided. Also, 16(41.0 %) strongly agreed to the statement of no shipping and handling, 14(35.9 %) agreed, and 9(23.1 %) were undecided. Finally, 12(30.8 %) agreed to the statement of prevention from damage, loss, or theft, 10(25.6 %) strongly agreed, 9(23.1 %) disagreed, 5(12.8 %) strongly disagreed, whereas 3(7.7 %) undecideds.

Statement of benefits	SA	A	N	D	SD
Continuous access at any time and place	19(48.7%)	14(35.9%)	6(15.4%)	0	0
Instant delivery	10(25.6%)	18(46.2%)	11(28.2%)	0	0
Saving of shelf space	15(38.5%)	19(48.7%)	5(12.8%)	0	0
Multiple access is allowed	13(33.3%)	17(43.6%)	9(23.1%)	0	0
No shipping and handling	16(41.0%)	14(35.9%)	9(23.1%)	0	0

Prevention from damage, loss, or theft	10(25.6%)	12(30.8%)	3(7.7%)	9(23.1 %)	5(12.8 %)
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The benefit of marketing e-resources (n=39)

Challenges of marketing e-resources at the university libraries

The study sought to determine the challenges in marketing e-resources in the TUs libraries. The respondents were asked to rate their level of agreement with the list of five variables. 16(41.0 %) agreed to the statement of slow internet connections and restricted access, 11(29.1 %) strongly agreed, 5(12.8 %) were undecided, 5(12.8 %) disagreed, whereas 2(5.1 %) strongly agreed. 13(33.3 %) agreed with the statement of inadequate training on how to use the internet, 12(30.8 %) strongly agreed, 6(15.4 %) disagreed, 4(10.3 %) were undecided, whereas 4(10.3 %) strongly disagreed. 15(38.5 %) agreed to the statement of inadequate funding, 13(33.3 %) strongly agreed, 5(12.8 %) disagreed, 4(10.3 %) strongly disagreed, and 3(7.7 %) were undecided. 14(35.9 %) strongly agreed with the statement of poor facilities, 10(25.6 %) agreed, 5(12.8 %) were undecided, 5(12.8 %) strongly disagreed, and 3(7.7 %) disagreed.

Statement of challenges	SA	A	N	D	SD
Slow internet connections and restricted access	11(29.1%)	16(41.0%)	5(12.8%)	5(12.0%)	2(5.1%)
Inadequate training on how to use the internet	12(30.8%)	13(33.3%)	4(10.3%)	6(15.4%)	4(10.3%)
Inadequate funding	13(33.3%)	15(38.5%)	3(7.7%)	5(12.8%)	4(10.3%)
Poor facilities	14(35.9%)	10(25.6%)	9(23.1%)	3(7.8%)	3(7.8%)
Equipment and resources	11(28.2%)	15(38.5%)	5(12.8%)	3(7.7%)	5(12.8%)

Challenges of marketing e-resources at the university libraries

Discussions

Age distribution of respondents

The research results on the age distribution of respondents display that 41 % of all the survey participants were around 30-39 years. This could be related to the current surge in the number of new graduates joining the labor force. These findings contradict a prior study by Sawyer (2004), which revealed that senior professors in Ghana were aging and nearing retirement age, and they were not replaced at the rate required to sustain acceptable levels of mentorship of the new faculty. It is possible that the tendency is shifting and that older senior teachers are being replaced by younger faculty. The 30-39 age range is crucial since it is an energetic age in which individuals are still powerful, creative, and passionate and, as a result, need be regularly trained and created in order for them to provide their best.

Qualification status of participants

The qualification of participants was considered necessary to discover the leadership quality of the technical university libraries in Ghana. The results indicate that 36 % of the participants were senior library assistants. The junior assistant librarians represented 26 % had Master of Arts degrees, and 8 % representing assistant librarians had MPhil. Only 3 % had a PhD. These categories represent the senior management staff of the technical university librarians.

The findings also show that the senior in management of the technical university libraries, who constituted middle-level managers/supervisors/department heads, had a master's degree in library and information studies. This means that the senior and middle-level management staff were properly qualified for their respective jobs. This finding supports the division of technical university library employees into three categories: senior members, senior staff, and junior staff. The researcher divided the library personnel into three categories for this study: senior management, middle management, and lower level or routine workers.

The findings also demonstrate that the academic training requirements of library workers differed by group. According to the findings, senior management is more interested in programs that will assist them in updating their professional skills in order to sell e-resources for global awareness. The medium and junior level personnel, especially junior assistant librarians and heads of departments/sections/units/branches, were interested in programs that would help them update their professional and managerial expertise in order to advance to higher positions.

Human and non-human resources involved in marketing e-resources

The literature indicated that invariably, human and non-human resources in the marketing of e-resources are characterized by the human resource, functionality, attractiveness, invitation, and arrangement of the physical library building, and the timely intervention in the procedures involved in offering information to users.

Human resources as a key factor in marketing e-resources

The results disclosed on determining human resources as a key factor were encouraging as 39 % affirmed the statement, 31 % also highly confirmed, 15 % were undecided and 8 % refuted the statement. The results agree with the previous study by Jose and Bhat (2007), declaring that human resources refer to all library personnel and that human resources are a key factor in the success of a marketing strategy in the library. They also declare that library personnel play a vital role in the successful delivery of information services. They interact with users daily and their presentation and general disposition speak volumes about the image of the library. This suggests that the selected TUs libraries recognize the human resource factor in marketing e-resources. Hence, the selected TUs libraries have the required human resource to market e-resources.

Functional, attractive, inviting, and arrangement of the physical library building

Interestingly, the results released on determining the functionality, attractiveness, inviting, and arrangement of the physical library building of the selected TUs libraries was good but not up to mark. Majority of the participant mentioned it partially met their functionality, attractiveness and arrangement of the physical library set up. For instance, 36 % of the participants indicated somewhat friendly, 28 % little friendly, 26 % not friendly. It was also amazing to realize that 10% claimed very friendly. The evidence contradicts Jambhekar's (2002) prior study, which said that

for librarians to efficiently advertise library materials, traditional library facilities should be efficient and appealing to users. The layout should be welcoming and user-friendly to all types of users. Perhaps, it can be inferred from the results that the selected TUs libraries were not situated in a purpose-built site or building. This suggests that the selected TUs libraries should consider a purpose-built library to keep up with the marketing of its resources including the e-resources.

The timely intervention of the procedure involves offering information to users

It was also encouraging to realize that the timely intervention of the procedure involving offering information to users was good but needs to be improved. The majority of the participants rated it to a considerable high response rate. For example, 39 % of the participants reported it is timely to an extent, another 31 % also mentioned very timely, and 23 % reported little timely. It was again surprising to note that a very small percent or insignificant number of the participants 8 % mentioned not timely. According to Bamigbola (2013), library workers are advised to obey the library's systems and processes when providing information services. They must support the user-centered Ranganathan idea of librarianship. The goal is to ensure that the proper information services are provided to the appropriate customers at the right time so that users' time is not wasted and no information services are rendered useless; consequently, due process should be followed. This suggests that the selected TUs libraries have put in place a timely intervention in rendering information services but need to be up to mark.

Benefits of marketing e-resources at the university libraries

The results obtained show that users were aware of the benefits derived from the use of e-resources in the selected TUs libraries. It was evident from the results that the majority of the participant 49 % confirmed the statement that e-resources enable continuous access at any time and place. Another high percentage of 36 % also affirmed the statement, whereas 15% were interesting the smaller percentage were undecided. Given the statement of instant delivery, a high percentage of the participants 46 % affirmed the statement whereas the least percentage 28 % were undecided. Considering the issue of saving shelf space, a high percentage of the participants 49 % supported this view, another high percentage also agreed, whereas the least 9 % rendered. With regard to the benefit of multiple access, a high percentage 44 % mentioned this statement, another 33 % reported the same, and the least 23 % remained undecided. The benefit of no shipping handling was also highly affirmed by the majority 41 % of the participants, another 33 % reported the same, whereas 23 % left undecided. Finally, a considerable good number 31 % of the participant confirmed the benefit of prevention from damage, loss, or theft, another 26 % also affirmed the statement, and 23 % disagreed. Evidence gathered was in line with the earlier study by Ravichandran and Babu (2008) that some benefits of using e-resources in academic libraries include multiple access allowed, continuous access at any time and place, Instant delivery, saving of shelf space prevention from damage, loss, or theft, no shipping and handling. A possible reason could be that users were aware of the benefits brought about by these e-resources.

Challenges of marketing e-resources at the university libraries

The study sought to determine the challenges in marketing e-resources at the selected TUs libraries. The majority of participants mentioned the challenge of slow internet connections and restricted access, whereas the least number of them reported otherwise. For instance, 41 % confirmed, another 29 % also strongly affirmed, and 12 % disagreed. Also, 31 % mentioned the statement of inadequate training on how to use the internet, even though, another less considerate

number of the participant did not indicate the same. For example, 31 % agreed, 15 % disagreed, 10 % were undecided, and 10 % strongly disagreed. With respect to the statement of inadequate funding, the majority of all the participants' response categories confirmed the situation. For instance, 36 % agreed, 33 % strongly supported this concept, whereas the least percentage 8 % refused to answer the query. Additionally, the majority 36 % strongly confirmed the statement of poor facilities, 26 % also agreed, whereas the least percentage 8 % disagreed. The last was Equipment and resources, the high majority confirmed this challenge, another less considerate percentage also strongly mentioned same, whereas the least percentage of 8 % stated otherwise.

Conclusions

The study concludes that human resources are a key factor in marketing e-resources among the selected Tus libraries. Hence, the selected TUs libraries recognize the human resource factor in marketing e-resources.

Interestingly, the study further concludes that the functionality, attractiveness, invitation, and arrangement of the physical library building of the selected TUs libraries were good but not up to the mark. Perhaps, it was certain that the selected TUs libraries were not situated in a purpose-built site or building.

It was also encouraging to realize that the timely intervention in offering information to users was good but needs to be improved. Hence, the selected TUs libraries consider the timely intervention in rendering information services to users, however, this needs to be up to expectation.

The study concludes that the selected TUs were aware of the benefit brought about by these e-resources. It was evident that the majority confirmed that e-resources benefited the TUs libraries in the following ways: continuous access at any time and place, instant delivery, saving of shelf space, multiple access is allowed, no shipping and handling, prevention from damage, loss, or theft

The study finally concluded that the marketing of e-resources at the selected TUs libraries was not inspiring. It was also certain that e-resources available at the selected Tus were challenged with several issues. Among these challenges include slow internet connections and restricted access, inadequate training on how to use the internet, inadequate funding, and poor ICT facilities, equipment, and resources.

Recommendations

The study recommends that the human resource factor in marketing e-resources should be given the necessary training and development to handle future challenges, even though, some effort had been in place.

The study also recommends that the selected TUs libraries should consider a purpose-built library building to increase the functionality, attractiveness, invitation, and arrangement of the physical library building.

The study further recommends that the timely intervention in offering information to users should be improved. In this regard, it is imperative that the selected TUs libraries consider the timely intervention in rendering information services to users.

The study recommends that the selected TUs should consider the benefit brought about by these e-resources. Among these benefits include continuous access at any time and place, instant

delivery, saving of shelf space, multiple access allowed, no shipping and handling, and prevention of damage, loss, or theft. Hence, the need for requisite attention in marketing these resources.

The study recommends that the selected TUs libraries should consider addressing the following challenges to aid the effectiveness of marketing e-resources at the selected TUs libraries. Among these challenges include slow internet connections and restricted access, inadequate training on how to use the internet, inadequate funding, and poor ICT facilities, equipment, and resources.

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