INVESTIGATING PUBLIC RELATIONS IN PUBLIC LIBRARIES: A CASE STUDY OF THE K.N.L.S - NAIROBI BRANCH LIBRARY.

BY

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A PROJECT REPORT SUBMITTED IN THE FACULTY OF EDUCATION IN PARTIAL FULFILMENT FOR THE DEGREE OF THE MASTER OF EDUCATION (LIBRARY SCIENCE)

AT

Kenyatta University

DECLARATION

This work is dedicated to my beloved husband O.O. Gitahi for his continuous support both financially and domestically through hard work. To our beloved children Christine, Vincent, John, Peter and Esthers.

THIS RESEARCH IS MY OWN ORIGINAL WORK AND HAS NOT BEEN PRESENTED FOR DEGREE IN ANY OTHER UNIVERSITY

_______________________________
ZIPPORAH WANJIKU NDIRANGU

THIS RESEARCH REPORT HAS BEEN SUBMITTED FOR EXAMINATION WITH MY APPROVAL AS A UNIVERSITY SUPERVISOR.

_______________________________
MR. MICHAEL K. MUKUVI,
LECTURER
KENYATTA UNIVERSITY
NAIROBI.
This work is dedicated to my beloved husband G.G. Gitahi for his continual support both financially and domestically throughout my study period. To our beloved children Christine Wangechi, John Gitahi and Esther Wamucii who patiently bore the pain of having to do without their mom all days long until very late at night.

I have had the opportunity for exposure to the most interesting field of marriage, and my life has been enriched.

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I unreservedly indebted to the Director, Kenya National Library (KLIB) services, for letting me use the Nairobi branch Library to conduct my research, the (chief) Librarian MR. NJERU and his Assistant LYDIA for their invaluable assistance during my data gathering process and the staff and users of KIB. For their co-operation...
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I am greatly indebted to the Director of Kenya National Library (KNLS) services, for letting me use the Nairobi branch Library to conduct my research, the (chief) Librarian MR. NJERU and his Assistant LYDIA for their invaluable assistance during my data gathering process and the staff and users of KNLS for their co-operation.

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The study was carried out at the K.N.L.S. Nairobi branch. The aim of the study was to investigate how public relations activities are carried out in public libraries with special reference to KNLS Nairobi branch library. The researcher feels that PR is key to effective library service. The researcher hoped that the findings and recommendations made would be generalised to warrant their implementation in the K.N.L.S network of libraries countrywide. Specifically, the objectives of the study were:

1. To identify the type of PR techniques in use in KNLS (Hds).
2. To determine staffs knowledge in the use of the PR techniques.
3. To determine the users knowledge of the library services.
4. To find out if users are consulted when books are ordered.
5. To determine the users view of the image of the library.

The researcher felt to find out how communication which is vital in any PR program is carried out, how the staff relate with users, the kind of library services provided, the type of public relations activities whether the staff are trained in PR or other related areas, it was necessary to carry out the study.
The research set to find out how communication which is vital in any P.R program is carried out, how the staff relate with users, the kind of library services provided, the type of library promotion activities, whether the staff are trained in PR or other related areas, whether the staff are motivated to work, the nature of library stock and library accessibility among others.

The findings revealed that there is a form of PR in the library. The researcher noted with satisfaction for instance, that there is increased individualised services to users by staff. Majority of the staff accompany users to the place where they can retrieve whatever material they need. It was also found out that more often than not, the members of staff are at their respective places and do not wonder around. Hence the users find staff at their respective places whenever they require any form of assistance. The staff are also said to be approachable, understanding and friendly. Consequently, the users happily retorted that they feel at ease and free to ask for assistance.

It was also reported that misunderstandings between the staff and users were few. Whenever one occurred, the problem was resolved quickly and amicably.
The staff too, were found to be decently and formally dressed.

Unfortunately, the library's chain of communication was not found appropriate. Though established channels of communication do exist, the most utilised mode of communication to staff from the management was memos. The members of staff felt that that mode of communication was not adequate and felt meetings are more effective. Meetings, they argued, would enhance participation by all and encourage the free flow of ideas. This argument was found befitting aspirations of PR.

The chief librarian is used with users. All the users interviewed indicated that they didn't know which he was. Enquiries on his whereabouts suggested that he was busy with other chores leading with no time to reply to complaints. The research indicated that the chief librarian that he go found the users the box. Failure to have the users utilise the suggestion box freely, means that there is no communication between the staff and the library. Without such communication, the library management can not know the user needs. Without a clue to the user needs, the library system is inadequately prepared to render relevant services.
The library stock was found irrelevant and inadequate. Most of the books are outdated and do not cater for local school curriculum or examination bodies. Consequently, the users use the library more of a study room than a research centre. The researcher can't help speculating that this factor could have made the library to have very few registered users. There are hardly any queues at service points. The library too, has not moved with modern trends in information technology. It only houses print materials and no NBM.

The chief librarian is unknown to users. All the users interviewed indicated that they didn't know whom he was. The chief librarian, on his part, consented that too much administrative chores leave him with no time to leave his office to meet the users. The researcher however advised the librarian that, he should once in a while, leave his desk and go round the library on a meet-the-people tour. It is only through such a method that he would learn and have a real feel of how the system works. Otherwise, waiting for his assistants to keep him informed about how the service is running may not be the ideal method. PR calls for an interpersonal relationship between all involved in a system.
In order to redress the shortcomings cited and enhance the effectiveness of the service, a number of recommendations were made. They included:

1. That the library should train their staff in PR,
2. That management should vary channels of communication to meet diverse needs,
3. That users should be encouraged to make use of the suggestion box,
4. That the library should carry out frequent needs assessment as a method of appraising staff,
5. That if possible the KNLS-Nairobi library should be moved to a central location where all people can conveniently reach it,
6. That the opening hours of the library should be extended to meet user requirements.
CHAPTER ONE

1.1.0. BACKGROUND TO THE PROBLEM

A public library is a library provided wholly or partly from public funds. Its use is not restricted to any category of people in a country but is available to all, irrespective of age, colour, race or even background. A public library must be held in accessible and affordable manner, for free and equal use by all members.

Most often public libraries are administered by Boards established by Acts of Parliament. For example, in the U.S.A, the first legislative measures were enacted in 1848, in Tanzania 1963; Uganda 1964; and in Kenya 1965. In the Kenya case, the K.N.L.S plays both the role of a National and a public library. The National library is the principal most comprehensive library which services a particular country's citizens and which also acts as the national legal deposit center and produces the National bibliography. This fact alone portrays the responsibility heaped upon the K.N.L.S towards the public. According to the ALA world Encyclopaedia of library and information services (1986, P.660) the
The public library should foster and provide means of self-
development of the individual and recorded knowledge. The public library should also be one of the principle centres of cultural life and promote a keener participation, enjoyment and appreciation of all the arts hence playing the role of encouraging the positive use of leisure and providing materials for change and relaxation.

The UNESCO public library manifesto (1949) declared the public library as a living force for education, culture and information. The same manifesto declared that such a library must be readily accessible and its doors open for free and equal use by all members of the community regardless of race, colour nationality, age, sex, religion, language, status or educational attachment.

The challenge therefore of the public library is to serve everyone at a level sufficient to justify public expenditure (Morgan 1979, P63). The library must therefore create services and programmes which will attract non-users in addition to maintaining the established clientele. The library (public) must recruit, retain and regain customers and all these activities will materialize only if sound public relations programmes or techniques are entrenched in the library system. Time and effort has to be spent on making it
known because many people in developing countries do not understand the nature of a library service. Majority of the people even if they know of a library's existence still have the notion that libraries are for "them" and not "us". This is purely lack of understanding as to what a library is, its functions and scope. Public relations must be employed inorder to

"seek to establish, develop and maintain mutual understanding between library organizations and their various publics". (Usherwood 1981,P12)

Through a well planned and programmed PR the public libraries will win the publics' attention and confidence through knowledge. Once people understand the role, the functions and the scope of these libraries they will appreciate them (libraries) and make good use of the services they provide. Increased enrollment will be a direct result of good communication through understanding. This is because PR is essentially good communication. In short, the public libraries can hardly ignore or postpone PR activities putting into consideration the huge task upon their shoulders. Out of necessity these libraries need PR inorder to influence people to like them, appreciate them and get funds. PR enables people to stick to the services and most of all helps to eliminate negative aspects about the libraries. PR also attempts to reduce people's resistance to the
library services, just to name but a few. The research was aimed at investigating how this activity is carried out at the KNLS headquarters, Central Library. It's important at this juncture then to say something about the KNLS and therefore be in a position to agree with the researcher that PR techniques must be comprehensively carried out.

1.2.0 THE KENYA NATIONAL LIBRARY SERVICES (KNLS)

The KNLS is the main public library service and plays the role of a national library as well. As a public library it is designated to serve the general public without discrimination. It was established by an act of Parliament in 1965 though it became operational in 1967. Its establishment was to help develop lending libraries for the whole country (Laws of Kenya cap 225). The establishment of the KNLS under a clear mandate of law was in line with the UNESCO public library manifesto (1973) which recommended the establishment of public libraries to ensure nationwide provision of library services. It is run by a Board of directors (KNLB) with the librarian as its chief executive officer. The KNLS Board consists of representatives from each of the provinces in Kenya; a representative from the University of Nairobi; the publishers' Association; the KLA and
The KNLS Board also identifies its publics as:

(i) Pupils in primary schools, students in secondary schools, and anyone pursuing formal education.

(ii) New literates i.e. adults graduating from literacy classes.

(iii) Adults following vocational training in polytechnics, colleges and other training institutions.

(iv) People employed in public, private and voluntary organizations for various jobs.

(v) Researchers, information seekers and those in pursuit of knowledge—leisure readers. (Annual and Audit report 1981/82, p3)

Hence to meet the needs of such a diverse literate population every effort must be made to expand its services. Even as it expands, such people must be reached and educated on the virtues of a library service.
to them. The existence of the library should not be taken for granted.

The functions of the Board, implemented by the library service were stipulated also by the Act. The functions are equally diverse. These are:

(i) To promote, establish, equip, manage, maintain and develop libraries in Kenya as a national library service.

(ii) To plan and Co-ordinate library and related services in Kenya.

(iii) To advise the government; local authorities and other public bodies on all matters relating to library, documentation and related services.

(iv) To provide facilities for the study and for the training in principles, procedures and techniques of librarianship and such other related subjects as the Board may from time to time decide.

(v) To advice the government on library education and training.
(vii) To stimulate public interest in books and to promote reading for knowledge, information and enjoyment.

130 STATEMENT OF THE PROBLEM

(viii) To acquire books produced in and outside Kenya and such other materials and sources of knowledge necessary for a comprehensive national library.

(ix) To publish the National Bibliography (NB) to provide bibliographical and reference service. (KNLS 1990, P.17)

Thus, right from its days of inception, the KNLS was supposed to act and be the people's University. It has an obligation to ensure that its doors open for free and all materials are readily accessible to all members. It has been noted that the KNLS has expanded its services for, by 1990, it had a running network of 15 libraries—at the Headquarters and in the following provincial towns—Mombasa, Kisumu, Nakuru, Nyeri, Eldoret, Embu, Garissa, Kakamega and in the district towns of Kisii, Thika, Kericho, Meru, Wundanyi and Karbanet (Ronon 1990, P.4). In order to coordinate all these libraries and carry out its other major functions, the KNLS must
consider seriously the application of PR techniques in all its activities. There's need for greater awareness, promotion, acceptance and general understanding of the scope and nature of the library service.

1.3.0 STATEMENT OF THE PROBLEM

Managers all over the world have consented that management can't succeed without good communication. Good communication which, in itself is the essence of PR is nothing new today. Pendray (1960) in his forward article found in the Handbook of public relations, asserts that:

"PR has been woven into the fabric of the economy and the social order, in business, in government, and in philanthropy. It no longer is an intruder or a guest; instead its constant presence is required" (Stephenson 1960, x).

Jefkins (1984) asserts the importance of PR in management when he said that:

"the chief executive officer (CEO) may head a splendid company with an excellent product/service, but profitability depends on his ability to communicate and know how to use communicators and their techniques" (Jefkins 1984, P.1)
This is true to the world of business as it is to library management. This calls for sound understanding of what has to be communicated and why, and to whom it’s vital to communicate and how.

The provision of library services involves an intricate interplay of four basic elements viz physical facilities, stock, manpower and the clientele. These must be well coordinated if the provision of services is going to be efficient. Coordination is usually the work of the library management. A PR minded CEO communicates subtly when changes are eminent. He explains to all concerned why they had to do that and this makes the patrons understand and avoid any misunderstandings. Lack of PR militates against provision of quality services.

The present study therefore intended to examine how the KNLS central library uses PR techniques in providing its services to society. As has already been shown in the background of this report, the functions, roles and the clientele of KNLS is very diverse. In order to ensure that the library services reach all its publics, its functions carried out and objectives fulfilled, the KNLS requires very comprehensive PR activities and programmes.
The present study was purposely meant to find out how well the KNLS central library conducts its PR. The researcher was in a position to assess the users knowledge of what goes on at KNLS. The research was also to show the loopholes that militate against sound PR activities and make recommendations.

1.4.0 OBJECTIVES OF THE STUDY

The main purpose of the study was on the use of PR in the provision of library service in KNLS-central library. Specifically, the following objectives guided the study:

(i) To identify the type of PR techniques in use in KNLS (Hds).

(ii) To determine the staff’s knowledge in using and applying PR techniques.

(iii) To determine the user’s knowledge of the library services provided.

(iv) To examine why users use the library

(v) To find out whether the library publics are consulted when books are ordered.
(vi) To find out the users view or image of the library.

1.5.0 SIGNIFICANCE OF THE STUDY.

Public libraries are vital organs in the provision of education, information, cultural and recreation amenities of the community. The KNLS is the main public library and it must therefore provide exemplary services to all. The study was to help identify areas where the library personnel can change the mode of provision of services to users. This will ensure that the staff and users gain a lot from improved services. The study will help the KNLS Board realize the kind of image or mental picture the public have of the local library. The knowledge gained will help the KNLS Board plan wisely and even broaden their activities/services. The study will definitely show who its main users are and show reasons why they don't visit the library as often as possible. The study will enable the library administration to self-examine itself and adjust accordingly. Being the headquarters of the public library services, the researcher hoped that the findings and recommendations will go along way in improving library management system. The improved management skills will act as a model of reference to other local libraries. Local libraries will no longer need to import
PR skills and techniques from abroad which may at times don’t fit in their environmental and occupational settings.

The morale to provide these services will also be enhanced as PR aims at keeping staff fully informed and encouraged. The flow of information from the top echelon downwards will be adequately carried out.

The study will keep the library in the public’s mind. This is because PR will stimulate the people’s need by revealing in an emphatic fashion the resources and varies services of the library. It will awaken and stimulate an audience that may not even comprehend its own interests. PR is the only channel that can alert patrons to the endless resources of a library in all fields. Angolf (1973) supported the assertion when he said,

"If you can communicate the essence of your library, to the appropriate audience, to the people whom it has so much to offer, if you can somehow fix the library in their minds as a resource of incalculable value, and if you can do it in a manner so effective that it brings them to the library or makes a library an important personal interest, then you have achieved the prime objective of library PR" (Angolf 1973, P.vii).
1.6.0 LIMITATIONS OF THE STUDY.

The study was focused only to the current library users, staff and the library management. It was restricted to the KNLS- Nairobi area library. Time factor was a major drawback. The research was carried out as the researcher attended classes. Limited finances did not warrant a wide coverage. Nevertheless the findings and recommendations were expected to be communicated to the entire public library network countrywide.

1.7.0 LIST OF ABBREVIATIONS.

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<th>Abbreviation</th>
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<td>ALA</td>
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<tr>
<td>CEO</td>
<td>Chief Executive Officer</td>
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<td>KLA</td>
<td>Kenya Library Association</td>
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<td>KNLS</td>
<td>Kenya National Library Service</td>
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<td>KNLB</td>
<td>Kenya National Library Board</td>
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<td>NB</td>
<td>National Bibliography</td>
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<td>Non-Book Media</td>
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<td>PR</td>
<td>Public Relations</td>
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<td>PRO</td>
<td>Public Relations Officer</td>
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<td>UNESCO</td>
<td>United Nations Educational Scientific and Cultural Organisation</td>
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CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.0.0. INTRODUCTION

Public relation is a reality in the world of business as well as in the library today. Though it's more entrenched in the former field, PR has nonetheless infiltrated into the field of library. The ultimate objective of PR is to ensure that the maximum number of people know of the existence of our libraries, where they are located, their sources, their activities and how they can help users acquire more information and become more literate and better educated members of the community. This is exactly what our libraries require if they have to meet their objectives and perform their functions properly. If libraries have to continue to develop they must be projected in many directions and to many different targets not just to individual users or groups of potential users. This calls for good communication to all.

What is happening today in most of the developing countries is that their libraries and documentation
centres have big collections of library resources which are seldomly fully exploited. The reason is that these resources have not been made known to the population of current users and potential users. Mchombu (1985) confirms this point when he said that the libraries and information units would be used by many more people than they are currently if only the potential users are adequately informed about what libraries can provide to make them more informed. The knack of this is PR.

It's also important to mention here that developing countries have not also taken PR in libraries seriously. In most cases PR is haphazardly carried out by a pin-pointed member of staff whose main interests and responsibilities are elsewhere in the library. This then means that there is a general neglect of library by community, students, political figures and trustees. This is because the people who should be in the frontline in making library services known are not committed. Libraries require academically and professionally qualified PR personnel.

In this literature review, the researcher analysed the following concepts in an attempt to understand the meaning of PR, its scope and importance in its application in library management;

(i) Origins of PR.
(ii) The meaning of PR.
(iii) The need for PR in public libraries.
(iv) Communication as an aspect of PR.
(v) Tools of PR.
(vi) Justification of PR.
(vii) Limitations of PR.

2.1.0 ORIGINS OF PUBLIC RELATIONS

PR as a profession emerged in the second decade of the 20th century. It was originally used in the business world but has now permeated the entire 'world' of Man. This was an aftermath of increased complexity in the society necessitating the development of a separate discipline to deal with the many publics that made up institutions. It was also a period of increased literacy and education with its associated phenomena of increased public participation in all spheres of life. The 20th century was also a period characterised by the concept of individual freedom and knowledge. This meant that the desires, rights and privileges of the individual had to be considered in all social circles. PR was also initiated due to technological developments which increased speed in transportation and communication. This development brought people close to each other than ever before. Another feature which led to the emergence of PR is the development of the behavioral science. This science cast light on the behaviour of
people and produced a storehouse of knowledge about how to deal with people, on whom all institutions are dependent.

All these factors and others such as competition in business and desires to improve sales went a long way in making PR an indispensable aspect of business. Prior to this century (20th) institutions were run without much regard of the public attitude or opinions. The managers were aloof to the press and shunned publicity. They were very antisocial and cared less what the people thought of them. Secrecy and shadowy deals were the order of the day. Today, the reverse is the order and PR has become a vital force in all business management both in large companies and smaller ones, in profit and non-profit institutions.

This was due also to the recognition of the need to explain the activities of an enterprise in order to gain public favour and support. It dawned on managers that however legal and proper their business actions were, there was a need for a positive awareness of national goals and objectives. PR came therefore as a result or recognition of public opinion as a potent social force. Institutions thereafter recognised that their viability depended on adjusting both attitudes and actions to public needs and desires. PR is now administered to ensure institutional growth and existence. This is
exactly what the public libraries need if they have to
grow, develop and exist in all spheres - i.e. in stock
acquisition, patron enrollment, and funds acquisition.

PR has advanced in recent years due to two factors
which actually summarizes the ones given above. Today
the executive managers in every kind of pursuit have
recognised their own accountability to others for the
behaviour of the organisations they manage. This is a
recognition that even institutions have a responsibility
not only to carry out their aims but also to justify
those aims, the means adopted to achieve them, and the
results or lack of results. Secondly, it is out of public
demand. The public has become far more demanding of
the institutions that serve them. Those institutions
have been pulled into explaining themselves more fully
to justify their continued existence. The public
libraries are institutions developed on public funds, run
on public funds and maintained through the same funds.
Consequently, they must of necessity deal intelligently
with the public in order to ensure the highest level of
adjustment and accommodation among them. The need for
PR is even greater now than the early 20th century.

2.2.0 THE MEANING OF PUBLIC RELATIONS (PR)

PRs' work is a multifaceted and multidimensional
activity. Because of its diverse nature several terms
have been used to connote and denote this area of activity. For so long PR has been confused with several other terms and activities such as: marketing, sales, publicizing, product promotion, press agentry, public affairs and advertising. It is in reality difficult to separate PR from all the above terms because these terms are at one time or other involved in PR. The evident difference however is that the above activities are specific and of limited duration whereas PR is a broader activity which includes all of them and is a continuous process. PR goes beyond them because it allows communication in all levels and therefore makes management aware of public opinion and responsive to it.

PR has been defined variously. It's a term that has been used and misused in several ways. It's a term that has been regarded as versatile as an all-purpose cleaner. In it's simplest form, it involves itself in keeping people informed. For instance, in libraries it activates librarians to tell,

"how good the library is" or guide them as to, "how best they sell the library service to our public" (Shrivastava et al 1980, P. 275).

This means that PR in public libraries concerns itself with that part of activity which is concerned with and
related to the development of healthy relations between the librarian and the authority, his staff, the users, non-users and the community at large and ensures effective communication with them. It must be noted that PR communicates in order to obtain understanding through knowledge.

Irving (1965) defined PR as,

"good performance, publicly appreciated because it is adequately communicated".

Jefkins (1984) defined PR as,

"the continuing process by which business tries to win the good-will and understanding of it's customers, employees and publics at large - inwardly through self-analysis and correction, outwardly through all means of expression" (Jefkins 1984, p.9).

An American pioneer weekly defined PR as:

"The management function which evaluates public attitudes, identifies the policies and procedures of an organization with the public interest, and executes a programme of action to earn public understanding and acceptance" (Raymond 1984, p.6).
Edward Bernays, who is accredited as the father of modern PR defined PR as concerned with:

"The gaining of public support for an activity, cause, movement of institution a process that furthers mutual understanding and cooperation between an individual, a corporation, a government or any organization and its various publics" (Usherwood 1987, P. 6).

From the definitions advocated, one point is clear, that PR goes beyond advertising, promotion and, marketing. It does not aim at exploiting the situation nor does it use hidden persuasion or insidious propaganda to influence people to like something. PR is concerned with people's consent through understanding. PR is entirely good communication aimed at creating understanding through knowledge. PR is not an adhoc activity. It must be a planned activity with an ultimate objective. This is why the Institute of Public Relations defined it as:

"the deliberate, planned and sustained effort to establish and maintain mutual understanding between an organization and its public" (Howard (ed) 1982, p.20).

The term PR has no definite definition. Various definitions have been advocated and more are bound to come up in the future. Dr. Harlow Rex in the 1970's carried out a research among PR leaders hoping to
establish a consensus of the real definition of PR. He came up with the following definition:

"PR is a distinctive management function which helps establish and maintain mutual lines of communication, understanding, acceptance and cooperation between an organization and its publics, involves the management of problems or issues, helps management to keep informed on and responsive to public opinion; defines and emphasizes the responsibility of management to serve the public interests; helps management to keep abreast of and effectively utilize change, serving as an early warning system to help anticipate trends; and uses research for sound and ethical communication techniques as its principal tools" (Raymond 1984, P.6).

This means that PR creates a general knowledge and awareness about an organization and its operations. It is more concerned in creating understanding and changing opinions. The public library has many publics. In order for them to know and understand the institution the library must communicate effectively with them. Through effective communication the librarians and the administrators will get to understand the effectiveness of the service or lack of it. The result of PR activates management to make such internal changes in the organization, service or method as will enable it to
survive and prosper in public climate of good will. It brings a self realisation to management.

The understanding of users is very important especially in non-profit organisations like libraries. This is because such organisations are not self-motivating in terms of what majority of users would look forward to. To this effect, Barry (1983) observed that:

"The non-profit organization will fall slowly if it fails to understand what the customer and potential customer is really like, what his needs are and how he sees the service offered". (Barry 1983, P.11).

Lack of this understanding, might be catastrophic in the sense that majority of the library (public) are vague in stating their needs and if such people are not handled properly, they will cease to use the service. And because the library exists to meet the needs of users, PR must be employed all through. Foskett (1984) confirms this point when he said that:

"We shall only be able to show the excellence of our library services if it can be seen by the user to have direct significance for his own thought processes, and not as exhibit to be admired and even wondered at". (Foskett 1984, P.40).
in the light of the foregoing discussion, it's evident that though these definitions differ in their emphasis on certain elements, they have a number of acceptable elements. These are:

(i) PR is a management function.

(ii) PR involves the relationship between an organization and its publics;

(iii) PR is a planned action and is communication itself;

(iv) PR analysis and evaluates through research of public attitudes and opinions and societal trends and communicating to the management;

(v) PR involves management counselling;

(vi) PR aims at the attainment of good will, understanding and acceptance of the organization.

This sub-section has shown categorically that public libraries need PR if they have to survive. The public libraries will only have a future if librarians use PR principles and techniques to find political allies and
build positive public opinion. This points to what Abraham Lincoln once said:

"With public sentiments nothing can fail, without it nothing can succeed". (ALA 1986, P.685).

A similar view was expressed by Lew Brawner, director of the metropolitan library system in Oklahoma city when he observed that, “that people are usually down on what they are not up on!” (ALA 1986, P.685).

The researcher hoped that by the end of the survey, new revelations as to what PR is, its techniques, its importance will have been understood and the mystery unravelled. It was the researchers contention that the librarians, administrators and the public at large would understand that PR is not equal to publicity and promotion, advertising or marketing, but these are used by the PR practitioners once in a while as need dictates. The core of PR is to create understanding through knowledge. PR is concerned with human behaviour and with improving communication between people, institutions and organizations. PR is in essence a hybrid activity which is never confirmed to a single aspect such as advertising and publicity. PR practitioners use skills of journalists, marketing personnel, sociologists and social physiologists. All these skills aim at enhancing good understanding and acceptance of the
library to its publics. A point to note however is that good PR will be effective only where a service organization offers a good standard of service. Usherwood cautioned when he said that:

"PR is not a miracle ingredient that managers can simply add to an organization so as to transform a third rate performance into a first class one". (Usherwood 1981, p. 5).

The reference suggests that the library or any organization must reorganise itself first before it shouts itself from high heaven. This will then be true of the saying that, "Good wine needs no bush". What this means is that a library which offers a comprehensive efficient and prompt service is its own best recommendation. A positive PR policy will only supplement it.

2.3.0 THE NEED FOR PR IN PUBLIC LIBRARIES

It is now an established fact that PR is an integral management function which can't be ignored or postponed. The extent to which the KNLS - central library management and personnel use the principle of PR in their library has witnessed limited documentation. This sub-section strove to point out what PR can do if well applied. What PR has achieved in the world of commerce can still apply to a library situation.
PR is helpful in the development of libraries. Because of its diverse nature, PR helps to project libraries in many ways and in many directions and not merely to individual readers or groups of potential users. As already indicated elsewhere in this report, public libraries are financed by the people and they get their grants from the government. Effective PR would therefore enable librarians acquaint governments and legislators with a comprehensive and up-to-date appreciation of libraries. PR would influence favourably public opinion, as well as the central and local government attitudes regarding library services. Once this is achieved the legislators will have no problem in funding the library. This is because, PR will have created awareness of the existence and importance of the service to the community. Libraries and especially in this century of tightened economic budgets need more public support if they have to develop. Seifert (1980) quoted Seifert Wart who said the following in support of publicity of libraries:

"In today's highly competitive society, its widely understood that any individual, organization or institution that seeks public support must hire professional communicators to advocate in the court of public opinion as it hires
Majority of the people are unaware of the existence of libraries. For a library to develop its full potential, time and effort has to the spent in making it known. The competition for the public opinion is even greater today. Bunch (1984) affirmed this point when he said:

"It is simply not enough to set up an information service and expect people to come flocking to your door...people need to be continually and effectively reminded of the existence of your service and what it can offer" (Bunch 1984, P.121).

PR aims at encouraging more people to use and to continue to use, the facilities provided by the public libraries. PR in public libraries seeks to increase general awareness of services offered and to let the community know that these services are for all people and are free of charge. In this connection, the KNLS headquarters will therefore enroll more people than its current state.

Secondly, financial strains have bitten hard on the development of public libraries. We are living at a time when the governments are faced with campaigns for cuts in public expenditure. Ng'ang'a (1981) stresses that right from the start the KNLS Board had had to contend with three problems: inadequate finances, staff
shortages and inadequate book stock. This indicates that public libraries are facing increasing competition for decreasing public funds. This is even more compounded because in developing countries, there's a general de-emphasis on libraries because of societal priorities which are viewed as being more pressing. This means that there's need for a vigorous campaign for public support so that people will vote for more funds to be injected in the public library purse. Research outside has shown that public libraries with an effective PR campaign achieve considerable success in budget negotiations. For instance, Bill B. Harris, a former librarian of Plymouth estimated that he spent 50% of his time on PR work and the effect was rewarding. As a result, Plymouth spent more per head on books than almost any other authority in Britain (Usherwood 1981, P. 10). Similarly, Fredrick Glazer, the state librarian of West Virginia, believed so much in PR work and consequently achieved 50% increase in state funding for library service (Usherwood 1981, P. 10). The references above are tangible evidence that if KNLS or other public libraries would engage in PR activities seriously they would witness higher public support and higher budget allocation. Due to the increased patron enrollment thereafter, the government would no doubt feel duty-bound to allocate higher budgets.
"I think it is one of the great fallacies that the director of companies do not really understand how the company is seen. Certainly the work we have done in this whole field has shown that the senior management of a company are the least informed as to how that company is seen by its outside audiences." (Jefkins 1984, P8)

There's no institution or organization without some problems here and there. To solve problems require a knack of wisdom and effective communication. PR, which involves wise communication can avert imminent disasters. This is because the 'clouds' will be detected long before they form. PR has been applied in business failures to have the business take off again. It has been found out that even if the marketing strategy is excellent, timing very good and the appeal just as good, the commodity does not sell if the selling staff lack PR in creating understanding or educating customers why a new product/service is better than the old.

The above statements are true to public library services also the stock may be excellent with both print and non-print but lack of subtle communication from the top echelon to the staff and to users and the vice versa may be catastrophic. Books and NBM's will remain neatly shelved underused. An example is given of how cigarette manufacturers came up with a brand of cigarettes made of new smoking mixture instead of tobacco.
manufacturers hoped that more people both anti-smokers and smokers alike would switch to this new brand represented as "safe cigarettes". Unfortunately, and in spite of mass advertising campaigns the product didn't hit the market and the stocks had to be withdrawn from the shops and destroyed later. Why? Because the marketing people had failed to realize that the audiences (non-smokers and smokers) needed to be educated in advance so that they'd welcome the new product (Jefkins 1984, P10). This shows that blunderbuss advertising tactics are not wholly successful.

A public library is a service utility. This means that it must use PR intensively to explain what is going on. PR managers avoid misunderstanding, resistance and lack of confidence among customers because they communicate at all levels both inside and outside. Because of this, managers will help patrons understand for instance why services are delayed; or how the introduction of new technology will affect them. Though patrons may not like these things they are kept informed. The knowledge gained will have the tangible effect of reducing complaints and obtaining cooperation of patrons. It means PR removes ignorance which may generate a lot of antagonism.
PR well carried out enhances greater workers' participation. This is because the employees will know why it's stupid to kill the cow which produces the milk. PR improves management-employees relations. This is because PR emphasizes a two-way communication channel. It calls for dialogue inorder for staff and managers to understand each other. PR enables the CEOs and line managers (Librarians) to actually know what people do in their respective positions of work. With effective PR the staff and managers interact a great deal. A CEO of an international company once told his line managers asking for secretaries to assist them on their work that,

"What do you want a secretary for? Get out from behind your desk and go round the branches". (Jefkins 1984, P11)

What happened is that the company did very well because it advocated a person-to-person management. Managers are hereby discouraged from the use of office memos. PR calls for interpersonal relations seeking to create understanding. In this endeavor management is not detached from the staff but once in a while, PR entails that they discuss with junior members their hopes, fears and career prospects. This aspect of internal PR is
overlooked in majority of cases. Harrison (1973) was of this opinion when he stressed that:

"Adequate arrangement are often made for staff training and welfare, but never a thought is given to keeping staff informed about the progress of the library as a whole, or about the short-term and long-term intentions of the library authority" (Harrison 1973, p.20)

This means that the information flow from the top echelon to the lower staff is usually pathetic. The situation is then projected to the patrons due to staff frustration. Their frustration will be portrayed by the way they carry out their job— with an overbearing attitude which eventually can cripple the service.

PR seeks to eliminate negative aspects of an organization and attempts to reduce people's resistance to a service. In other words, PR tries to improve the good relations and to correct any bad impression so created in the course of its association. For instance, reports about the staff at the KNLS-Nyeri branch has been really frustrating and leaving a lot to be desired. It has been reported that some of the women staff have been pretty rude to the public and instead of helping the users, they are often knitting in the library. A concerned patron observed this attitude and reported thus:
“For one, the services in this library have deteriorated during the last year or so. The staff, especially the women, are pretty rude to the public, which makes one feel like not visiting this library. One major problem which is also rampant is knitting which is done in this library” (Kenya Time, 24th December 1984 P.2 col. 4)

Such attitude will discourage users from going to the library which will then beat the purpose of offering library services. PR oriented staff are friendly, approachable and welcoming.

Though the KNLS has expanded its services, as noted by the then minister of social services Hon. Matiba in 1985 in one of the dailies when he said:

"Library facilities and services in the country have expanded considerably over the last few years. This is a significant achievement on the part of the government in view of the very difficult economic conditions that have prevailed ____ I am happy to note that the youth in particular have increasingly utilized public libraries” (Daily nation, April 7th 1985, P.13 col.2).

Some people still feel that KNLS is not adequate. Obel, for example in the Kenya Times (1985) commented that:

“The library services are not up to expectation. Indeed, they have
contributed to the increasing number of illiterate people in this country" (Kenya Times, March 1985, col. 2 P.17)

Others view KNLS more of an archive than a general library. They underrate the services offered and talk ill of the service. In one of the local dailies (1986) Fredrick, J.M had this to say:

"I have carried out a research in a library upcountry where I noticed that the novels I saw last week, were the same I saw this week, will see next week, next month and next year. Books of renowned authors never appear on the shelves which are sagging with third rate western novelletes". (Daily Nation April 1986, col. 2, P.7)

These are some of the bottlenecks that can be streamlined with an adequate PR programme. PR personnel will weed the areas of misunderstanding and provide library service in the best possible way. A PR programme will aim at assessing people's attitudes towards the service and then devise a programme of communication which will seek to modify those attitudes in such a way as to create understanding and win preference.

Communication also entails telling everyone from the newest recruit to the top management what the information service can do. This can be done through
2.4.0 COMMUNICATION AS AN ASPECT OF PUBLIC RELATIONS

Effective communication is the heart and soul, the essence of PR. It is a powerful agent in shaping attitudes, disseminating ideas, creating and conveying opinions and influence. The best information service in the world has no meaning unless it is used. The libraries and information workers must communicate with their users and sell their services. There are many channels of communication which enable a library to inform its public about available library materials, services and programmes.

In library communication, the librarians aim at creating a demand, extolling the capabilities of the service, to make new services or techniques acceptable and inorder to gain user co-operation.

Communication ensures that the location of the library is defined. This means arranging for signposts within and without the library so as to direct would be users to the library premises. Within the library each service should be signposted and labelled so that the user knows exactly where he is.

Communication also entails telling everyone from the newest recruit to the top management, what the information service can do. This can be done through
induction courses for new staff members and the provision of attractive guides that are motivating to read with contents carefully presented and including a list of services in brief summaries. Communication which is PR oriented aims at ensuring that the maximum number of people know of the existence of the libraries, where they are located, their resources, what they do and how they can help users to acquire more information and become more literate and better educated members of the community.

The communication media used to disseminate information and carry out promotion activities are many. These include the use of inhouse bulletins, newsletters, noticeboards, newspapers, radio and T.V. broadcasts, books, pamphlets, library guides, exhibits, displays, documentary films, posters and others.

In this connection Schombu (1988) in a UNESCO article on in-house bulletins for example keep users and staff up to date with current developments in the library. These are used to alert users to new reports, materials, articles, papers of interest or even announce a new service. Newsletters can be used to inform users about library activities. Noticeboards also are used for a similar purpose - to alert users so that they can make full use of the information services. Such noticeboards can be used to advertise new services and re-advertise old services.
Communication also takes place through community meetings, public hearings, and user studies and other group activities. In all these activities, the libraries should endeavour to use all means available to encourage many more people from all walks of life to increase their use of libraries so that existing information resources can be utilized.

In all these modes of communication, PR creates awareness about the existence of libraries among people, Kariuki (1987) in one of the dailies expressed dismay to meet a well to do and learned politician who was not aware of the national network of libraries in Kenya. (standard 1987, P7 col. 7). PR becomes a vital tool in encouraging people to use libraries and other information services especially in developing countries. In this connection Mchombu (1985) in a DES article lamented that,

"Many libraries and documentation centres have big collections of books, pamphlets, and other media which are seldom fully exploited because these resources have not been made known to the population of current users and potential users" (Mchombu 1985, P.113).
Mchombu and other such critics are of the opinion that many libraries and information units can be used by many more people than they are presently if the potential users are adequately informed as to what the various types of libraries and information units can provide to them.

Communication can also be done orally. These include formal speeches to large or small audience; personal appearance of librarian to users or by radio or TV broadcasts; round table conferences; in panel discussions and in informal conversations with personal acquaintances.

Staff also plays an important role in communicating information to users. In order for effective communication to occur the staff must initiate cordial relationships with the users.

Eli Oboler (1977) recalls this importance when he said:

"No matter how elaborately printed and flossibly decorated booklists and handbooks are, the new releases, displays and signs and many more visible examples of dealing with the library public, they all cannot compare in importance to the way the staff behaves towards patrons. It is ridiculous for an academic institution to spend one
million on furnishing and 10 million on its library building—continuing sums on staff and reading materials only to have all these made naught by a two-dollar-an-hour student assistant who behaves contemptuously or carelessly to the patrons in the library.” (Oboler 1977, P69).

What this section is highlighting is clear. That a planned and an aggressive PR program can make libraries to reach out to their clientele, to communicate with them and serve them. In return the libraries will win the interest and support of the clients and recruit more people to the use of library services. Public opinion regarding a service is based to a great extent on public satisfaction with the quality of service provided. It becomes necessary therefore to provide information about what materials and services are available. The libraries will also become indispensable agencies to many people making the services to survive and flourish. The libraries will also have both the moral and the financial support of the public which uses them.

As Robert Wedgeworth (1979) puts it,

“Nothing is better for a public institution than publicity. The people who pay for its support are entitled to know—it’s part of their education to know all its ins and outs, its receipts, its expenditures,
its methods, its plans and ambitions.”
(Wedgeworth 1979, P52).

2.5.0 TOOLS OF PR IN PUBLIC LIBRARIES

The public library is the gateway to all those seeking whatever kind of information - children, those hospitalized, prisoners, workers and employees of the armed forces, illiterate, the poor, the unemployed, the housebound and elderly immigrants and ethnic minorities just to name a few. The challenge of the public library therefore is to serve everyone at a level sufficient to justify public expenditure (Morgan 1979, P63). It is even subject to pressure to create services and programmes which will attract non-users in addition to meeting the needs of the established clientele. The public library will, out of the necessity, use all means possible to influence people, attract customers, win their confidence by creating proper understanding. These techniques are universally adopted in all fields of development. They are not therefore restricted to libraries alone. In all these activities libraries try to deal with the public intelligently inorder to ensure the highest level of adjustment and accommodation among them. Once all these techniques are adequately applied our public libraries will bear inscriptions on their entrance such as “medicine for the soul”, and “hospital for the mind”, as was the case in ancient Thebes and
Alexandria respectively (Angoff 1973, P.8). PR practitioners use skills of journalists, marketing personnel and sociologists. Some of these techniques are discussed below.

2.5.1 THE MASS MEDIA

Public libraries must reach more users beyond their immediate geographical vicinity. In order to reach these, the public library can use the mass media. Through this medium, advertising can be carried out through such medium as TV by conducting press conferences, patron interviews and librarian appearances. The radio for instance, is a medium affordable by many and since the KBC and the public library have a common goal to keep people informed they ought co-operate in this endeavor. The KBC staff and those of the public library can develop a symbiotic relationship because they both need each other. Usherwood (1981) is of the opinion that,

"the library ought to be recognized by the radio stations staff as the place to go for professional help and reliable information" (Usherwood 1981 P.70)

Advertising and creating awareness can be done by feeding the news media with fact sheets, press releases and press coverage during important library occasions. Advertising through the mass media can also be done
through the newspapers, library publications such as, newsletters, annual reports or direct mail. For instance, the newsletter, are for in-house circulation but they can be produced for the general public to inform them what goes on in the library. Eisner J., Director of Plainedge library supports the circulation of Newsletters when he said that,

"Newsletters which provide information to selected groups are a logical outgrowth of information and referral and 'outreach' services" (Usherwood 1981, P. 29)

2.5.2 LIBRARY PUBLICATIONS

These publications are numerous and very effective in PR. They are so effective that they have been called the "sales literature of the library" (Usherwood 1981, P. 36) These publications are an integral aspect of any library's PR programme. These include, annual reports, booklets, newsletters, catalogues, guides to library, library tickets, house journals, membership forms, overdue reminders, indexes, journals, bibliographies, booklists and posters. These publications are used to record a library's achievement, to inform, to promote and to persuade. Because these tasks are essential, they must be carried out professionally. This means that
these publications must look good inorder to impress the publics perception of a library service. In addition to the information contained quality must be taken into consideration. Thus their physical and internal nature can create either a positive or negative impression. The language used must also be official yet humane. This is because for some users these publications outside the library maybe their first contact with that library. The impression created matters a lot.

2.5.2.1 Notices:

Care must be taken in the designing and their wording. Notices should not always be seen to telling people what not to do but should also tell them what to do. These notices should be conspicuously posted both outside or inside the library and even at places where people naturally congregate. They should be polite.

2.5.2.2 Annual reports

These publication appear once in an year. They give factual accounts of the work undertaken and what ought to have been undertaken. They also give reasons why some of the set objectives were unmet. KNLS writes its report to its legislators. This promotes library service to the legislators and to a wide audience. These reports can also be given to users and non-users. The
annual reports can therefore act as a foundation upon which the librarian can argue his case in order to obtain funds, boost staff morale and generally give a clear picture of the public library services to all interested. For the KNLS, the report must be submitted to the minister in charge.

2.5.2.3 Library guides.

A good PR ensures that new patrons are welcome through the general atmosphere of hospitality through good guiding. Every public library must aspire to have a simple, good-looking guide for patrons. The guide should have user-friendly tones. Such a guide would essentially contain information about borrowing privileges, fines and fees; special collections; special events; individualized services, names of senior staff; opening and closing hours; telephone and telex numbers and a brief description of the full range of services available. These guides should be given to the new users on arrival at the library. The guides should also be given to new staff to help them adjust fast and to feel welcome.

2.5.2.4 Newsletters

Newsletters are in-house journals that provide continuous flow of information to library personnel. If funds can allow, multiple publications should be produced for the
general public to inform them about the library service. These have been used in some libraries. For example, the Plainedge public library (NewYork) prepares special Newsletter for expectant parents and senior citizens. It also sends by mail its regular newsletter to every household in the city (Raymond 1984, P. 683). The British council libraries in Kenya have also been sending Newsletters to their users.

2.5.2.5 Booklists/bibliographies.

These can introduce users to items they have missed. The clients can also be able to know additions of stock over a given period or simply know the holdings of the library. Bibliographies indicate to users what is available in a particular library or in a region. Consequently they help users know what is unavailable.

2.5.3 STAFF

Pleasant and trained staff is a vital factor in establishing and maintaining a good public image of the library. Such a staff, combined with pleasant appearance, neat grooming and a friendly smile creates a good impression of libraries to readers. In addition to the above, the staff must be approachable and not the type of staff who pose to be forever busy. Such members of staff put off users. Users dread asking such staff
questions incase they appear to be a bother. The administration should encourage and cultivate good traits among their staff. This is because the library staff are a vital element in the operation and promotion of the library services. They are the people on the spot and they can promote or demote a library service by their behaviors and attitude to users. All staff must be made to understand that they have a PR role to play whether they are the ones in charge of PR or not.

Even within the library, adequate user labels, signposts must be neatly and well. The public library is a multipurpose agency for information, education and culture. In order for people to reach it, the librarians must promote the use of this natural resource through maintaining and improving public access. Library accessibility determines its frequency of use. Access includes many factors such as:

- Library's closeness to the community they serve
- Opening hours
- Accessibility of facilities
- Opening hours
- Public transport
- Telecommunication
- Communication links
- Access to the library to the physically handicapped
By-laws and rules etc. rendered from the
information retrieved from this box. The librarian and
This will also mean that there are good and clear
directional signs in the main streets and even within
the library. The library should also be labelled "library"
in conspicuous letters so that a casual passerby or the
determined seeker may at once recognize the building.
The library should be well illuminated at night. The
opening hours should be posted in some conspicuous
place visible from the outside. This ensures that a
potential user arriving when the library is closed can
easily find out when to return. Even within the library
adequate shelf labels, signposts must be neatly and
attractively made so that the contents of a library and
key places become easy to locate.

2.5.5 SUGGESTION BOX.

A suggestion box acts as the communication link
between the library and its users. A suggestion box can
be an effective evaluative tool of PR. If this box is
conveniently placed within the library it becomes a
valuable communication channel between the library and
the patrons. Right from the beginning or through notices,
the patrons must be encouraged to make good use of the
suggestion box. The patrons should be encouraged to say
what they observe about the general nature of the
service, its shortcomings, likely improvements and
their appreciation for services rendered. From the information retrieved from this box, the librarian and his staff can improve the library service which will in turn have a great effect on library services utilization. Unfortunately, the suggestion box in many public libraries is placed in an obscure place and is hardly opened. So suggestions are never needed to. Consequently lack of communication through this channel hinders its efficiency in the library system.

2.5.6 ORAL PUBLICITY.

PR is essentially effective communication, communication can be done either orally or through the written word. The spoken word can be adequately utilized to convert people and retain the converted. This is a flexible method that can be used to suit different audience. These can be in the form of lectures, talks, discussions, debates, seminars or casual conversations. They can be either formally or informally but the key factor is that librarians take the opportunity to tell people about the scope, aims, contents and services of the library. In this talking technique the librarians take every opportune time to sell their profession privately or publicly. However, such talks should not be too long and should avoid using too much of library jargon.
2.5.7 TELEPHONE LISTING.

This is whereby the library telephone numbers are published in full in all library publications and correspondence. This helps the patrons and potential clients contact the library. Also these library telephone numbers must be clearly listed in telephone directories.

To deal with telephone correspondences good PR entails that the staff answer the telephone promptly and clearly. The library should ensure that there are enough lines to cope with the demands made on the service through the telephone. In order not to frustrate an enquirer by having to wait for so long on the line, due to engaged lines more telephone lines are necessary.

2.5.8 DISPLAY AND EXHIBITS

These are very helpful in PR activities because they bring client's attention to various topics and materials. During such occasions, the libraries bring together materials that may be separated by a classification scheme. These can be done either inside the libraries or outside the confines of the building. During such occasions the local organizations can be requested to display their materials in the library. Such arrangements may have a pulling effect to non-users who may have an interest in the activities of such local
organizations. Participation by the community builds up good public opinion towards libraries. Once the community participates in such library activities they realize the rich resources found in a library. The effect will be almost obvious.

This literature review has tried to show that PR is a deliberate effort to carry out a conscious management policy. PR is not something apart from the day-to-day conduct of a business but something bound up in the very warp and woof of it. Everybody in an organisation that deals with people must be PR oriented if the organization has to develop. An American consultant concluded by saying that,

"PR is the shine on a salesman's shoes, the smile on his face, the vigor of his handshake. It is the receptionist who gives you a friendly greeting when you visit the home office. It is the telephone operator who puts your call through promptly and efficiently. It is the cordial letter you receive from the company president. It is the dealers who speak well of your company. Above all, it's satisfied customers" (Irving 1965, p.9)

This is in essence what PR in public libraries ought to be. Everybody from the director down to the newest sweeper must be a PR officer. It is an activity that should not be relegated to second position. It pained
Frank Wylie (1983) - Director of public affairs at California State University and former president of PR society of America when he conducted a survey of PR programs among libraries in America. Out of 100 libraries surveyed, 58% had PR programs but only 19% had formal PR plans. Wylie, then found that state quite pathetic and commented thus:

"We find this a rather sad commentary on the state of public relations activities in American libraries and hope that librarians will affect a change as quickly as possible. Regardless of the size of your library, or the semi-existence of a budget, librarians should insist on, and participate in the development of a formal plan for public relations programs". (ALA 1986, P.683)

The above picture is not a story of America alone. The situation in Kenya public libraries is no better. Usually PR's work is given to a pinpointed member of staff whose main duties are elsewhere in the library. Consequently, PR is accorded a secondary position. This situation must change. The librarians must do a better job of informing the public about their services. For instance, in 1979, delegates participate in the library of congress, center for the book urged the librarians not to shy off from selling their services to all. They consequently advised the librarians to...
"Develop an aggressive consistent and better organized marketing, advertising and PR programs using all available media and other agencies to increase public awareness of library and information services and their value to daily life, destroy stigmas and improve the image of all libraries" (ALA 1966, P. 685)

It was the researcher’s hope that the research would be able to help destroy any stereotype stigmas in public libraries that may have hindered the full exploitation of PR. The researcher also hoped that, the report would prove beyond any doubt that PR activities are indeed relevant and necessary for public libraries in Kenya. PR will help in streamlining many ills that have laid havoc to our public libraries. PR will help prove this adage correct: “A problem talked is a problem solved”.

2.6.0 JUSTIFICATION OF PR

In order for PR to be accepted as an indispensable aspect of a library service it must justify itself. PR programmes and activities costs money and consumes alot of staff time. PR must justify this expenditure. PR enables the acquired materials which have cost alot of money to be utilized by the users. This is because without PR very few people would know or even use
these materials in the library. Without PR the effects would be obvious. All the investment in information resources would be seriously under exploited. The current state of art in many libraries in developing countries is that very little PR is carried out. Their (libraries) main interest is simply to acquire as many documents as possible oblivious of the need to alert the users about these materials. Consequently little is being done to ensure that as many users as possible use these documents. Mchomvu (1985) quotes an anonymous writer as having joked like this:

"If left alone, library staff would gather everything on a subject, place it neatly and in perfect order inside a building, then lock the door and throw away the key..." (Mchomvu 1985, P.115)

Consequently, libraries must make use of PR in order to ensure that the documents deposited in the library are joined with those in need of them. In this way, one of the famous Ranganathan's principle in Librarianship-Libraries are for use- will be achieved. Hence it's only through PR that a library will justify its existence. This is because through PR activities the library demonstrates its usefulness to the community. This factor increases the likelihood of greater government as well as community support. People will no longer live in ignorance in as far as library services are concerned. The users will no longer be put off from the library due
to hopeless services. PR motivates the library staff to look for ways and means of increasing readership. PR-oriented staff will be more aggressive and prepared to go out and search for and encourage all potential users to come to the library.

2.7.0 COORDINATION OF PR

As already pointed out, PR involves all employee contact with the public. It becomes part and parcel of the normal reader services given to the public. Everybody and everything must be involved in PR. PR is not something apart from the day to day conduct of a business but something bound up in the very warp and woof of it.

In order for effective PR to be achieved successfully in large libraries there's need for a PRO (Public Relations Officer) who will coordinate all or some of the libraries PR activities. The work of PR should not be relegated to a pin-pointed member of staff whose duties are elsewhere in the library as is the case in many libraries in developing countries. A PRO should be one who is professionally and academically qualified for the post. A person whose personal disposition allows him to meet all the challenges of PR.
2.8.0 LIMITATIONS OF PR.

PR has its own limitations. Although it can achieve much, it must be sustained by a well balanced collection of documents, forward looking services and staff with adequate training. PR should not be seen as a miracle in which water can be turned into wine.

PR should not be taken as a cure-for-all of the problems that beset libraries, but is only one of the activities that contribute to the solution of certain problems.

The procedures of this study consisted of users, staff members, librarians, management personnel.

In order to get a manageable number of subjects, a representative sample was selected from the library. Each librarian and the users in selection of the sample were interviewed done by the researcher with the assistance of the assistant librarian.

The sample was designed in such a way that all categories of staff and users were represented. The
CHAPTER THREE

METHODOLOGY

3.1.0 INTRODUCTION

The study endeavoured to establish or investigate PR techniques as exhibited by members and users of the KNLS - Nairobi branch library. The study also endeavoured to offer some suggestions that would help the library to be more aggressive in PR activities. This chapter focuses on the methodology that was used in this study.

3.2.0 SUBJECTS & SAMPLING TECHNIQUES

The subjects of this study consisted of users, staff and the library management personnel.

In order to get a manageable number of subjects a representative sample was selected from the library staff, managers and the users. The selection of the sample was randomly done by the researcher with the assistance of the assistant librarian.

The sample was designed in such a way that all categories of staff and users were represented. The
researcher distributed, with assistance of the Assistant Librarian, 10 user questionnaires a day in order to ensure that all categories of library users were represented.

The subjects used for research were as follows:

(i) The chief librarian. The researcher hoped that, being the chief Executive officer (CEO) of the Board, he would provide a lot of information related to PR in KNLS.

(ii) Five members of staff were asked to fill questionnaires A, B, C to assess management, staff and users.

(iii) Three Heads of departments

(iv) 16 members of staff devised with the hope that PR activities could let it be known.

(v) 52 users.

A total number of 102 subjects were sampled, out of these subjects 73 (75%) responded. 52 (75%) responded to the questionnaire C; 18 (62%) of the staff members filled questionnaire B and 3 Heads of departments filled questionnaire A.

3.3.0 INSTRUMENTATION

To achieve its objectives, the study used the following techniques for data collection.
3.3.1 QUESTIONNAIRE

Three different questionnaires were used (A, B, C). These were referred to as management, staff and users respectively.

3.3.1.1 Questionnaire A

This questionnaire was devised with the hope that the library management could let it be known:

(i) how they understand PR

(ii) how communication patterns are in the library

(iii) how the library service provision is viewed by users

(iv) how the library management endeavours to have the right calibre of staff
(v) how the library management allocate resources and funds for library promotion.

3.3.1.2 Questionnaire B

Questionnaire B was intended to give information similar to that of management but from the employees point of view. The questionnaire was intended to reveal what happens in practice on matters to do with patterns of communication, staff training and development, service to users and the nature of staff users relationships.

The researcher explained the purpose of the end his intention to distribute the questionnaires to the nature of the aims and objectives. The research was mainly for users of the KNLS - Nairobi. It was devised with the intention of eliciting information on the following aspects:

3.3.1.3 Questionnaire C

(i) how extensively the users use the library

(ii) how effective the library services are i.e the quality of service, chief librarian, assistance librarian, other staff and users all use library. The aim

(iii) whether the library resources satisfy their needs

The researcher would ask questions outside the questionnaires in order to elicit more information.
(iv) The problems and constraints which make users not be satisfied with services provided

(v) the user-staff relationship

The design of the three questionnaires included both open and closed-ended questions. The nature of the study was explained to the respondents through a covering letter that was attached to each questionnaire. The questionnaires were distributed to the respondents personally by the Library Assistant.

The researcher explained the chief librarian and his Assistant who personally distributed the questionnaires on the nature of study its aims and objectives. The researcher ensured that the chief librarian and his assistant understood clearly the nature of the questionnaire.

3.3.2. UNSTRUCTURED INTERVIEW

The researcher conducted interviews and discussions with the chief librarian, Assistance librarian, some staff and users off the library. The interviews were based on matters concerning PR and its importance in the utilization of the library services. The researcher would ask questions outside the questionnaire in order to elicit more information.
3.3.3. OBSERVATION

The researcher made observations of the type of services, materials, user-staff relationships any time a visit to the library was made. The observations were not made openly but done in a manner unnoticed by the staff and users. The aim was to ensure that whatever observations were made, they were natural and uninhibited. Observations were also based on nature of library materials, library design and location, accessibility either inside and outside, as well as the personnel. These observations proved very useful in refuting some of the information gathered through other channels as well as gathering additional and new information that had been overlooked. The method also was used to confirm some of the information gathered.

3.3.4. ADMINISTRATION OF QUESTIONNAIRES

As there are many and diverse users in a public library, it was impossible for the investigator to administer questionnaire C at the same time. The researcher requested the deputy librarian to hand over the questionnaires to the subjects. 10 user questionnaires were issued each day personally by the deputy librarian and the respondents filled them while in the library and left them behind on their way out.
The staff questionnaire was personally given out by the same officer. The staff were requested to fill them and hand them over to the deputy in a week's time. This duration was necessitated by the fact that the research coincided with the library's time for stocktaking.

Questionnaire A was personally given out by the librarian himself. The respondents were requested to return the completed questionnaire to him. This was done. The questionnaires were self-explanatory and so the presence of the investigator was not mandatory.

Once the questionnaires were filled, they were brought back through the same process. The researcher collected them from the Deputy librarian's office.

3.4.0. DATA ANALYSIS

The information gathered through the questionnaires, personal observation and interview was grouped in accordance with the different aspects of the study. The analysis of data was done manually. The data analysed was presented in a descriptive form supported by tables where necessary. Percentages were calculated to make understanding of the findings easier.
CHAPTER FOUR

DATA ANALYSIS & PRESENTATION

4.1.0 INTRODUCTION

The K.N.L.S is a public library, established by an Act of Parliament in 1965. Like other public libraries of the world, it is a rich store of information, educational, leisure and entertainment. The material in the library is so valuable that it can only be described as priceless, ironically however, only a small percentage of people take advantage of the free use of these valuable materials.

The researcher endeavoured to find out how the KNLS-Nairobi branch uses PR in an attempt to make its services fully utilized. Three different questionnaires referred to as A, B and C, unstructured interviews and personal observations were the tools used to elicit the information required.

Questionnaire ‘A’ was directed to the management staff in order to gather information about the library resources, mode of communication in use, library
finance, staff training and development, PR practices, staff performance assessment and staff motivation. Four managers were targeted but only three responded.

Questionnaire 'B' was aimed at the general library staff. As the key actors in the day-to-day running of the library, a lot of information was expected from them. The questionnaire aimed at trying to find out the following aspects of the library service: nature of staff-management communication, PR practices, staff training and development among others. Out of 29 targeted respondents only 18 (62%) responded positively.

Questionnaire 'C' was directed to the library patrons. A library service would be incomplete if the information stored there is unexploited. The users play a prominent role in the library service. In this connection the users were asked various questions in an attempt to establish how well they are served by the library. For instance, they were asked about the mode of communication, how often they use the library, whether the library advertisement is apt, how they find the library service and how they relate with the staff. The targeted group was 69 but only 52 represented by 75% gave a positive response.
The data was analyzed according to the major aspects of the study. Descriptive analysis and tables were used to analyze the data collected. To make understanding easier, the information was also provided in the form of percentages. The information gathered was grouped and analyzed under the following subheadings:

(1) Communication
(2) Service to users
(3) Staff-user relationship
(4) Library promotion and advertisement
(5) Staff training and development
(6) Performance assessment.

The total number of participants in the study sample were 102 but only 73 of the total figure responded. This translated to a rate of 72%.

4.2.0 COMMUNICATION

Communication is very central to the work of the librarians. For library services to be utilized to the maximum, there must be recognized channels of communication both downwards, upwards and laterally. If the staff at all levels have the opportunity of expressing their views, the underlying human need for participation and involvement will be fulfilled. There will be inevitably greater confidence in the operation of
the organisation if the staff know their views have been taken into consideration before managements makes
decisions. For the purposes of this survey, the staff
were asked whether there has been adequate
communication between them and the management staff.
While the management staff felt they meet with their
staff often, the staff on the other hand, felt that the
frequency of meetings was not adequate.

PR in libraries is essentially good communication.
Effective communication is two-way system. This
means, having information pass from the management
level to all employees and information and comments
from the employees to the management. In order for the
above mode of communication to take place, there must
be recognized channels of communication. It's for this
reason that the researcher asked the staff to indicate
the various styles of communication the management
uses to reach them. A variety of responses were made by
the staff respondents as tabulated in the table 1 below.

management, the researcher requested the staff to state
whether they found the channels appropriate. Amazingly,
majority of the respondents (2107%) expressed
satisfaction and only 5(28%) of them found the channels
inappropriate.

The staff respondents who felt that the channels
were not act were then asked to give reasons why they
Table 1: How management communicates with the staff.

<table>
<thead>
<tr>
<th>MODE</th>
<th>No. of responses</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meetings</td>
<td>11</td>
<td>28</td>
</tr>
<tr>
<td>Memos</td>
<td>13</td>
<td>33</td>
</tr>
<tr>
<td>Personal contact</td>
<td>4</td>
<td>10</td>
</tr>
<tr>
<td>Telephone</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Staff manual</td>
<td>5</td>
<td>13</td>
</tr>
<tr>
<td>Noticeboard</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Get togethers</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Total responses</td>
<td>39</td>
<td>100</td>
</tr>
</tbody>
</table>

The data above indicates that though there are several channels of communication in use, meetings and memos are the major channels used.

In an effort to establish what the staff felt about the current modes of communication to and from the management, the researcher requested the staff to state whether they found the channels appropriate. Amazingly, majority of the respondents, 12 (67%) expressed satisfaction and only 5 (28%) of them found the channels inappropriate. Their weight in this area libraries are established follow by the patrons and if the librarians are The staff respondents who felt that the channels were not apt were then asked to give reasons why they
felt so and make some recommendations. Some reasons were put forth such as:

1. that memos and staff manuals put a barrier between the two parties.
2. that the channels are quite restrictive with their dos and don’ts.
3. that they don’t give staff time to air their views.

As a remedy, the staff called for more meetings which would encourage free flow of ideas and help arrive at appropriate decisions.

In recognition of the importance of communication in the library, the users were asked to indicate what efforts the librarians make to aid them in library services. Out of a user sample of 52, 37% felt that the librarians make no effort to inform them; 33% however felt that strong efforts have been made in this aspect; 12% felt that although some effort is made, it’s weak and 14% of the same sample pointed out that though the efforts are made, they are not coordinated. These findings can be taken as an indication that the staff need to throw their weight in this area. Libraries are established for use by the patrons and if the librarians don’t keep the patrons well informed the library won’t justify its existence.
Communication is both in body language and the spoken word. All human beings possess some degree of feeling of importance and an immediate and cheerful response to our needs no matter how mundane, is essential in establishing good-customer relations. As Stoakley (1982) puts it,

"nothing is more off putting when entering any kind of establishment than to wait to be attended to while the staff complete a conversation among themselves, appear reluctant to turn aside from some other task or even finish grooming their nails" (Stoakley, R. 1982, P.16).

In order to establish whether such a situation does exist in KNLS - Nairobi branch library the users were asked to indicate what they observe about the library staff do as they wait to be served. The findings are tabulated in Table 2.
Table 2: What users observe staff doing as they wait to be served.

<table>
<thead>
<tr>
<th>Activities</th>
<th>No. of response</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reading newspapers</td>
<td>6</td>
<td>12</td>
</tr>
<tr>
<td>Conversing</td>
<td>16</td>
<td>31</td>
</tr>
<tr>
<td>Attending to telephone calls</td>
<td>8</td>
<td>15</td>
</tr>
<tr>
<td>Knitting</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Deserting the desk</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Other activities</td>
<td>9</td>
<td>17</td>
</tr>
<tr>
<td>No response</td>
<td>11</td>
<td>21</td>
</tr>
<tr>
<td>Total</td>
<td>52</td>
<td>100</td>
</tr>
</tbody>
</table>

The above data indicates that more often than not, the staff are engaged in conversations among themselves represented by 31%. The researcher also observed the staff being idle and conversing among the members as a popular pastime. Attendance to telephone calls (15%) and reading newspapers (12%) are cited as normal occurrences among the staff. However, if the staff attend to official matters through the telephone, such as answering user enquiries, then this must be taken as a positive aspect of PR. What is unethical and uncalled for is if the staff make personal calls as the users wait to be attended. It is often observed that they are neglected seriously. 22% pointed out that although information was held back, their morale was not affected as much.
Corporate management encourages participation and involvement in running a library service. Participative management fosters good staff relations and leads to greater understanding between the managers and the staff. Any management body that cares for the standard and quality of their services can't afford to ignore its staff. The staff in any organization are grieved deeply when they feel excluded from the chain of communication. The more open the management body is with the staff, the more likely the staff will identify with the organisation and what it stands for.

As a means of establishing whether the KNLS - management staff are transparent, the staff were asked if the management withholds information from them. 9 out of the 18 staff respondents (50%) felt so while 33% held that no information is held back. A small percentage of 17% opted not to comment. For purposes of determining if the withholding of information affected their morale the staff were asked to say how they are affected.

From the research findings, the researcher observed that withholding information has serious repercussions on the staff's morale, to work. 44% of the staff indicated that they are affected seriously. 22% pointed out that although information was held back, their morale was not affected seriously. Holding back of
information is not in line with the aspirations of PR. This is because, when information is denied to the very people who need it, its effect is noticeable on the morale of the staff.

Effective communication also covered users willingness to volunteer suggestions regarding the services offered. When there is an effective two-way communication, users feel free to offer suggestions to express opinions regarding the services rendered. The staff body should be instrumental in encouraging the users in this respect. They must create a conducive atmosphere to promote users want to offer suggestions. In this connection, the users were asked if they were encouraged to take initiative and make suggestions regarding the services offered. The findings portrayed a grim picture of the situation. An immense number of users (48%) indicated that no such encouragements have been forthcoming. Only a handful of respondents (17%) said they felt enticed to volunteer suggestions.

It is for the above reason that the users were asked if they have been making use of the library’s suggestion box. They apparently have not been making good use of the suggestion box as is indicated in the table below.
Table 3: Use of the suggestion box by users

<table>
<thead>
<tr>
<th>Responses</th>
<th>No. of responses</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Used</td>
<td>16</td>
<td>31</td>
</tr>
<tr>
<td>Do not use</td>
<td>34</td>
<td>65</td>
</tr>
<tr>
<td>No response</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Total</td>
<td>52</td>
<td>100</td>
</tr>
</tbody>
</table>

The data above indicates that the use of the suggestion box is minimal. 65% of the user respondents have never used it and only 31% have ever used it. The use of a suggestion box is an effective PR tool and must be used by the library users as a communication link between them and the library staff. To try and find out exactly why the users don’t make use of such an important tool the researcher asked the users to explain why they did not and the responses were many and varied.

Some said they had nothing to suggest. Some said that they had never seen the suggestion box while others said they feared victimization. Others expressed the notion that nobody has ever explained to them the use and usefulness of the box. Others felt that since no action had been taken to remedying earlier pointed out problems they no longer bothered to give more views or to make any complaints. Others said that they fail to
use suggestion box because the library fails to provide suggestion papers.

### 4.3.0 SERVICE TO USERS

The primary objective of any information service is the satisfaction of the user information needs. In order to achieve a degree of success the service must be geared to that end. The researcher therefore endeavoured to establish the services offered to users by the library. As a starting point, the researcher sought to find out if users are free to request for assistance from the staff, in locating or retrieving materials from the shelves. 66% of the respondents confirmed that such assistance is normally sought while only 38% don't ask for assistance. In an attempt to prove the above, the users were asked to indicate the nature of assistance given. The responses were as follows:

<table>
<thead>
<tr>
<th>Nature of assistance</th>
<th>No of responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff pointed to</td>
<td>21</td>
</tr>
<tr>
<td>Approximate location</td>
<td>17</td>
</tr>
<tr>
<td>Staff referred use</td>
<td>6</td>
</tr>
<tr>
<td>Catalogue</td>
<td>2</td>
</tr>
<tr>
<td>User ignored</td>
<td>5</td>
</tr>
</tbody>
</table>

The speed as well as the efficiency with which librarians perform their duties have considerable effect upon their relations with library users. Librarians should
The data indicates that the users are provided with various sorts of assistance. The picture drawn by table 4 above is one whereby personalized service is provided. In the majority of cases (40%), the staff accompanies users to the shelves. There’s also an increased tendency of staff pointing from their service points the approximate location of materials (33%). This aspect does not augur well in an ideal PR program.

The speed as well as the efficiency with which librarians perform their duties have considerable effect upon their relations with library users. Libraries should
adopt the rule found in the field of commerce and industry which calls for swiftness of services for the satisfaction of the customer. However, a good proportion of users (37%) found the location and retrieval pretty fast. Therefore, a library system which would wish to pride itself on its standard of services must appreciate the value of responding to user's requirements as swiftly as possible. Ranganathan's principle— save time the time for the user would be very appropriate. Such attempts eventually eliminate queues and delays at the issue and return points as well as at the enquiry desk.

At this point, the users were asked to state how fast they locate books they require from the shelves. The speed of retrieval was found to vary from one user to another as shown by the table below:

<table>
<thead>
<tr>
<th>Speed</th>
<th>No of responses</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very fast</td>
<td>9</td>
<td>17</td>
</tr>
<tr>
<td>Fast</td>
<td>23</td>
<td>42</td>
</tr>
<tr>
<td>Not fast</td>
<td>17</td>
<td>33</td>
</tr>
<tr>
<td>Not at all</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Others</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Total</td>
<td>52</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 5: Speed of locating books by users.
The foregoing results indicate that the location of books from the shelves is not an uphill task for most of the users. 59% of the users locate books pretty fast. However, a good proportion of users (33%) found the location of books a difficult undertaking. 4% of the users are never able to locate books. In order to elicit information as to why, the location and retrieval of books is not fast enough, the users were asked to give reasons why they thought so. The results of the responses are shown in table 6 below:

Table 6: Why location and retrieval of books on the shelves is difficult.

<table>
<thead>
<tr>
<th>Reasons</th>
<th>No of responses</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Books mis shelved</td>
<td>12</td>
<td>23</td>
</tr>
<tr>
<td>Books lying on the table long after use</td>
<td>9</td>
<td>17</td>
</tr>
<tr>
<td>Others</td>
<td>15</td>
<td>29</td>
</tr>
<tr>
<td>No response</td>
<td>16</td>
<td>31</td>
</tr>
<tr>
<td>TOTAL</td>
<td>52</td>
<td>100</td>
</tr>
</tbody>
</table>

Reasons No of responses %
Books mis shelved 12 23
Books lying on the table long after use 9 17
Others 15 29
No response 16 31
TOTAL 52 100

The above data indicates that mis-shelving of books (23%) and books laying on the tables long after use hinder the speed of location and retrieval. However,
These reasons are just a tip of iceberg as several other drawbacks were cited by the users. Among them were:

<table>
<thead>
<tr>
<th>(1) Users not certain of the appropriate shelves holding books.</th>
<th>No of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Most of my needs</td>
<td>14</td>
</tr>
<tr>
<td>A few of my needs</td>
<td>33</td>
</tr>
<tr>
<td>None of my needs</td>
<td>62</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
</tr>
</tbody>
</table>

(2) Some books miss completely

(3) Catalogue cards sometimes misfilled

(4) that the library lacks modern technology such as the use of a computer system and that

(5) Books and shelf labelling is not clear

The stock of the library system is the core around which the whole service is based. The librarians must select, maintain and encourage its use if the total library service will not be a failure. If the library service is to be effective the stock must closely relate to the needs of the user-community. Since communities change, so should be the books. The researcher in an attempt to elicit information towards this end, asked the users whether the library satisfies their information needs. The results of this question is summarized below in Table 7.

Away from the town center is not conducive to attracting users. Some other drawbacks were that the