

Exploring the Application of Extended 3Ps of Service Marketing Mix in Academic Libraries

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ABSTRACT

Marketing has become widely applicable in libraries and information services (LIS), it revolves around client satisfaction. The present study aims to explore the perception of University of the Punjab (PU) librarians about LIS marketing, and to explore the status of application of extended 3ps of service marketing mix i.e. people, process and physical evidence in the University of the Punjab's departmental libraries (PULs). The population consisted of Incharge Librarians of University of the Punjab. Survey method, based mainly on questionnaire along with observation record sheet, and discussion was used. The instruments were developed based on previous published literature, and were reviewed by LIS experts. Data collected through questionnaires and observations were analyzed using SPSS. Descriptive statistics i.e. Frequency, Percentage, and Mean were used for data analysis. The findings revealed that most of the librarians have an idea of applying marketing techniques for promotion purpose. Little attention has been paid towards interior of libraries to make them attractive and alive. The findings of this study will be helpful for planning and designing client centered library environment.

Keywords: marketing mix, extended 3Ps, marketing of academic libraries

INTRODUCTION

Marketing is often confused with promotion and advertisement of products. This is not true as the perimeters of marketing are vast. Initially this concept was introduced in business/profit sector only. With the passage of time it broadened with the inclusion of services and nonprofit sector as well. According to Kotler,

“Marketing is a social and managerial process whereby individuals and groups obtain what they need and want through creating and exchanging products and value with others” (Kotler & Armstrong, 1999, p. 3).

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Kotler & Armstrong (2003) added *information* in the definition of products as well. A product is anything that can be offered to a market to satisfy a want or need. Products that are marketed include physical goods, services, experiences, events, persons, places, properties, organizations, information and ideas (p. 7). Now the philosophy and practice of marketing is being applied to all sectors.

The roots of client's care approach in LIS may be traced back to the 1870s when Samuel Green presented the idea of providing individual assistance to users in order to facilitate them in using the library collection in 1876 (as cited in Katz, 1969). Ranganathan's five classic laws also promoted the worth of library users and provided evidence that the marketing approach has been a part of library services.

Awareness regarding the need to apply marketing in libraries has grown to a great extent in the developed world. Studies are also being conducted to assess its applications. Jestin and Parameswari (2002), Sharma and Bhardwaj (2009) and Spalding and Wang (2006) briefly threw light on the importance of marketing in academic libraries and on using market research techniques including surveys, focus groups and analysis of suggestions, to understand user needs and design appropriate library services and facilities. They considered use of services marketing 7ps, especially promotion of library services which are essential in this global era. As a result, the library gains visibility and support for its efforts, and users are able to use library resources to meet their academic and research goals.

Weingand (1999) stated, "As the twentieth century has progressed and developments in various technologies have emerged, the nature and character of information access and delivery has changed, presenting new challenges for libraries and library personnel" (p. xiii). The idea of applying marketing in libraries was borrowed from Kotler and Levy (1969)'s article on *Broadening the Concept of Marketing*. Gradually the theory of marketing of non-profit organizations was developed into the theory of services marketing which is directly related to LIS.

To meet the needs of clients in specialized manners, a set of marketing tools called Marketing Mix (MM) is used. The major difference in the services marketing mix versus regular marketing mix is that apart from the traditional "4 P's," Product, Price, Place, Promotion, there are three additional "P's" in service MM consisting of People, Physical evidence, and Process (Booms & Binter, 1981).

Interestingly researchers from the area of business Administration and Management sciences have been talking about extended 3Ps of service MM around the globe (Shah, 2012 and Afridi, 2009). However, in library sectors most recently Adegoke (2015) discussed P for Physical Evidence using the term Environment while exploring marketing of library and information services in university libraries. Das and Karn (2008) mentioned 5 Ps of MM including "People" as a 5th P in traditional set of 4 Ps as more influential to provide user oriented library services.

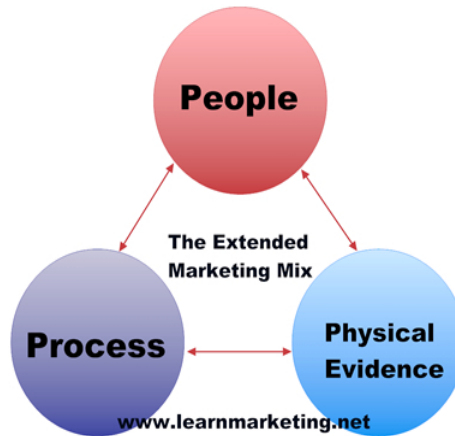


Figure: 1 Extended Ps of Service Marketing Mix (MM)
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Kim and Park (2006) conducted a survey to measure the application of 7ps MM (product, price, place, promotion, participants, physical evidence, and process) adopted by Korean libraries. The purpose of the study was to compare the role of 7ps between different library groups and to identify marketing activities of these libraries. Authors came up with findings that 7ps MM performed relatively well except price”.

Wang (2006) briefly threw light on importance of marketing in academic libraries and on using market research techniques including surveys, focus groups and analysis of suggestions, to understand user needs and to design appropriate library services and facilities. They considered use of services marketing 7ps especially promotion of library services which are essential in this global era. Market research is regarded helpful for libraries to understand the needs of their student and faculty library users in a better way. As a result, the library gains visibility and support for its efforts, and users better use library resources to meet their academic and research goals.

The study of Rafiq & Ahmed (1995) confirmed that there is a high degree of dissatisfaction with the 4Ps of MM among UK and European marketing academics. Whereas the extended Ps for People and Process received strong support by the respondents. The authors concluded that 4Ps should be replaced with 7Ps as this has already happened among European academics.

Status of LIS marketing in Pakistan

Marketing is included in the curriculum of LIS education programmes in Pakistan, but insufficient local literature is available. Only some work has been produced related to LIS marketing. Ameen, 2006 reviewed the status of marketing of LIS education in Pakistan and reported that marketing needs to be offered by all library schools either as an optional or compulsory subject. PU Dept. of Library and Information Science started marketing as an

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optional subject in 2000; from very next session it was taught as a compulsory subject. Additional research was carried out by Ameen & Warraich, 2007 on student's perception about concept and the need of marketing in library and information centres in Pakistan.

Tufail (2009) conducted Master thesis research to investigate the use of promotional activities in libraries of various universities throughout Lahore, and found out that librarians believe in the use of promotional activities but were facing problems in the application of these activities.

A previous study (Arshad, 2009) explored the gap regarding service quality of PULs from a user's point of view. She came up with the findings that the service quality of university libraries was found to be positive but there remains a need to improve library services. Nevertheless, the reasons of low service quality need to be explored. The identification of the status of marketing applications seems appropriate to know both problem areas and better ways of delivering services.

In this regard Khan & Bhatti (2012) explored different applications of social media for marketing of library and information resources and services. Data revealed that inadequate training opportunities, lack of knowledge, privacy and identity theft, slow speed of internet and electricity failure are the problems for applying social media in libraries of Pakistan for marketing library resources and services.

Soroya (2013) reviewed the literature on LIS marketing approach in libraries and came up with the findings that most of the available literature was descriptive and little empirical research has been carried out on this subject. However, this analysis was based on published research till 2011.

Furthermore, Asghar & Bhatti (2014) investigated perception of library professionals about marketing of library and information services (LIS) and products in university libraries of province of Punjab and Capital of Pakistan--Islamabad. The results express that in majority of the university libraries, marketing techniques are not in practice.

Findings of the studies on LIS marketing revealed that librarians favor application of LIS marketing but in practice they do not formally apply its techniques. Review of available published literature confirmed that so far no research has been carried out to explore application of extended 3Ps of service MM in Pakistan. A research gap has been felt and the present study is an effort to cover this area which has by and large been neglected in Pakistan. University of the Punjab (PU) is one of the oldest universities of the Sub-continent with a unique status of decentralized libraries on campuses systems. The present study aims to explore the University of the Punjab departmental libraries (PULs) attached to departments/institutes and colleges of PU.

RESEARCH QUESTIONS

This study addressed the following research questions:

1. What is the librarians' perception about the application of marketing in libraries?
2. What is the existing status of offered services in relation to services marketing mix (MM) i.e. people, process, and physical evidence in the responding libraries?

RESEARCH DESIGN

The study was a part of principal researchers' M.phil thesis. It was based largely on quantitative design of investigation of the problem with some tinges of qualitative approach. Survey method was used to collect data about marketing applications in academic libraries. It had been successfully used for conducting earlier similar studies (Sasikala & Patnaik, 1999; Block & Edzan, 2002, Mu, 2007).

Theoretical framework

To meet the needs of clients in specialized manners, a set of marketing tools called Marketing Mix (MM) is used. Various authors have devised this set with some variations. The initial set was based on 4Ps comprising product, price, promotion, and place. The present study is conducted using the set of 7Ps of MM given by different experts. Rowley (2006) also quoted this set of MM which consists of product, price, place, promotion, people, process, and physical evidence. For the current study last three Ps mentioned by Rowley were taken as studying variables.

Limited studies on application of extended MM in libraries were available therefore an instrument (questionnaire) was developed under the supervisor's guidance to collect data. The devised instrument was developed based on the constructs and variables found in the literature. The developed instrument was pilot tested on those librarians who were not the part of the research. Minor changes were made according to the suggestions of librarians who participated in pilot testing.

In order to collect the valid data about the physical facilities and environment, different attributes of physical evidence comprising interior, furniture, seating capacity, temperature, security and location of the library were recorded against a checklist. Observational data were recorded by the researcher herself. Discussions were carried out with respondents to get an idea of the librarian's perception regarding LIS marketing and to collect any additional information in relation to defined 3Ps of MM. However, researcher took notes of these discussions, as were not recorded to feel respondents comfortable.

Libraries of PU teaching departments, institutes and colleges on Quaid-e-Azam and Allama Iqbal Campus as well as their incharge librarians were made up the population of the study. A list of libraries was prepared from the PU's website. The Central library, Library of Iqbaliat, Library of Urdu Encyclopedia of Islam, Library of Centre of Excellence in Molecular Biology, and Mosque Library of the PU were not included because of their independent

infrastructure and services. Library of Institute of Agricultural Sciences was excluded from the study as the researcher personally is incharge of that library. Furthermore, libraries without professional librarian were not included in the study. As a result, the population for the study was N= 48. Four incharge librarians were no available during data collection period therefore, 44 incharge librarians responded the survey.

RESULTS

Demographic information about age, gender and education was obtained to gauge any possible relationship with the perception and application of marketing. It was assumed that comparatively younger librarians would be better aware of LIS marketing as they have studied it during their master's programme. Thus the age group of librarians was established. Age groups were divided in to 6 categories.

Table 1 indicates that most of the librarians 24 (54%) fall within the age group of 26-35 years. Respondents were also asked to mention their gender in order to determine the ratio of males and females. Out of the 44 head librarians 27 (61%) were male and 17 (39%) were female. Data indicates that most of the librarians were young and there is considerable participation of females as librarian in PULs.

Table 1. Respondents 'Age Group & Gender (N=44)

Age Group	f	%
26-35 years	24	(54)
Below 25 years	6	(14)
36-45 years	6	(14)
46-55 years	4	(9)
56-65 years	4	(9)
Total	44	(100.0)
Gender	f	%
Male	27	(61)
Female	17	(39)
Total	44	(100.0)

The knowledge of marketing shall play an important role in its application. Information was obtained about the respondent's professional education, marketing education, and abiding knowledge of marketing.

Table 2 shows that the majority of the librarians 39 (89%) held a masters degree in Library and Information Science (MLIS) while 2 (4%) held an M.Phil degree in Library and Information Science. There were 3 (7%) head librarians who had a Diploma in Library Science and they had been promoted on seniority basis without a masters degree.

Table 2 also revealed data regarding the learning of marketing as a subject. Twenty-one (48%) librarians had not studied marketing as a subject. Among 23 (52%) librarians who have studied marketing 15 (34%) during MLIS, whereas 5 (12%) studied in other academic disciplines/programmes. Only 1 (2%) librarian studied marketing in B.Com. Twenty-eight (64%) librarians replied that they attended workshops/seminars on LIS marketing (Table 2).

Majority of the librarians met the basic selection criterion of holding a masters degree. It may be added here that before the time of data collection Library and Information Science Department of PU had conducted a workshop on LIS marketing for librarians. Most of the respondents had attended that workshop. This implies that PU librarians actively participate in such workshops and seminars.

The philosophy of marketing implies that everything is not for everyone. It applies to libraries and information centers too. Clients have diversified information needs and information seeking behaviors. An information professional should divide his clients in groups (segmentation) to fulfill their information needs. Therefore, the respondents were asked that have they done segmentation of their clients? Gathered data indicates that a large number of respondents 38 (87%) had devised specific policies and had arranged basic segmentation of different group of clients. Only 5 (12%) librarians stated that they did not have any special policy of client segmentation. It can be said that segmentation was followed by a large number of librarians and they realized that all clients cannot be treated in the same way.

i. People

In services marketing, *people* are part of a service creation and delivery. Recruitment of the appropriate staff on the desk (front-liners) and their continuous training for providing desired services is equally important for each type of library. The opinion of librarians about front-liners job related to work, social, and communication skills were gathered in order to determine their role in offering the required services.

Work skills of front line staff

Table 3 illustrates the opinion of respondents' respect to their front line staff. Respondents consider that their front line staff is well trained to perform routine work (Mean =4.07). Analysis also indicates that librarians have some kind of strategy to check the motivation and commitment of their front line staff (Mean =4.07). Librarians agreed that their staff provides desired services accurately (Mean =3.89). Librarians have empowered the front line staff with a certain amount of authority to take decisions in their routine work to a moderate level (Mean = 3.50). It is important to note here that not a single statement was responded as strongly agree.

Table 2: Respondents' Level of Education & Study of Marketing (N=44)

Level of education	<i>f</i>
MLIS (Masters in library & information science)	39
MPhil (LIS)	2
Other (DLIS)	3
Marketing education	<i>f</i>
M.A/MLIS	15
Other	5
MPhil (LIS)	2
B.A/BLIS	1
Not studied (formally or informally)	21
Attended marketing workshop/seminar	<i>f</i>
Yes	28
No	16
Segmentation of clients	<i>f</i>
Yes	38
No	5

Table 3: Work Skills of Frontline Staff (N=44)

Statement	Mean	S.D
The front-liners are well trained to perform the required work	4.07	.75
You have some system to check the motivation and commitment of front-liners	4.07	.78
The front-liners are able to provide desired services accurately	3.89	.86
The front-liners have sufficient resources to provide the services promised? (e.g., their own computer work station)	3.75	1.22
The front-liners are empowered with the authority to take decisions in their routine work	3.50	1.02

Note. 1= Strongly disagree, 2= Disagree, 3= Neutral, 4=Agree, 5=Strongly agree

Social & communication skills of front line staff

Usually the client's first encounter is with the frontline staff. Providing good services rests on the work, social, and communication skills of the frontline staff. They should be polite and respectful in their behavior. Data analysis in (Figure 2) demonstrates that 19 (43%) respondents agreed and 11 (25%) strongly agreed that their staff is polite and respectful to the students. However, frontline staff still lacks the required skills as librarians also receive complaints from students sometime as shown in Figure 4.

Exploring the Application of Extended 3Ps

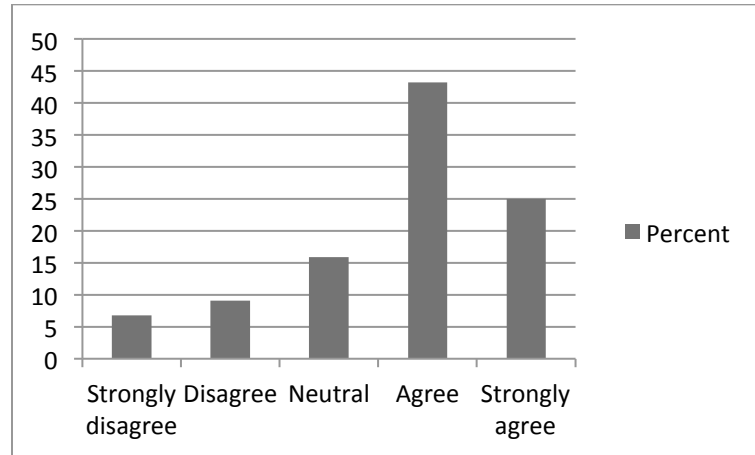


Figure 2: Frontline Staff is Respectful to the Students. (N=44)

Figure 3 revealed that 26 (57%) respondents think that their front-line staff wholeheartedly willing to help clients. It was found that only 8 (18%) librarians never received any complaint from clients about library staff. According to the rest of the respondents, 16 (36%) sometimes and 14 (32%) occasionally receive complaints as shown in figure 4. Data in Figure 5 indicates that counseling is the most common way of motivating front line staff. Figure 3, 4, 7, and 10 are provided as supplementary material.

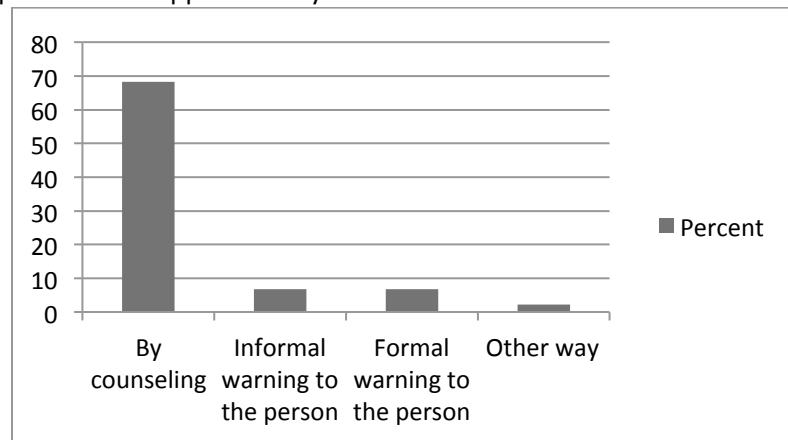


Figure 5: Methods Used for Front liner's Motivation. (N=44)

A communication gap between management and staff could be a hurdle for better performance of the professionals. Figures 6, 7, and 8 reveal data about the communication gap among librarians, their staff, and head of the department.

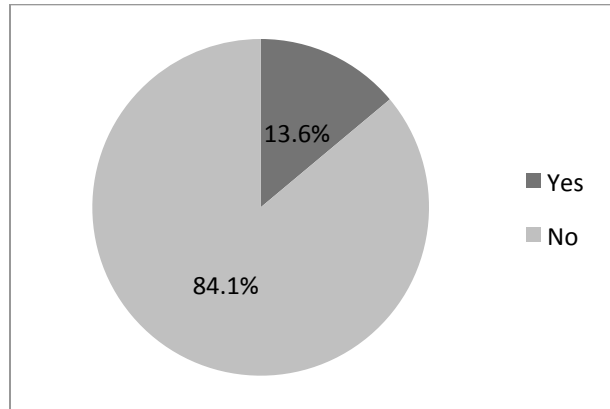


Figure 6: Communication Gap between Librarian & Head of the Department. (N=44)

Of the total 6 (14%) respondents reported that there is a communication gap between the librarian and head of the department, 2 (5%) felt this gap between librarian and faculty library incharge. Only 1 (3%) librarian felt that there existed a communication gap between him and frontline staff. It can be concluded there was not much of a communication gap reported between higher authorities and head librarian, as well as between librarians and frontline staff.

While talking to the respondents, the researcher came to know that few librarians were concerned over the severe communication gap between them and their heads. It was observed that physical condition and functioning of those libraries were not satisfactory and librarians argued that their heads were not interested in library matters.

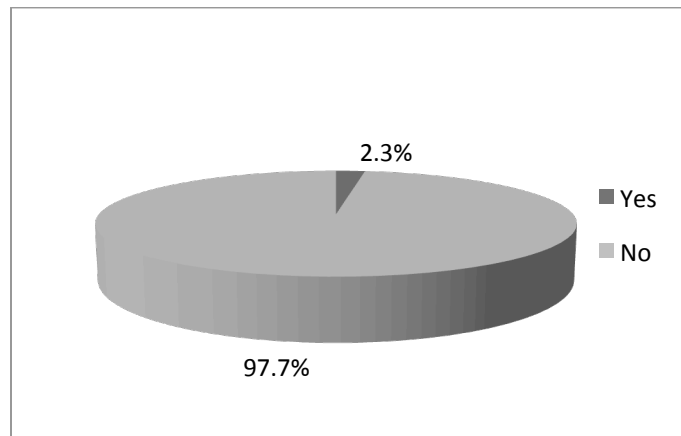


Figure 8: Communication Gap between Librarian & Frontline Staff. (N=44)

As Figure 9 indicates 25 (57%) respondents confirmed that the communication skills of their library staff are just *ok* and only 3 (7%) respondents replied that communication skills of

their frontline staff are very good. In the opinion of 36.4% librarians, frontline staff their front liners possess good communication skills.

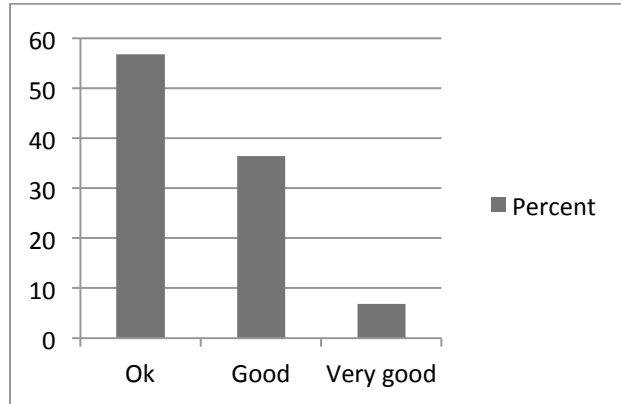


Figure 9: Extent of Needed Communication Skills of Front line Staff. (N=44)

Figure 10 shows that sharing library problems/matters with higher authorities is not a problem for librarians. Almost half of the respondents stated that it is easy for them. Figure 11 shows that 31 (75%) respondents always encourage their frontline staff to share library problems/matters with them. It seems that there is a friendly environment in PULs. Respondents i.e. 27 (61%) were not receiving any type of incentives from their departments as shown in Figure 12.

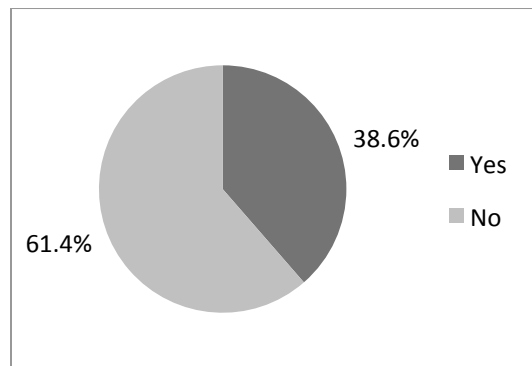


Figure 12: Incentives for Library Staff. (N=44)

The remaining 17 (39%) librarians and frontline staff received incentives and most of them are receiving both types (Formal & informal) of incentives as revealed in Figure 13.

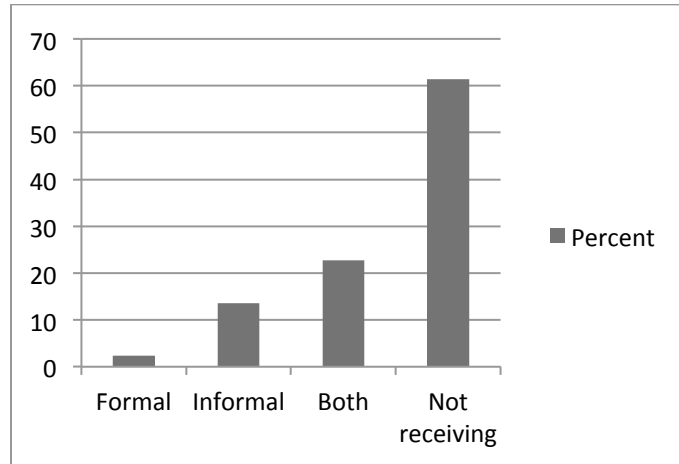


Figure 13: Types of Incentives. (N=44)

It was observed and confirmed through conversation with respondents that the librarians who were receiving incentives from their parent organization were more satisfied and motivated to perform their routine work and quite happy with their work environment.

ii. Process

Process is the system used for delivery of library products and services. To measure how efficient a delivery process is and how often clients face procedural problems, librarians were asked about efficiency of the process and procedure. Figure 14 indicates that in a librarian's opinion, library rules, procedures and use are very easy.

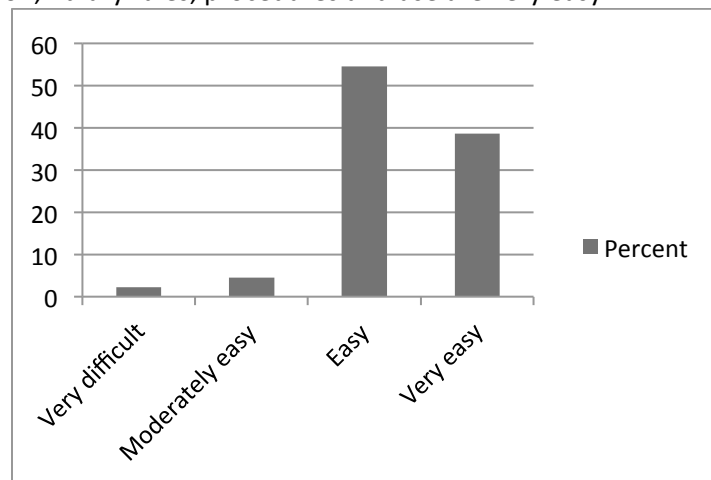


Figure 14: Library Procedure, Rules, and Use (N=44)

Table 4 revealed that librarians seldom face any problem regarding membership process. However, they sometime face problems regarding return of books.

Table 4: Procedural Problems (N=44)

Statement	N	Mean	S.D
Regarding membership Process	43	4.23	1.10
Regarding renewal/reserve of books	42	4.07	1.15
Regarding issuance of books (such as loan period, reference books, single copy books)	43	3.93	1.16
Regarding return of books (such as overdue, fine)	43	3.65	1.32

Note. 1= Very often, 2= Often, 3=Sometimes, 4=Seldom, 5=Never

Their delivery of library services is very efficient as shown in Figure 15. As the data has been taken by the librarians so its authenticity can be determined only after clients 'feedback.

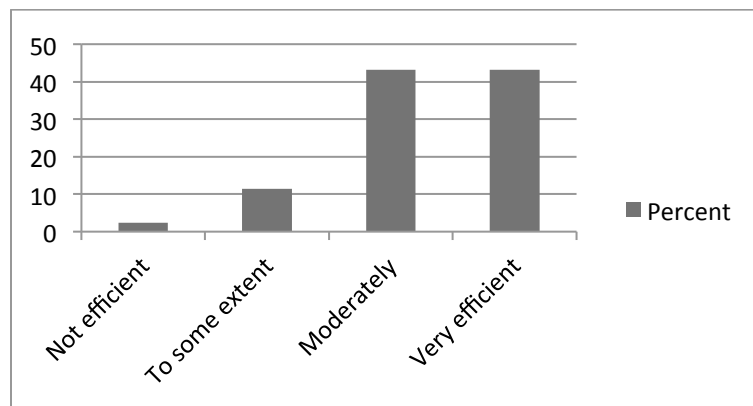


Figure 15: Efficiency in Delivery of Library Services (N=44)

ii. Physical evidence

Physical evidence is the final ingredient of extended three Ps of MM. This P leaves notable impact on clients. As Rowley (2006) states about physical evidence that:

This is concerned with the physical surroundings from which a service is delivered, and with the other tangible elements in a service episode. Physical evidence is important in service delivery because it is usually the only tangible clue that the customer has about the quality of the service experience. (p. 10)

Jose and Bhat (2007) stated,

In case of a traditional library, the physical appearance and arrangement of materials have to be inviting and user friendly. The library buildings should be functional and attractive. It should have disabled friendly access provisions. Various facilities available in the library should be maintained in a clean and tidy manner. There should be signage inside the library to help the users (p. 26).

Table 5: Physical Evidence (N=44)

Statement	N	Mean	S. D
Sufficient light in library for reading	44	3.45	.63
Library is clean and tidy	44	3.34	.71
Temperature control	44	3.27	.87
Ventilation in Library	44	3.18	.65
Security measures	44	3.11	.62
Library building has a central location	44	3.09	.88
Condition of library furniture	44	2.93	1.02
Sufficient space in library for readers and library furniture	44	2.89	1.12
Library furniture and interior	44	2.82	1.02
Sufficient seating capacity equal to number of your clients	44	2.77	1.23
Signs/Instructions	44	2.45	1.10

Note. 1= Not satisfactory, 2= Somewhat satisfactory, 3=Satisfactory, 4= Very satisfactory

Table 5 illustrates the data collected through observation about physical evidence of libraries. Different attributes of physical evidence were identified by the researcher against a checklist. Checklist contained statements about physical evidence i.e. interior, furniture, seating capacity, temperature, security, and central location of the library. Libraries have enough light for study (Mean=3.45). Mostly libraries were clean and tidy (Mean = 3.34). Security measures were at the most a satisfactory level (Mean =3.11). Only two libraries had proper security system. Others rely on manpower. Condition of library furniture was not at the satisfactory level. Signs and instructions play an important role to guide users but Mean score 2.45 shows that libraries are not using these tactics at a satisfactory level. Data shows that furniture (Mean = 2.93) is not in a very good condition in these libraries. Seating capacity is below the satisfactory level (Mean = 2.77).

It was observed by the researcher that almost all libraries depend on manpower to secure their information resources and they have been forced to close the shelves to avoid theft. According to the new philosophy of librarianship there should be no hurdle between information and its client; nevertheless because of closed shelf system there is a chance that clients may be unable to get information according to their requirements. Only a few libraries have proper security system.

Signs and instructions in library premises are considered very important to guide clients. It was observed that there are only a few libraries where proper signage and instructions had been used. A very common instruction was *Keep Silence*. In a few libraries, librarians have not used information technology for better library services. Computers with internet facility are available to them but they are not utilizing these. Perhaps they are not experts of using ICTs or they are not motivated to do so; may be extensive research is required to explore the reasons of not using ICTs. Some librarians mentioned that there is a communication gap between them and their heads. They responded that they are just sitting in libraries and all decisions concerning library and information services are made by their heads. It was observed that mostly newly constructed departments have libraries with a central location,

but in older buildings, classes are conducted on the ground floor whereas libraries are on the second floor.

There are many departmental libraries where furniture was old fashioned. There were also cases where not enough furniture existed for clients. Insufficient attention was paid towards the interior of libraries. There were some libraries where there was not enough seating capacity for readers. It can be concluded from gathered data through observation that there is need to pay attention towards creating a facilitating environment in libraries.

CONCLUSIONS

It can be concluded that half of the librarians have basic knowledge of marketing especially those who had studied marketing at masters' level, the other half did not know about the theory and application of marketing in LIS. Librarians were somewhat motivated to learn marketing as the majority had attended the workshop on LIS marketing. The researcher came to know during discussion that most of the respondents understand that all clients cannot be treated equally, therefore they devised basic client segments with specific usage policies.

During discussion researcher came to know that most of the librarians have an idea of applying marketing techniques for promotion purpose. However, in practice they were not applying them. They perceived marketing to be based on only promotion. They were not aware of practical applications of MM of services marketing, especially the extended 3Ps of MM. to enhance the image and visibility of themselves and their library. It was further determined from discussion that budget and head of the department's interest in library were big reason behind the application of marketing approach in libraries.

i. People

Although the librarians reported their frontline staff as well trained to perform their routine work. They believed that their front liners are polite and respectful to the students. Still there is need of their behavior modification as at the same time librarians admitted that they often receive complaints about their front line staff's behavior.

Overall work related communication environment reported satisfactory, as majority of the librarians don't feel any difficulty to share library matters/problems with higher authorities. At the same time, librarians also encourage their staff to share library matters/problems with them. It is noteworthy that a significant number of librarians and their staff do not receive any type of incentives from their departments, it can be concluded that management of these departments/institutes/centres is least concerned in motivating their staff.

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ii. Process

Library rules and procedures are quite easy according to the librarians. In almost all libraries delivery of library services is efficient. However, they reported that they face problems regarding return of library books. They told researcher that especially faculty members often keep books with them for whole semester, similarly sometimes students' delay returns of books on the due dates. There were no formal procedures of handling delays in book returns.

Although librarians reported their frontline staff is well trained to perform their duties; behavior of front liners is polite and respectful to the students; delivery of library services is efficient and library rules and procedures are quite easy. But actual situation can be determined only after clients' feedback.

iii. Physical evidence

Libraries were generally in clean and tidy position. Security measures require improvement due to improper security system fifty percent of librarians are forced to have closed shelf system. Disabled/special students are not treated with special services. Proper signs and instructions were not displayed for client's guidance. In the majority of libraries furniture was usually old fashioned, and not comfortable for long sittings. Some libraries were not located centrally. There were libraries on 2nd floor and no other way was to approach library, but only stairs. It was felt that the students with disability or a sick person may not be able to approach library easily.

Libraries do not have the required seating capacity to accommodate students. Little attention has been paid towards interior of libraries to make them attractive and alive. Most of the libraries are not spacious enough.

The application of marketing as a philosophy, as a management tool and as a client-centered services approach in PULs is not up to the desired level. Especially "P" for physical environment was felt most ignored "p" of MM.

RECOMMENDATIONS

In order to apply marketing approach in libraries, librarian should learn new methods constantly to upgrade the quality and range of its services/products according to the changing requirements of the users. Furthermore, workshops/seminars need to be organized in order to create awareness for those persons who have not studied marketing at any level. These workshops/seminars should be conducted by the departments of library and information sciences and professional associations. This is required for not only PU librarians but for other librarians as well.

Short term training programs for frontline staff should be organized for imparting marketing skills/capabilities. To motivate library staff formal or informal incentives should be given by parent organization. Even some sentences of appreciation motivate workers.

There should be open shelf system in libraries in order to increase utilization of information products. Attention should be paid towards library furniture and interior as it should be an attractive place where clients can comfortably sit and study. Libraries need to be more attractive and facilitative.

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Supplementary Figures

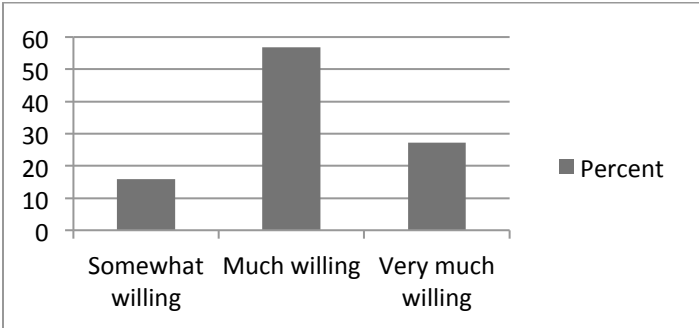


Figure 3: Willingness of Frontline Staff to Help Clients. (N=44)

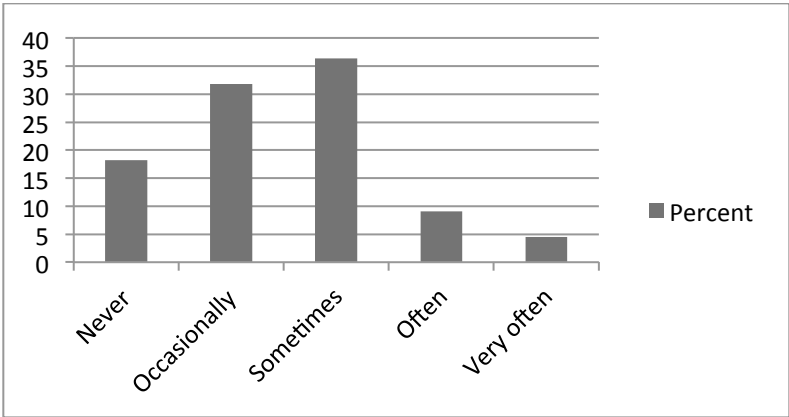


Figure 4: Complaints from Clients. (N=44)

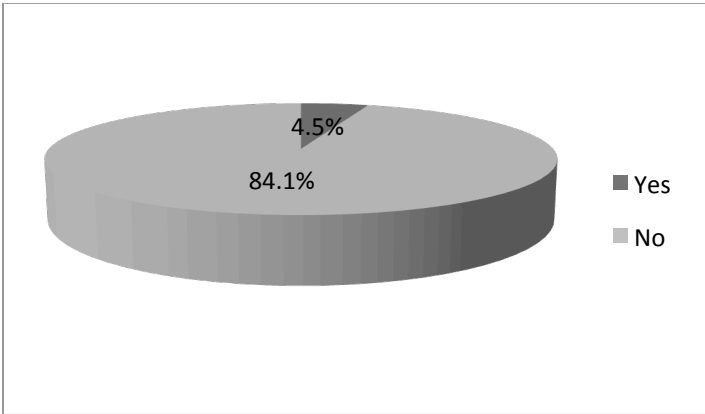


Figure 7: Communication Gap between Librarian & Faculty Library Incharge. (N=44)

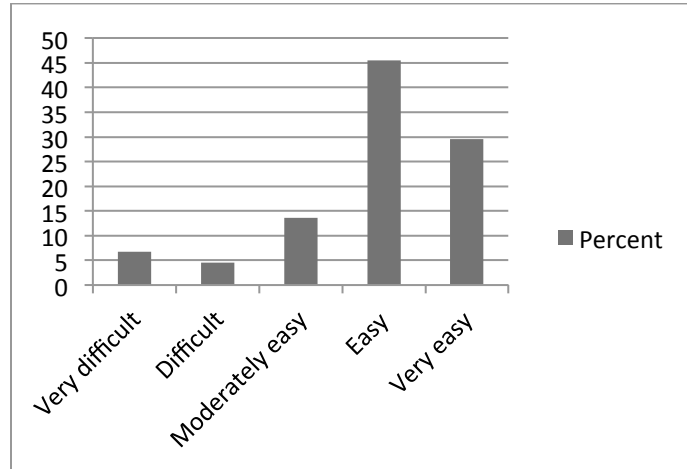


Figure 10: Library Matters/Problems Sharing with Higher Authorities. (N=44)

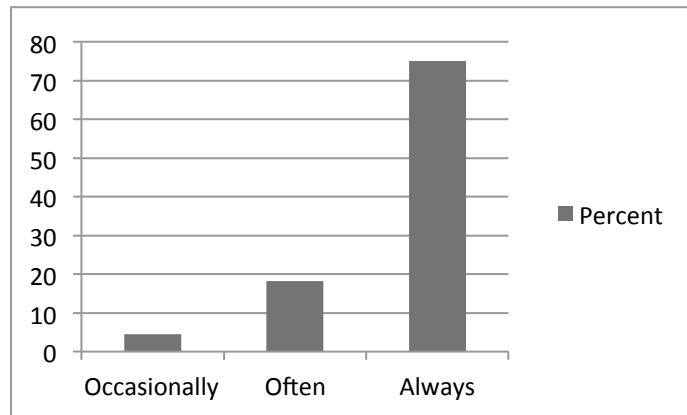


Figure 11: Library Matters/Problems Sharing of Junior Staff. (N=44)