

**A STUDY OF LIBRARIES IN THE INDUSTRIAL AND COMMERCIAL
SECTORS IN KENYA WITH PARTICULAR REFERENCE TO
STAFFING, INFORMATION ORGANIZATION AND SERVICES**

BY

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KENYATTA UNIVERSITY LIBRARY

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DECLARATION

This research project is my original work and has never been presented for a degree in any other University

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DEDICATION

This work is dedicated to: Kiki, Kimberly and Kiragu. My parents, sisters and brothers.

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ABSTRACT

Libraries in Industrial and Commercial enterprises are generally referred to as special libraries. The main aim of these libraries is to provide access to specialized information to meet the needs of their clientele within the parent organization.

These libraries normally have relatively small specialized collections and are managed by relatively few staff members. Information in these libraries is organized either by unorthodox or conventional methods depending on the size of the collection and what the librarian in charge finds most appropriate for his library putting a lot of emphasis on saving time for both the information workers and the users.

A wide range of services are offered to the clientele of these libraries. The services are very specialized and personalized and are all geared to providing the clientele with the most up-to-date information whose effectiveness affects the growth of the parent organization.

This study looked at these types of libraries in Kenya with particular reference to staffing, information organization and services offered. The study established that most of these libraries are poorly staffed which is one of the factors that is affecting the level of information organization and types of services offered.

Chapter one gives background information on development of special libraries, states the problem and also discusses the significance of the study. Chapter two reviews related literature. Chapter three discusses the methodology used in the study. Chapter four is devoted to data presentation, analysis and discussion. Chapter five gives a summary of the findings, draws conclusions and makes practical recommendations.

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND INFORMATION

Different writers have defined the term library from different perspectives.

On the one hand, the ALA Glossary defines it as:

A collection of materials organized to provide physical and intellectual access to a target group with a staff trained to provide services and programmes related to information needs of the target group.¹

J.R. Njuguna on the other hand defines it as a:

Collection of books and other materials in a particular place arranged in a particular order for maximum utilization.²

These two definitions emphasize the fact that a library is a collection of material well organized for use by a target user group.

The ALA World Encyclopaedia has on top of this emphasized the role of the library in the society when in its definition it states that:

The purpose of the library is to act as a link in the communication chain that is concerned with the custody of recorded knowledge.³

Among these definitions, the one that emphasizes the role of the library is the most appropriate one since a library's major concern should be the communication of knowledge, ideas and thought regardless of the form they are presented. This is especially so during our time when information is being communicated not only through the traditional print media such as books, pamphlets, periodicals, reports etc, but also through non-print media such as film, video tapes, audio tapes etc. The librarian, who is the person qualified enough to organize and maintain a library collection, is therefore the custodian of knowledge and ideas other than the keeper of books as traditionally seen.

There are different types of libraries in the world today including academic, school, public, national and special. All these types, regardless of their size and location have similar functions. The main ones common to all include: selection, aquisition, organization, storage and circulation of materials and lastly they all offer reference services to their users. Some go a step further and actively disseminate information, that is, taking information to its user or notifyng him on the available information rather than wait for the user to look for the information himself.

Although most functions are similar, there are variations in the emphasis laid on different functions by the different types of libraries. Libraries also exhibit differences in their procedures of carrying out these functions. All these libraries carry out these activities in order to achieve one common goal, that is to satisfy their users' information needs.

Every library has got its target user community. Understanding the user community information needs is very basic and it forms the basis for all other functions. This is so because it is this understanding which will determine how the library's functions will be carried out. While some libraries have a very distinct user community, for instance, academic, school and special, it is rather difficult for others to define their user community for example national and public.

Though similar in all the aspects outlined above, there is one type which is quite different as far as carrying out its functions is concerned. Its difference is also manifested by its aims and objectives and its style of service to its clientele. This type is the special library which is also variously referred to as Information Centre, Information Unit or Information Bureau.

1.1.1 **SPECIAL LIBRARY**

There are several definitions of a special library. Some writers define a special library in relation to types of materials stocked; others in relation to subject coverage; others in relation to the clientele; yet others look at the services offered.

A special library can be defined as:

An information facility whose responsibility is to provide access to specialized information to meet the needs of a special clientele usually within a parent organization.⁴

The parent organization could be a government department, private society or institution, an industrial company or group of companies, a research institute or a public corporation. Ashworth defines a special library as " one which is established to obtain and exploit specialized information for the private advantage of the organization which provides its financial support."⁵ This definition seems to emphasize the fact that special libraries are not set up for their own sake but to meet the parent organization's information needs as the organization strives to achieve its goals and objectives. Infact, you find that although a special library may have its own goals and objectives regarding its activities, these goals are internal to the library and they actually fit well within the main organizational goals. This is so because the organization treats the library as a means to its overall goals rather than an end by itself.

Unlike other libraries which have statutory warrants for their existence, more specific the public, national and academic libraries, special libraries are set up by organizations which take a conscious decision to have a library which is in turn expected to make worthwhile contributions. These contributions do not have to be in monetary terms as long as the library helps the parent organization achieve its goals. For example, in an industrial enterprise, if the library provides ready information to the employees which makes them save manhours which would be wasted if the employees were to locate the information themselves, the library can then be seen to be indirectly contributing a lot to the organization.

Looking at the special library in terms of its clientele, Foskett defines it as:

... a library serving a particular group of readers which has an existence as a group outside of their readership of their library and where members direct at least some of their activities towards a common purpose.⁶

Examining this definition, it means then that the special librarian's first and major responsibility is to know and understand the purpose of the organization he serves in order to provide his library users with the information which will help the organization grow. This issue should be taken very seriously because the existence of the special library relies directly on the success of the parent organization.

As said earlier, other writers emphasize the fact that the scope of the collection and services of a special library are limited to the subject interests of the host or parent organization, but the subject coverage does not always have to be very specific. For example, in a bank's information unit, the subject coverage does not have to be confined specifically to banking but the collection could also include materials on periphery fields like law, finance, commerce among others.

To be very specific, the major role of a special library is the provision of information to support the objectives of the parent organization. The information provision service should be timely, accurate, in-depth and customized. Its main function should be always to make information available and not necessarily to make documents available. This is so because, information could be sought not only through the user visiting the library but also through telephone calls. Infact, one can actually say that the final product of any information unit is a specific answer to a specific question.

1.1.2 HISTORICAL DEVELOPMENT OF SPECIAL LIBRARIES

The establishment of the first special libraries was an attempt to satisfy the demand for the specialized information which other types of libraries could not satisfy. According to Ashworth, government departmental libraries were the first to show some characteristics of special libraries as we know them today.

"There was for example a library at the foreign office in the 1780s and a librarian at the Board of Trade in 1843 to man a library which had been in existence since 1801."⁷

Later, with the industrial revolution, there was need for the establishment of specialized information centres whose main objective was to serve the industrial firms by providing the employees with the information they required. Originally, these centres were established to solve the problem caused by a rapid growth in scientific, technological and commercial information which was now being communicated in the more difficult to handle forms such as periodicals and reports other than the traditionally accepted monograph. The industrial firms also found themselves in a situation whereby they had to be innovative, mainly through research, if they were to remain competitive. Research and development (R&D) departments were consequently established. These departments had the responsibility of carrying out scientific and technological research. This type of research was largely based on recorded facts and scientists needed someone to search for the relevant literature and provide them with answers to their queries. To be useful, these answers had to be timely and accurate.

According to Foskett ⁸ special libraries actually began when the scientists themselves brought materials to their places of work which they needed for reference purposes and for keeping up to-date with new ideas. The growth of the collection in different offices then led to the idea of one scientist interested in information work being nominated to look after the material and to notify his colleagues any time he received new information in their fields. The increase in demand for this type of service and the growth of literature called for the services of a full-time officer to do the job. The officer who was a subject specialist did not need to have been trained as a librarian. This inevitably created a new professional cadre in information work currently referred to as information scientist or information officers. The role of these professionals was to enhance communication both within and outside the industrial and commercial organizations. Through them, the information centre was also supposed to provide information services which would help increase creativity among the members of staff. In addition, these information centres were set up to help reduce and where possible eliminate duplication of effort both in and outside the organization. Researchers had to be provided with all the literature related to their projects before they embarked on their researches.

In Africa, most of the industrialization started with multinational corporations opening branches in those countries which were then the western world's colonies and protectorates. Most of these corporations had already set up information centres in their head offices, but with time similar centres were set up in the branches.

According to Musisi, government, commercial and industrial libraries were the first libraries to be established in Kenya. The Uganda Railway and its offshoot the Standard Newspapers established their libraries as early as 1903.⁹ Consequently, it would have been expected that special libraries should have developed better than all other types of libraries in Kenya. Unfortunately this is not the case as evidenced by Kaungamno when on the state of Africa's special libraries he laments that:

Many of the special libraries are small and lack adequate funds and staff to carry out important information work.¹⁰

Kenya as a developing country cannot afford the expense of duplicating work which has already been done elsewhere. Though one may argue that companies have the right to fair competition which is why they produce identical products and services, there should be a limit to duplication and waste especially where research into the development of such products and services is concerned. Researchers should always be made aware of the existing information in their fields so as to advance on this rather than repeating it. Recognition of this fact by different commercial and industrial organizations has seen many of them establish information centres either attached to the R&D departments or any other relevant department and in some cases as autonomous departments. With this in mind, there is need to establish how these special libraries/information centres operate, their shortcomings and prospects in the Kenyan scene.

1.2 STATEMENT OF THE PROBLEM

We are living at a time many people are referring to as the information era. Information has become part of our lives. Unfortunately, there is too much information being generated and recorded all over the world for anyone to keep abreast of what is happening in his/her area of specialization. Information explosion has become very real. The impact of ever increasing volumes of information is a global phenomenon. Infact, some writers have noted that there exists enough information required to solve all the problems facing mankind today if only it was possible for the right information to get to the right user at the right time. This therefore may mean that, as an important resource, information is not as scarce as some other resources. The major problem with it, like all other resources, is that it needs to be properly managed if it is to be effectively used to solve the problems facing mankind today.

For human beings to be able to use information effectively to solve their day-to-day problems, they need to be provided with the right information at the right time and in the right doses to suit their needs. Information is the main ingredient for any form of development be it intellectual development of the human race or technological and scientific development of the world in general. Ting puts it appropriately when he remarks that:

Information is the key to scientific and technological advancement and it may be described as a scientific product just like any other commodity... Unfortunately it is all too often treated by all of us like the air we breathe,

it is omnipresent, accepted and relied upon but seldom examined closely.¹¹

Everybody needs information. Surprisingly, majority of us do not realise this and on many occasions, we have to be convinced that we really need it. It is not a wonder then that many managers in the industrial and commercial set ups tend to think that they know everything there is to know and hence the services of an information centre is superflous to their needs. On this Whiteheads makes the following observation:

It takes them a mistake - a lost contract- thousands of pounds spent in unnecessary research to bring it home to them they do not know everything, that we can help them in their decision making and their programmes, that we can fully enable them to start new projects fully aware [of what others have done and are currently doing].¹²

It is a sad affair to note that not many firms appreciate the value of libraries or information centres. Infact, there are organizations which still hold the idea that running a library is a clerical operation with no requirement for training, expertise or justifying a good budget allocation. This is confirmed by Graham when he states:

The relationship of the industrial library to the economic and commercial health of a country is most clearly apparent during times of economic stress... It is perhaps a sad reflection on the recognition of the role of industrial library that the libraries are often prime candidates for pruning at this sort of time. The fact that a library is most valuable in times of financial stringency is overlooked and the library is all too often regarded as a disposable overhead.¹³

In this study, the researcher attempted to look for the relevance of such a quotation in the industrial and commercial sectors in Kenya .

Some other issues the study addressed itself to are those that concern the administrative location of the library within the parent organization. This is because the location of the information centre will have a direct effect on the reporting level of the library manager in the organizational hierarchy and hence his participation in planning, policy formulation and decision making in the parent organization. Paterson is of the opinion that " the prerequisite for a successful business information service is that it has access to top management." ¹⁴ This way, the information centre manager will play a major role in planning for the organization as much as other managers. If this does not happen, there is the problem of the information centre not being recognized as playing an important role in the organization. This could be as a result of the credibility of the staff itself. There is the problem of organizations not hiring the right quality of staff for this important department. To the management, this is an area which could effectively be managed by clerical staff. There is no need for professionals, they assume. This is very unfortunate and it is what is happening in the world over. All these problems have led to poorly managed information centres. It then means that the centres are not being taken any more seriously than the low cadre of the staff managing them. All these problems are likely to culminate in haphazard flow of information in such organizations which result in a lot of resources being wasted through duplication of effort.

Why is this so? Some managers are not aware of the importance of a well managed information service. Some are ignorant of the so often repeated fact that information is the most basic resource needed to manage other resources. Other

managers are not aware that information, like all other resources, is expensive and needs to be properly managed to facilitate full exploitation of the same. Managers seem not to be aware that on top of this, information is power and actually as Aristotle noted "the secret of business is to know something that nobody else knows"¹⁵ This then means that there is a great need for information to be handled by skilled manpower.

All the problems facing information centres and consequently information workers cannot wholly be blamed on the management. There are chances that information workers themselves do not live up to the expected standards. This then means that information centres are not as dynamic as they should be and are rather like disorganized bookstores. Such information centres are likely to give poorer services than external services which should not be the case. Such situations could be as a result of lack of motivation on the part of the members of staff. This is normally brought about by the low status accorded to the staff. With such low morale, the staff are unable to justify their existence and that of the library. They fail to market the information service and consequently the service suffers a slow and sure death. All this shows that there is a problem somewhere in the running of the industrial and commercial libraries. There is a kind of entanglement between the information workers, the service and the management. This study took the task of trying to disentangle this situation.

It is in record that most special libraries in Africa, Kenya included, are small some even being mere cupboards with documents which are not organized in any

manner. Kaungamno blames this on the lack of qualified staff when he notes that:

There is a shortage in most African countries of adequately trained information manpower at all levels for carrying out library and documentation activities.¹⁶

He lays this blame partly on lack of adequate numbers of African based training programmes and facilities, and partly on the library science oriented approach adopted by most of the library schools in training professionals. This has led to a situation whereby in many African countries, libraries, documentation and information centres are being run by people who have received insufficient formal training.

This observation having being made in the 1980s what is the situation in the 1990s? Are there any improvements? Has the situation remained static or has it become worse? Have the organizations appreciated fully the role of the information centres? What about the professionals trained in information handling techniques, are they seen like luke-warm professionals in Kenyan industrial and commercial sectors like in other parts of the world? If so, what measures are they taking in form of providing better services to the users to prove their worth? Or are they making do with whatever status they are accorded? These are some of the questions this study tried to answer and where possible suggested appropriate solutions.

1.3 OBJECTIVES OF THE STUDY

Briefly, this study aimed at analysing the state-of-the-art of the libraries/information centres in the industrial and commercial sectors in Kenya. To achieve this objective, the study tried to:

- 1 Find out the staffing situation in these libraries with particular reference to staff qualifications, staff status and staff size in terms of numbers.
- 2 Establish the position of the library in the hierarchical structure of the organizations.
- 3 Establish the methods used for information organization.
- 4 Find out the types of services offered by these libraries/information centres.
- 5 Find out the problems the libraries/information centres are experiencing particularly as far as staffing, information organization and services to users are concerned.
- 6 Arrive at suggestions and recommendations to help improve the standards of these libraries/information centres.

1.4 SIGNIFICANCE OF THE STUDY

As mentioned elsewhere, information is a resource which is required by all for development. Everybody should view it as a focal point for all other activities. Information should be taken as an asset and should therefore be controlled, managed and well handled because of its value. Fray¹⁷ sees information as a tool and all tools need skilled care and maintenance if they are to be kept sharp free from rust and corrosion. For industrial and economic growth, a nation does not require capital investment alone but it also needs information which should not be a mere creation but must be fully exploited for maximum benefit.

For the last few decades, particularly after 1950, there have been dramatic changes not only in the quantity and type of information being generated but also in the type of demands made upon information stores. Specific private and corporate organizations have realized that information is an important resource which if maximally utilized could advance their economic growth. This recognition has brought about a tremendous growth in the number of special libraries or information centres in industrial and commercial enterprises. These centres have been established after being recognized as the best alternatives for providing different cadres of organizational staff with specialized information services. The main aim of these information centres has been to aid in the creative use of information for growth and survival of their parent organizations. This they achieve by making information maximally accessible to their users and also by maximizing the exposure

of the users to the right information. ¹⁸

In spite of this recognition and consequently the establishment of many libraries in different industrial and commercial enterprises, many managers have not yet fully appreciated the role the centres play. Most of the libraries fall short of the expected standards and to many managers these services are not cost justifiable. On their part, the information workers are not doing much to justify their existence and that of the information centres which they are responsible. *for.*

This study is therefore very important to the two categories of people- the management and the information professionals- both current and future.

1 To the management it is hoped that this study will make them:

- a. aware of the crucial role a well managed information centre plays and the need to engage the right calibre of staff to man the centre. To ensure that the staff is fully motivated, the management will accord this staff a high status, which will effectively enable the staff to provide the best services possible;
- b. aware of what to expect from an information service and hence be able to recognize when the services are below expected standards and where necessary seek to correct such situation before getting out of control;

c appreciate the needs and requirements of an information centre and thus provide it with the necessary resources in terms of budget, personnel and space.

2 To the information professionals, it is hoped that this study will help them to:

a establish their shortcomings as far as managing information centres is concerned;

b be aware of the standards and types of services they are supposed to provide to the organizational staff so as to prove their worth in the eyes of the management and hence receive total support from all;

c realize the position the information centre should hold and therefore fight for its upgrading where necessary;

d be aware of their expected professional and academic qualifications and hence strive to achieve the required qualifications where need be;

e be aware of the need to be always dynamic and go well out of their way to actively market the information service to ensure that all members of staff benefit from the service they offer. In so doing, they

will be facilitating full exploitation of information in all activities performed for the advancement of their parent organization and consequently the existence and growth of the information centre.

To both the management and the information workers, it is hoped that this study will help them appreciate and respect each others' unique professional abilities and needs. It is hoped that this will be made possible by the study making both categories of people recognize that for the growth of their organization, the inputs of them all is very vital.

1.5 SCOPE AND LIMITATION OF THE STUDY

This study was taken in partial fulfillment of the requirement of a Masters of Education degree programme. It was undertaken together with course work and as such the time provided for it was not adequate for a study with a very wide scope.

Industrial and commercial librarianship though a branch of special librarianship is very wide and with the limited time provided it was not possible to study all its aspects. This study was therefore limited to only three aspects namely staffing, information organization and services.

The time provided for the study also limited the geographical scope of the sample that was taken for the study. Therefore, the sample was taken from organizations within Nairobi province. Problems of funds available for the study also

limited the sample taken hence the choice of organizations within Nairobi area only, so as to avoid too much travelling.

Industrial and commercial libraries are not very well established in Kenya and therefore the study was limited to a small sample of seven organizations which had something referred to as library, information unit or centre.

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CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 INTRODUCTION

Literature on industrial and commercial libraries as such is quite scarce mainly due to the fact that these types of libraries are covered under the umbrella of special libraries. With this in mind, coupled with the fact that all types of special libraries have very many common characteristics, it was found necessary to review literature in special libraries in general but bring in the issue of industrial and commercial libraries where found applicable. The literature was reviewed in different sections divided according to the major areas which were under study. These areas included, staffing which was further divided into staff qualifications and quality, staff size and status of staff; information organization and services to users.

2.2 STAFFING

All the activities of any enterprise are initiated and determined by the persons who make up that institution. Plants, offices and computers, automated equipment and all that a modern organization uses are unproductive except for human effort and direction. Every aspect of its activities is determined by the competence, motivation and general effectiveness of its human organization.¹

This observation made in the 1960s is very applicable to all information centres of

our times. This is so because, no matter how good the physical resources are, the library will only be able to fulfil its function as the information centre if it is adequately staffed both in terms of numbers and qualifications of the staff.

The purpose of the industrial and commercial library is to provide information that supports its parent organization's projects and furthers its goals. To achieve this, the librarian manning such a library will therefore need to have knowledge of the policies and plans of the organization, the organizational structure, personnel and products. He needs to understand his clientele's information needs depending on the different tasks and projects the clientele is involved in from time to time. On this, Douville remarks that:

A librarian or information specialist is a "go-between" who matches client with information (question with answer). An effective information specialist or librarian is capable of fully exploiting the information system in his centre and knows when referrals must be made. ²

This can only be possible if he himself has a background knowledge of the main subject areas of the organization either through education or experience. With this, he can then be able to build a collection good enough to meet the information needs of the users, and also be in a position to locate other sources of information outside his library. He can further be able to organize and disseminate the same information to those users who need it most even before they have actually requested for it.

The librarian is only able to carry out his work effectively if the library is located high enough in the organizational chart so that it is perceived as part of the management support structure. The librarian will in such a case be a member of the

executive committee and like the other departmental heads play part in the policy formulation of the organizational projects. This fact is supported by the findings of a study carried out in Kuwait's financial institutions libraries by Dessouky in 1985. In the study, she found out that the managers of the active libraries report to persons in high executive positions in the bank. She feels that the location within the organization of the library reflects the attention given to it by the management which in turn affects the quality and level of activity.³ On top of this, such a situation will effectively prevent what Echelman refers to as "a situation where the library will depend on a 'trickle down' process for keeping the library informed about the company's plans and policies which will eventually result in information service which is irrelevant to the organization's needs"⁴

Placing the library high enough has not always been the case in many organizations as reported by Beckman in a report of Polysar, a company in Canada where one of the major constraints of running the special library is said to be that:

the centre and its staff lack authority due to:

- a reporting level of the supervisor is too low in the company hierarchy to have any impact on planning and decision making.
- b The credibility of staff itself. Unlike managers whose competence is readily recognized throughout the company, the status of the information specialist or librarian does not command any attention or respect.⁵

Such situations lead to haphazard flow of information and the function of the centre

which is provision of information is not taken any more seriously than its level in the organization and the staff that man it. This then leads to the managemnt not appreciating the information centre which could result in a cut of staff, budget and services for the library. Eventually, the employees start by-passing it and looking for other sources of information outside the organization and where possible subscribing to their own periodicals. This actually leads to the organization losing a lot of financial and manpower resources because a situation arises where there is a lot of similar information scattered in various departments of the organization.

2.2.1 STAFF QUALIFICATIONS AND QUALITIES

Once appointed, the special librarian is at once a manager, a librarian and an information specialist. In order for him to perform these duties effectively, he needs to have strong motivation toward the information service. He is expected to perform a wide range of duties which could be either professional, managerial or technical. His main job is basically to know where to find information whether it is part of his collection or not. Information handling therefore requires the services of an adequately qualified librarian. This means that he should be a professional who knows and understands the techniques and committment of the business of librarianship. Such qualification will enable him to select, aquire and organize the most appropriate materials and consequently create the most effective retrieval systems. The Library Association Group is of the opinion that:-

The professional staff should have a recognized qualification in librarianship or information science which can be obtained either as a first degree or postgraduate diploma or degree following a first degree in another subject. ⁶

Mollel holds the same view when she states that:

The library degree means too that the professional standards and the ability to build a library tailor made to the needs of the organization. ⁷

On this issue of qualifications, there are debates on whether the special librarian should be a subject specialist, a professional librarian or both. According to the ALA World Encyclopedia of library and information services "there is a feeling that although the librarian is equipped through education to obtain a working knowledge of a subject and its literature, organizations often feel more comfortable with a subject specialist as it understands what the subject specialist knows while it is less likely to understand what a librarian knows. ⁸

Whichever choice is made, the librarian or information officer has to know enough about the interests of his organization so as to always be ready for any kind of questions he is likely to get.

Beckman actually feels that information workers in information centres or special libraries require knowledge or training in the specialized discipline of the organization and may or may not have training in traditional library or information science. ⁹ Though Waldron is of the same opinion, she stresses the value of the special library staff having a firm background in library science. She notes:

Traditional policies with regard to issue methods , cataloguing and reference

service may need to be modified and innovations introduced, but a special librarian is in no position to make intelligent innovations unless he knows what the traditional and time tested methods are, and the ways in which these methods have been applied to problems over the years.¹⁰

While the above should be the case, it is unfortunate to find that there are many industrial and commercial libraries world wide which are being managed by unqualified staff. To this effect Mollel states that:-

There are often cases where a non-professional, perhaps a secretary is given the not too inviting job of running the organization's reading room.¹¹

This then means that the library does not carry out its major function of provision of information to the employees effectively. Bhattacharyya, in a study carried out in Britain, reports that " out of 87 libraries in the study, nearly a fifth of the sample (18.4%) is run by part-time staff mostly unqualified and about a quarter (23%) is run by staff who have no professional qualifications. Only two-thirds of the sample (64%) are managed by full time professionally qualified staff."¹²

This situation could even be worse in Kenya today as is supported by Imende [et al] when they lament that:

there are few trained librarians in some of these [special] libraries. As a result, most of them are manned by library assistants or untrained staff.¹³

Though the special librarian should be qualified in his field as discussed above, it does not mean that special libraries should not be staffed with non-professional staff. Indeed, they should have enough support staff and also library assistants to carry out

the routine technical activities so as to release the librarian to do the more professional duties such as reference service, literature searches, selective dissemination of information (SDI) etc. The support staff should also be recruited on the basis of both their personal qualities and academic qualifications. On this issue, the LA Industrial Group states that:

Non-professional staff should also be chosen for their personal qualities of motivation, flexibility, outgoing nature and communication skills. They should be numerate, possess a good standard of written and spoken English and have friendly telephone manners.¹⁴

Sharing the same opinion, Dutton feels that, the clerical positions should be filled with staff with a background of education equivalent to four years secondary education and are motivated towards information service. For the technical staff, he feels that they should be those familiar with the technology of the organization with or without any form of training in librarianship.¹⁵

2.2.2 STAFF SIZE

Special libraries vary a lot both in size and characteristics. Because of these variations, it is very difficult to determine the right staff size for an information unit in the industrial and commercial sectors. On this issue, the Library Association Industrial Group feels that, when making a case for staff, figures should be compiled as ratios of:

Professional staff to actual number of users; professional staff to potential users, professional staff to total personnel in the organization. ¹⁶

To this group, it therefore means that, actual and potential users of a special library should be the determining factor on the number of professional library staff to be engaged. Contributors to the ALA World Encyclopedia of library and information services hold a different opinion in that, to them, the number of both professional and clerical staff to be engaged in a special library should mainly be determined by the size of the library and the nature of the library services to be offered. On this they state that:

The minimum staffing level of a special library is considered to be one professional to one clerical staff. In larger libraries, a ratio of one professional to two clerical assistants may be found but the ratio varies according to the nature of the library services. ¹⁷

Lendvay supports this idea but he brings in the issue of budget by remarking:

The number of persons required for a library depends on the size and on the programme and activities to be developed according to budget. ¹⁸

On staff size to be engaged one can therefore conclude by saying that, it is vital to consider all factors including number of users-both actual and potential- the size and the nature of library services plus the financial resources available to the library.

2.2.3 STATUS OF STAFF

It is an obvious fact that for any information centre to carry out its functions effectively, it requires highly qualified staff both for the professional and non-professional posts. Any organization that has found it necessary to set up an information centre has recognized the need for a speedy flow of information to the people who require it. The information has to be accurate, precise and reliable if it is to be of any help to those in need of it. This therefore means that, the information needs to be handled by specialists. These could be either librarians or information scientists. Whatever the title, the person who manages the information centre is a manager. Ashworth is of the opinion that he must be accorded a status which brings him into relationship with his clients and colleagues on equal terms. He goes on to say that:

The ideal situation is for the head of the library service to have managerial status through which he will derive the necessary knowledge (directly as part of the management team) of the continually changing aims of the organization, of the potential for the future growth and of the constraints under which the organization has to operate.¹⁹

Mollel holds similar views when she states that;

The officer status gives the professional an opportunity to more effectively develop and implement library planning.²⁰

Giving the librarian the status of a senior officer in the organization makes it easier for him to approach other departmental heads so as to know what the management

is planning and thus constantly gauge the information needs of the organization. The LA Industrial Group is also of the same opinion when it notes that:

Professional librarians should have similar status within the organization to other professional staff such as accountants, graduate research scientists, chartered engineers etc.²¹

The librarian in-charge of the information unit should be equated with the other heads of department within the organization. His salary should also be comparable to that of other professionals. All this should be so because all members of staff should be seen as a team working together in the process of finding and exploiting information to further the objectives of the organization to which they all belong.

This has not always been the case and there are many organizations where the information specialists are given a raw deal when it comes to status and salaries. This is confirmed by Beckman in the following words:

Too frequently the level of the information centre professional staff is viewed as being somewhat lower than the levels of the scientists, economists and others working as professionals in a particular discipline rather than with the information pertaining to it.²²

Such a situation can have serious repercussions for the information centre because too low a level reflects on the credibility of the centre's functions as well as its ability to attract from outside the most qualified professionals to work as information scientists in the organization. Beckman goes on to observe that:

Related to the staff's lack of credibility is their classification within the company. It is not uncommon for information scientists to be placed at a lower level than managers or "bench" scientists practising their disciplines.²³

My general feeling is that if the information centre is to play its role effectively, then the parent organization's management should strive to engage the most qualified staff to manage the centre. To retain this kind of staff and sustain high motivation and job satisfaction, the management has no choice but to accord these professionals similar status with other professionals and offer salaries and benefits commensurate with their qualifications and experience. Echelman supports this idea when she states that:

... as librarians in the business world we are regarded as professionals and paid professional salaries in direct proportion to our ability to perform that function for which we are uniquely suited and trained - and that function is the management of information.²⁴

2.3 INFORMATION ORGANIZATION

The library is not a place. It is an activity that organizes, catalogues and makes knowledge and information readily available for the organization.²⁵

Information as a resource needs to be maximally exploited if it is to be of much benefit to an organization. For maximum utilization, information needs to be organized in a way which will make it most accessible to its intended users. Aufdenkamp feels that, since quick retrieval is a major product demanded in many special libraries, information must be organized in such a way that it can be retrieved

quickly.²⁶ This means that the method of organization adopted by any information unit should ensure that the stock will be arranged in such a way that both the staff and users' time is saved during retrieval.

Information organization is the key to effective use of the collection but it must also be balanced against information service which should be taken as a priority in any special library. With this in mind, you find that industrial and commercial libraries employ a wide spectrum of methods of organization but they place a lot of emphasis on flexibility and adaptability to changing needs. Although classification is the main tool for organization of materials in other libraries, it has distinct limitations in the industrial and commercial libraries. In this connection, Bakewell contends that:

A number of special libraries have rejected classification in favour of post-coordinate indexing. While others use a classified arrangement for books but prefer post-coordinate indexing for reports and periodical articles.²⁷

This has been mainly so due to the fact that most industrial and commercial libraries are mainly concerned with one broad subject and its affiliates and knowing that classification schemes are constructed to cater for the entire field of knowledge, many special librarians feel that such schemes do not cater sufficiently for their needs.

Foskett supports this when he remarks:

In a scheme that has to spread its symbols over the whole knowledge, a topic on which a special library collects a great deal of material may itself be identified by a long number so that the notation of its subdivisions becomes inconveniently cumbersome.²⁸

He concludes by saying that rejection of standard schemes by many special libraries is due to the fact that the schemes are already known to arouse the objections of inflexibility, incompleteness and incorrect emphasis. ²⁹

Though many hold this opinion, the contributors to the ALA World Encyclopedia have a different view in that there is a feeling that when a collection grows, more formal methods of organization are employed and some special libraries adopt or adapt one of the major classification schemes. ³⁰ Findings of Dessouky's study supports this opinion. In her study, Dessouky found out that out of the four libraries studied, three libraries followed Dewey Decimal Classification Scheme while one library followed the Library of Congress Classification Scheme. ³¹ Bakewell reports related findings when he notes that:

In Britain and Europe the UDC probably remains the most popular classification scheme. But in America, a collection of special systems made by the American Special Library Association proves that a large number prefer a scheme made for their range of subjects. ³²

Special libraries that use special schemes feel that it is possible to achieve the desired emphasis to group subjects according to a particular point of view so that specific topics that might hold a minor place in a scheme can be given a greater importance. Echelman is of this view and he feels that for industrial and commercial libraries to be very effective, they are organized in non-orthodox ways with information retrieval thesauri bearing little resemblance to classic lists of subjects headings. ³³

Ashworth holds the same opinion and he actually asserts that:

Classification schemes used in special libraries are most often local ones tailor-made to fit the subject area.³⁴

He feels that if standard schemes were used, heavy modifications would be essential.

Otike supports this by noting that:

Many special libraries will opt for special classification schemes. Others will prefer inhouse arrangements.³⁵

But he also feels that the best way to test the suitability of such schemes is to obtain a feedback from the patrons.

Since most industrial and commercial libraries generally have small collections and limited staff, they usually operate at a minimum level of organization. Materials are arranged in a simple order for example, books are arranged by author or by subject, while periodicals are arranged by title or date. Reports are simply arranged by the report numbers.

Doidge is of the opinion that the most useful arrangement for books is that of classified subject sequence though arrangement by accession number or arrangement by authors' names are still used in certain circumstances.³⁶ Subject arrangement has the obvious advantage in that it indicates to the user the nature of the content of the book concerned. As far as periodicals are concerned, Doidge goes on to say that:

Special librarians choose different methods of arranging their periodical collections according to the demands that will be placed on them. They may be arranged by subject, alphabetical order of the title or other appropriate sequence.³⁷

Arrangement of periodicals by subject is almost impossible because most issues contain articles on slightly differing subjects. But it is generally felt that arrangement by alphabetical order is simple for the users as they do not have to master the subject coding of subject classification systems. On this issue, Osborn asserts that in special libraries, files of periodicals are often not classified but are arranged in a simple alphabetical sequence"³⁸

Dutton shares the same view and he feels that:

... for journals a simple alphabetical sequence is to be preferred to a subject grouping whilst for directories monographs etc a simple classified arrangement adapted to the particular collection is to be preferred over sophisticated classification or an over-enthusiatic use of symbology.³⁹

Special libraries also have catalogues but they may be limited to one or two entries. The main purpose of catalogues is to locate items from whatever angle a user approaches them, that is either through the author, the title or the subject. To this end, Bakewell feels that cataloguing can normally be kept simple but catalogues should not be eliminated altogether. For cataloguing a code of rules like the Anglo-American Cataloguing Rules should be adopted.⁴⁰

Although in other types of libraries especially academic libraries is normal to find full and elaborate cataloguing including fine distinctions of editions, exhaustive list of imprints, physical description and special features among others, this does not have to be the case in the special libraries. Sharp is of this opinion and he notes that:

Little of this is relevant to the special library's needs, for what is usually wanted by the user in such a library is simply direction to an item which (hopefully) contains a needed piece of information ... Thus the entries in a special library catalogue are likely to contain an absolute minimum of information and economy often demands that this shall be the rule in any case. ⁴¹

A catalogue should also be provided which should be title, author and subject catalogue. On this, Sharp remarks that:

Basically, facilities for approach by author and by subject must be provided, though it might be considered that the title approach is important and there may also be a requirement for tracing items in the collection by their forms, the names of series to which they belong etc. An author catalogue is an essential part of any library's records and in the special library a subject catalogue of some kind is no less important. ⁴²

Morozov supports this when in his report on technical libraries in USSR he observes that:

Practically all technical libraries have alphabetical and subject catalogue based on UDC. ⁴³

Literature has so far proved that special libraries - industrial and commercial

libraries included, take the role of information organization very seriously and lay a lot of emphasis on economy of time for both the users and the information workers.

2.4 SERVICES TO USERS

Although industrial and commercial libraries offer services similar to other types of libraries, there is more emphasis on specialized and personalized or customized service in these types of libraries than in all other types. Klemper supports this view when he notes that:

Timely, indepth customized information service is frequently the prime raison de'tre for establishing the special library. ⁴⁴

Waldron has a similar opinion when she asserts that:

First (and without doubt) the most important is a very specialized and personalized service which is both a philosophy and practice ... providing special services is a primary function of special libraries regardless of the kind of the organization with which they may be associated. ⁴⁵

This should actually be so because all special libraries should offer services geared at minimizing the time the users spend searching for information. Information workers should always bear in mind the fact that the users' time is paid for and it therefore belongs to the organization. The information workers should therefore strive to offer services which will enable workers spend the least possible time in the libraries in search of information.

The services offered by the industrial and commercial libraries can be divided into two basic types, that is: services in response to requests which include reference and research services, and services in anticipation of need which is also referred to as current awareness services. On a report of British Gas R&D information services, Wiggins supports this division when he reports that "although the services provided at each station are as far as possible tailored to meet the particular needs, location and the organization of its staff, they can be divided into current awareness and retrospective and enquiry work".⁴⁶

Ashworth is of the same opinion when he remarks that "users will be kept informed of new developments in their own fields of interests by receiving current awareness service or alerting service"⁴⁷ He continues to note that:

The library staff will take over a proportion of the literature searching for retrospective published information on behalf of users.⁴⁸

Otike supports this when he notes that;

Since the research personnel generally do not have time to go through each periodical run, the librarian has to assist in literature searching and be able to assemble at short notice all the bibliographical sources that a patron may wish to consult.⁴⁹

Though this may be seen as the basic way of categorising the services, other writers have come up with different categories. Gattridge and King have classified the services into awareness, identification, access and document delivery and reference.⁵⁰

Lendvay on the other hand feels that services should include circulation and loan, reference and information, compilation of bibliographies, reproduction services and current awareness services.⁵¹ Beckman has a similar classification with an addition of analysis and translation.⁵²

On this, Otike has this to say:

Current awareness services for instance is more popular in special libraries than in other libraries. Abstracting and indexing service is also the domain of special libraries particularly research libraries. Translation services too is characteristic of special libraries. Photocopying is also a popular service.⁵³

Although there is such a wide variety of services offered by special libraries - industrial and commercial libraries included, studies by various writers have shown that most of these libraries show a lot of emphasis on current awareness services. The major factor that contribute to this is the problem brought about by information explosion. This has created a situation whereby it has become impossible for information users to remain adequately informed about developments in subject areas of their interest. Any attempt to keep up-to-date would cost users a lot of their highly paid time. Rowley⁵⁴ feels that effective current awareness service minimizes the time the users spend in trying to keep up-to-date.

However, there are different types of current awareness services offered by different libraries. The types of services a library will offer will mainly be determined by the number and quality of staff in a library and the budget. The types range from the very simple ones such as displaying and routing of current periodicals,

production of accession lists and distributing of content pages of periodicals, to the more complex ones such as compilation of annotated bibliographies, abstract bulletins, news summaries and digests and the very specialized service of selective dissemination of information (SDI).

Generally, almost all libraries offer at least one of these services. In a study carried out in the UK on locally produced current awareness services, Rowley reports that out of 147 industrial libraries, only 22 libraries did not have current awareness service and out of these 19 had a total of library and information staff of two or less.⁵⁵ This therefore means that it is the problem of staff which makes most of these libraries not to offer any type of current awareness service. In many other industrial libraries and information units, the time allocated to these services was relatively high.

Studies in different industrial and commercial libraries have proved this service to be conspicuously available. Reporting on the library and information services of the International Tin Research Institute, Croft notes that:

An internal current awareness bulletin is produced every two months for distribution in the institute and to overseas tin information centres. This contains abstracts of all library accessions.⁵⁶

He continues to say that the library has recently undertaken the task of compiling bibliographies on selected topics.⁵⁷

Dessouky reports similar findings in Kuwait when she notes that:

All libraries surveyed were active in SDI. All provided current awareness service e.g. arrival of new books, articles of major interest etc. news clippings and most provide tables of contents of periodicals of interest to particular users.⁵⁸

At the National Coal Board R & D Information service, Conchie and Ramsbotham report that:

All libraries provide a current awareness service coupled with an SDI service the emphasis being on speed. The Mining Research and Development Establishment does not circulate periodicals but distributes a weekly current awareness bulletin. ... The Coal R & D Establishment circulates periodicals but not current awareness bulletin. All periodicals are scanned and notes of individual articles sent to members of staff. ... The headquarters library circulates periodicals among headquarters staff and also distributes current awareness bulletins on a variety of specific subjects. These contain information on new books, periodical articles, press cuttings, reports and pamphlets. ... Photocopies of articles are sent on request.⁵⁹

In summary, it appears that timely and personalized service is not only necessary in industrial and commercial libraries, but it is also very vital for the very existence and hence success of the information unit. The literature has to this effect indicated that current awareness service more than any other service is offered in most of these libraries. This is due to the simple fact that this type of service helps information units perform their major role of provision of current information to the users before it goes out of date.

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INTRODUCTION

The first objective of this study was to identify the information needs of the research community in the field of coal research. This was done by conducting a survey of the research community in the field of coal research. The survey was conducted by mail and the results are presented in this report. The survey was conducted in 1975 and the results are presented in this report.

RESEARCH INTERESTS

PERSONAL INTERVIEW

The study was conducted by mail and the results are presented in this report. The survey was conducted in 1975 and the results are presented in this report. The survey was conducted by mail and the results are presented in this report. The survey was conducted in 1975 and the results are presented in this report.

CHAPTER THREE

METHODOLOGY

3.1 INTRODUCTION

The main objective of the study was to establish the state-of-the-art of the libraries/information centres in the commercial and industrial sectors in Kenya. This therefore meant that all the areas under the study were to be investigated as they were, without any form of change or alteration. This study therefore employed the descriptive survey as its research method.

3.2 RESEARCH INSTRUMENTS

3.2.1 PERSONAL INTERVIEW

The study used personal interview as its main data collection instrument. The main reason for choosing this instrument was the fact that the sample was small and all the libraries under study were conveniently located.

To ensure consistency in the type of data collected from all the sample libraries, the researcher specifically used the structured interview as the main tool for data collection. For this reason, an interview schedule was constructed. The

schedule was also meant to help in the collation and the comparison of the responses obtained from different interviewees during data analysis. The interview schedule had items covering all the aspects of the industrial and commercial librarianship which were to be studied. The areas included staffing, information organization and services to users. The schedule also had some general questions which were meant to help obtain data on general information.

3.2.2 CONDUCTING THE INTERVIEW.

Using the interview schedule, the researcher personally conducted the interviews. The interviewees were the librarians or the persons in-charge of the libraries under study.

To prepare the interviewees, the researcher personally visited the libraries and made appointments with the interviewees. Where necessary, the researcher sought permission to carry out the study from the higher authorities as prescribed in different organizations. Since the researcher felt that prior knowledge of the nature of information sought may influence possible answers, the interviewees did not have any prior access to the schedule.

During the interview sessions, the researcher and the interviewee had an open discussion which was mainly guided by the points in the schedule. The researcher recorded as much information as possible on the spaces which were provided in the schedule.

3.2.3 OBSERVATION

Observation as a method of data collection was also used to ascertain some of the data given during the interview. This mainly included data on information organization and services to users.

3.3 THE SAMPLE.

The sample was a random one of seven libraries taken from industrial and commercial organizations within Nairobi area. The organizations chosen had to have at least a section they referred to as a library, information centre or information unit. To identify such organization, the "Subject guide to information sources in Kenya" was used. The seven libraries included in the sample were:

- a. Central Bank of Kenya (CBK)
- b. East Africa Industries (EAI)
- c. Housing Finance Company of Kenya Ltd. (HFCK)
- d. Industrial and Commercial Development Corporation (ICDC)

- e. Kenya Breweries Ltd (KBL)
- f. Kenya Power and Lighting Company Ltd. (KPLC)
- g. Kenya Reinsurance Corporation (Kenya Re)

3.4. PILOT STUDY

In order to assess the appropriateness of the personal interview as the data collection instrument for the study, a pilot study was carried out. The pilot study also aimed at examining and revising any points which could have been ambiguous and likely to affect the type of data which needed to be collected. The pilot study also aimed at establishing and remedying omissions in the interview schedule. For this purpose, the Kenya Commercial Bank library (KCB) was used as the pilot sample. This choice was based on the fact that the library serves a commercial organization just like the libraries in the main study.

3.4.1 RESULTS OF THE PILOT STUDY.

The researcher personally visited the library. The librarian on behalf of the researcher sought permission from the head of the department under which the library was. This was infact very important as it made the researcher aware of the fact that it was necessary to be cleared by the management in order to carry out the study in the organization's library/information centre. This was an issue the researcher had overlooked previously.

During the pilot study, the interview schedule proved to be quite efficient but some ommissions were noticed. These were in the sections of information organization and services to users. In the former, one extra point that concerned the usage of the catalogue was added. In the latter section, two ommissions were noticed. Firstly during the pilot study it was realized that a library could be open to all members of staff in an organization but due to some reasons all staff categories do not use the service equally. Secondly on current awareness service it was realized that all library materials could be displayed as a type of current awareness service and not only periodicals as stated in the interview schedule.

With these observations, appropriate revisions were made in the interview schedule.

3.5 DATA ANALYSIS

For data analysis, points on related aspects of the study were grouped and analysed as recorded on the interview schedule. The researcher used descriptive statistics for data analysis and where necessary the data collected was presented in a tabulated format.

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CHAPTER IV

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4:1 INTRODUCTION.

To carry out the study, the researcher personally visited seven organizations. The organizations were Central Bank of Kenya (CBK), East Africa Industries Ltd (EAI), Housing Finance Company of Kenya (HFCK), Industrial and Commercial Development Corporation (ICDC), Kenya Breweries Ltd (KBL), Kenya Power and Lighting Company (KPLC) and Kenya Reinsurance Corporation (Kenya Re). The Libraries in these organizations will from now on be referred to by their abbreviations.

The main data collection instrument that was used in this study was the personal interview. To ensure consistency, an interview schedule was used on which responses were recorded during the interview. Out of the seven organizational libraries studied, it was only in five libraries where the interview schedule was filled-in completely. It was not possible to complete the schedule in two libraries - the KBL and the HFCK libraries.

This is because in the KBL library there was no person placed in charge of the collection while in the HFCK library, the librarian was on leave throughout the time the data was being collected. This notwithstanding, some data was collected from

these two organizations which will inevitably be analyzed where applicable together with that from the organizations where the interview schedule was fully completed. The data from the two organizations was collected from the heads of the departments under which the library falls. In the Kenya Breweries Ltd, the researcher talked to a chemist from the company laboratories and the training manager as there were two library collections in the organization. In the Housing Finance Company of Kenya, the researcher had an extensive discussion with the deputy personnel manager- under whose department the library falls.

4:2 GENERAL INFORMATION

The study sought to find out the establishment dates of the organizations and their respective libraries. This information was meant to show whether there was a significant difference between the two dates and also whether the establishment date of the library had any effect on the level of development of the library in terms of staff, information organization and services offered. On this, the responses were as shown in table 1.

TABLE 1: ESTABLISHMENT DATES

Name of the organization	Date organization was established	Date the library was established
CBK	1966	1968
EAI	1943	1983
ICDC	1964	1977
KBL	1922	Not Known
KPLC	1907	1968
Kenya Re	1970	1979

From the above table, it is clear that for most of the organizations with the exception of the CBK and the Kenya Re whose libraries were established two and nine years respectively after their parent organizations, all the other libraries were established many years after the establishment of their parent organizations. Indeed, the KPLC

library was established 61 years after the parent organization while the EAI library was established 40 years after the parent organization was established.

4:3 POSITION OF THE LIBRARY IN THE ORGANIZATIONAL STRUCTURE

The study had an objective of establishing the position of the library in the organizational structure. The data collected showed that none of the libraries was an autonomous department. All the libraries studied were attached to different departments depending on the structure of different organizations.

The CBK library is attached to the Research Department. The ICDC library on the other hand is attached to the Administration Department while the Kenya Re and the HFCK libraries are under the Personnel Department. The EAI library is under Information and Public Relations Department. The KPLC library is under the Generation Department while in the KBL, there are two collections- one under the Training Department and the other under the Laboratory Department.

Asked whether they were satisfied with the arrangement, all the librarians interviewed expressed feelings of dissatisfaction. The Kenya Re librarian felt that the library had previously been attached to a more relevant department when it was under Research and Business Development Department before this was changed. The ICDC librarian expressed the feelings that there could be some unnecessary duplication with the Research Department which could be trying to collect their own

information. The EAI librarian felt that since the information manager is a professional journalist, the department tended to concentrate more on public relations matters at the expense of management and provision of information to the organizational staff.

All the five librarians interviewed felt that they would perform better if they reported to a higher level where they would be able to communicate the needs of the library directly to the policy makers without going through several levels of administrators who do not understand the library.

Out of the seven libraries studied, it was only in two libraries where the library staff were assigned library work specifically. These were the CBK library and the Kenya Re library. In all the other libraries, the librarians had other responsibilities over and above the provision of current information. The ICDC librarian was also managing the registry. The KPLC library was housed and managed together with the Engineering Records. The HFCK librarian doubled as a Records Officer managing both the records and the archives. The EAI library is also together with the archives. In all these libraries, the management and the provision of current information has been overshadowed by these other duties.

Of all the libraries studied, it was only the CBK library which was the central information centre for both the external and the internal sources of information. On titles and posts held by those in charge of the libraries, the responses were as follows:-

In the CBK, the person in charge holds the title of a librarian and he is a senior

officer in the organization. In the ICDC, she is a Principal librarian and she is also a senior officer in the organization. In the HFCK, the person in charge is a librarian/records officer and she is also a senior officer. In all the other organizations, the persons in charge of the libraries, are middle grade managers. In the Kenya Re and the EAI libraries, they hold the title of librarians while that of the KPLC library is referred to as technical librarian. But, of the ones who are senior officers, it is only the CBK librarian who participates in matters concerning planning and decision making together with other senior management staff.

4:4 STAFFING

The study sought to find out the staffing situation in the libraries in terms of numbers, qualifications and status. This was compared with the total number of potential users which happened to be all the members of staff in individual organizations. This was so because all the libraries studied were open to all members of staff in their specific organizations. The responses were as tabulated overleaf.

TABLE 2: STAFFING

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Library staff by profession

Name of Organization	Total No. of Organizational staff	Total No. of Library Staff	Post graduate professional training	First professional degree	Subject specialist	Diploma in Librarianship	Certificate in Librarianship	Untrained	Others
CBK	2,000	11	1	1	-	1	4	1	3
EAI	4,000	2	-	-	-	1	-	1	-
ICDC	380	3	1	-	-	-	-	-	1 typist 1 messenger
KPLC	10,880	10	-	-	-	1	2	5	2 photographers
Kenya Re	600	2	-	-	-	-	2	-	-

No library had a subject specialist but in the KBL, there were plans of appointing one of the chemists to take care of the collection which is under the company laboratories.

4:4:1 STAFF QUALIFICATIONS

It was only the CBK and the ICDC libraries which were being managed by librarians with post-graduate professional qualifications in librarianship. The CBK library had on top of this one member of staff with a degree in librarianship and one with diploma professional qualifications. The library also had 4 para-professionals with certificates. The KPLC and the EAI libraries were being managed by diploma holders while the Kenya Re library was under the management of a certificate holder in librarianship.

On support staff, the CBK library was relatively better off than all the other libraries having 4 para-professionals certificate holders, one untrained member of staff and 3 others. The KPLC library had 2 para-professionals with certificates, 5 untrained staff members and 2 photographers. The ICDC library had only one typist and one messenger as support staff, while in the Kenya Re library, there was a library assistant who like the librarian in charge, was a certificate holder. The EAI librarian was supported by one untrained staff member.

4:4:2 STAFF SIZE

Out of the five libraries studied, it was only the CBK and the KPLC libraries which had a staff of 10 and above. The CBK library had 11 members of staff and the KPLC library had a total of 10 members of staff. Looking at the potential number of users which for all the libraries was the total number of organizational staff, the EAI library seemed to be worse off than any other library as far as the library staff size was concerned, having only 2 members of staff for a total of about 4000 potential users. *The Kenya Re library had 2 members of staff with a total number of 600 potential users.* The ICDC library had only one professional librarian with 2 support staff for a total number of 380 potential users. This could conveniently be termed as a one person library. The KPLC library, although having a staff of 10 was one of the most poorly staffed as it had a total number of 10,880 potential users.

If one had to present a case of library staff in relation to potential users, one then finds that the CBK library with a total of about 2000 potential users and 11 members of staff was the most adequately staffed in terms of numbers leaving the EAI library to be the worst. The Kenya Re and the ICDC libraries were also not very badly off.

4:4:3 STAFF STATUS

The professional library staff in all the libraries studied were accorded a status similar to other professional staff in their respective organizations in terms of salary and other benefits. Though this was the case, librarians in different organizations held different posts and titles as discussed earlier but this was mainly determined by their qualifications as far as one could see. Consequently, the ICDC and the CBK librarians were senior officers in their respective organizations being the only ones with postgraduate professional qualifications. The HFCK librarian was also a senior officer in the organization but unlike the others, she was a diploma in librarianship holder. Although the CBK and the ICDC librarians were senior officers in their respective organizations, it was only the CBK librarian who participated in planning matters together with other senior management staff in his organization. This variation between these two librarians' status could have been contributed by the fact that, unlike the ICDC librarian who seemed to have no motivation of performing well in the profession, the CBK librarian has always kept the flame of the profession burning bright and has always fought for full recognition of the library service in the organization. This has consequently seen him receive full support from the management. No wonder then his library was the best staffed in terms of numbers and qualifications of staff.

In all the other libraries studied, the librarians in charge held middle grade -?

4:4:4 STAFFING PROBLEMS

The study had an objective of establishing the problems the libraries faced as far as staffing was concerned. Four out of the five librarians interviewed reported that they had problems in this area.

The ICDC library was not adequately staffed. The librarian felt that she required a library assistant. Incidentally, there used to be one before, but since he died, the organization had not yet replaced him and it seemed there were no plans of replacing him. The Kenya Re library needed extra staff. The staff there also needed further training according to the librarian. There was also a dire need for secretarial and messengerial staff. The KPLC library needed the staff there to be trained in order to perform better. Another problem here was that since the demise of the librarian some two years earlier, there had been no replacement. The CBK librarian felt that although the library had no problems as far as staff size was concerned, the staff there needed further training to perform the special duties necessary in the library such as literature searching. The EAI library had no staffing problem according to the librarian in charge, but, this was questionable because it was one of the most poorly staffed libraries among those studied in terms of both numbers and qualifications.

4:5 INFORMATION ORGANIZATION

4:5:1 STOCK

The study sought to find out the size of stock held in the different libraries. This was meant to establish whether there was any correlation between the size of stock, the year of establishment of the library and the size and qualifications of staff in the libraries. The results were as shown in table 3 below.

TABLE 3: SIZE OF STOCK

Library	Books	Current periodical titles	Reports	Others
CBK	45,000	100	unspecified mainly country reports	-
EAI	1,400	20	10	-
ICDC	500	50	50	-
KPLC	1,832	100	unspecified	unspecified catalogues, standards specifications, manuals and drawings
Kenya Re	1,500	20	unspecified	50 video tapes unspecified conference papers

Four out of the five libraries studied had a stock of below 2,000 volumes of books. It was only the CBK library which had a relatively big collection having 45,000 volumes of books.

While three libraries including the CBK, the KPLC and the Kenya Re had very large collections of reports, the EAI had only 10 reports and the ICDC had 50. All the libraries had a small collection of periodical titles with the CBK and KPLC libraries subscribing to 100 titles, the ICDC library subscribing to 50 titles and the EAI and the Kenya Re libraries subscribing to only 20 titles each. Comparing the size of stock to the size and qualifications of the library staff, one finds a kind of correlation. A positive correlation is seen when one looks at the CBK library which as seen earlier is the best staffed in terms of numbers and staff qualifications. It has the biggest collection having 45,000 volumes of books and 100 current periodical titles. However, on qualifications of staff, the ICDC library exhibits a negative correlation due to the fact that although it is managed by a professionally qualified librarian, the library is the most poorly stocked with only 500 volumes of books.

The establishment date of the library does not seem to have any correlation with the size of stock in that, while the KPLC and the CBK libraries were established the same year, their book stock varies greatly with the CBK library having 45,000 as compared to that of the KPLC library of 1,832. The ICDC library which is actually older than both the EAI and the Kenya Re libraries had a book stock which was far much smaller than those of the two libraries. Noting that in the ICDC a professional librarian was appointed immediately after the establishment of the library, one may

then say that to a very great extent, there is actually no relationship between the establishment date of the library, the size and qualification of the staff and the size of the stock in these libraries.

4:5:2 ORGANIZATION OF THE COLLECTION

The study also sought to find out how the collections were organized in the libraries under investigation. This included both cataloguing and classification. This data was meant to find out whether there is any correlation between the level of information organization and the size and qualifications of staff. The responses were as tabulated overleaf:

TABLE 4. INFORMATION ORGANIZATION

Library	Materials classified	Classification system used	Cataloguing code used	Level of cataloguing	Subject cataloguing	Catalogue usage	Arrangement of unclassified materials
CBK	All Books -some reports -some periodicals	Dewey Decimal classification	AACR II	Detailed	Home made Thesaurus	very often	Alphabetically by title
ICDC	All Books	Dewey Decimal classification	AACR II ?	Sketchy	No subject cataloguing	never	Alphabetically by title
Kenya Re	All Books	Universal Decimal classification	AACR II	Detailed	Sears List of subject Heading	often	Alphabetically by title
EAI	All Books	Dewey Decimal classification	None	Detailed	Library of congress subject heading	never	Periodicals = alphabetically by title Records = Under original section and department
KPLC	All Books	Universal Decimal classification	None	Sketchy	Natural language	often	Periodicals = Alphabetically by title All others = use of archival method based on law of provenance

All the libraries studied classified all their books using a conventional classification system. Some reports and some periodicals were also classified in the CBK library. Dewey Decimal Classification system was used in three libraries, including the CBK, the ICDC and EAI while the other two used the Universal Decimal Classification system.

While in all the five libraries studied all the books were catalogued, only in three out of the five libraries were cataloguing codes used. In the CBK and the Kenya Re libraries, the AACR II was used, while in the ICDC library the AACR I was used. The rest did not use any code. The CBK, the Kenya Re and the EAI librarians practised detailed cataloguing while the ICDC and the KPLC librarians practised sketchy cataloguing.

In four out of the five libraries studied, there was subject cataloguing. For this purpose the CBK library used a homemade thesaurus while in the Kenya Re library the Sears List of Subject Headings was used. The Library of Congress Subject Heading was used in the EAI library while in the KPLC library natural language was used for subject cataloguing. Subject cataloguing was not practised in the ICDC library. It was only in the CBK library where the users used the catalogue very often, that is, the catalogue was heavily used, while the users of the ICDC and the EAI libraries never used it. Users of the Kenya Re and the KPLC library used the catalogue often, that is, the catalogue was frequently used. But this was questionable because for the former, the catalogue was hidden at a dark corner where it was quite inaccessible to the users while for the latter, the catalogue cards were not arranged in

any order.

All the five libraries studied arranged their unclassified materials alphabetically by title, but in the KPLC library, most of the engineering records including catalogues, manuals, drawings etc were arranged using archival methods based on the principle of provenance.

4:5:3 PROBLEMS RELATED TO INFORMATION ORGANIZATION.

The study sought to find out the problems the libraries faced as far as information organization was concerned. In all the libraries studied, there were problems in this area. The CBK librarian felt that the quality of staff affected the levels of information organization which he would have liked to maintain in the library.

The Kenya Re librarian reported the problem of space. The problem of staff both size and quality also affected information organization. However, through observation one would say that the library was not utilizing its space properly in that there was too much space left for readers at the expense of the collection. This was unnecessary considering the fact that in special libraries, library users do not have to use the library as a reading area as is the case with other types of libraries but rather as an information centre where they just collect the information they require and use it elsewhere, for instance, in their working areas-offices, laboratories- among others.

In the ICDC library, the problem was that, due to low demand of the library services, the librarian had no motivation to organize the information better than she had already done. Going round the library, the researcher actually found out that the collection was very disorganized and dusty. The EAI librarians felt the main problem was that, other than books, most of the other information sources were not permanent and therefore it was very difficult to strictly follow any system of arrangement.

4:6 SERVICES TO USERS

The study sought to establish the services the libraries under investigation offered their users. All the libraries studied were open to all members of staff of their respective organizations. Other than the ICDC library which had the legal officers and other senior professional staff as its main users, all the libraries were used equally by all the different categories of users.

On the types of services offered, the responses were as shown overleaf:

TABLE 5: TYPES OF SERVICES OFFERED.

SERVICE	CBK	EAI	ICDC	KPLC	Kenya Re
Lending	√	√	√	√	√
SDI	-	-	-	-	-
Current awareness	√	√	√	√	√
Translation	-	-	-	-	-
Literature searching	√	-	-	√	-
Compilation of bibliographies	√	-	-	-	-
Reprographic	√	√	√	√	√
Reference and information	√	√	√	√	√
Others	-	-	-	-	-

Lending services were common in all libraries. Books were lent out for a period of two weeks in the ICDC and the Kenya Re libraries and for one month in the CBK, the EAI and the KPLC libraries. Periodicals were not lent out in the ICDC library but they were lent out overnight in the CBK and the Kenya Re libraries, one week

in the EAI library and one month in the KPLC library. Reports were also lent out in the CBK library and the KPLC library where users were free to stay with the materials for as long as they needed them. But, in the Kenya Re library, users were supposed to keep the borrowed reports for only up to one week. The KPLC library also lent out its other materials which included catalogues, manuals, drawings and standard specifications and users were free to stay with the materials for as long as they needed them. In the Kenya Re library, users were free to borrow video tapes for overnight use.

Although the librarians complained of delays of borrowed materials, they never felt it as an acute problem due to what one would say as the general feeling that in a special library, lending rules are not as rigid as in other types of libraries. In these libraries, there is an assumption that users only keep materials for as long as they are using them. There is also the understanding that it would not involve a lot of hassles recalling any material if required by any other user. These could be some of the reasons why you find that the period of time users are supposed to stay with borrowed materials is very flexible and will normally be determined by demand of a given item. After all, some materials are bought specifically for specific users. Selective dissemination of information (SDI) service was not offered in any library.

4:6:1 CURRENT AWARENESS SERVICES

All the libraries studied offered at least one type of current awareness service. The responses from the libraries were as shown below:

TABLE 6: CURRENT AWARENESS SERVICES

SERVICE	CBK	EAI	ICDC	KPLC	Kenya Re
Displaying of new materials	√	√	√	√	√
Routing of periodicals	√	√	√	√	√
Circulating of copies of periodicals content pages	-	-	√ ?	-	-
Compilation and circulation of accession list	√	√	√	√	√
Compilation and circulation of library bulletins	-	-	-	-	-
Others	-	-	-	-	-

The responses on table 6 indicate that all the libraries offered services such as routing of periodicals, displaying of new materials and compilation and circulation of accession lists.

While no library circulated copies of content pages of periodicals, the ICDC librarian reported that she used to offer this service some time ago but no longer finds it necessary because of lack of feedback and demand from users for this service. Routing of periodicals is one service which was offered in all the libraries studied. For this service, all the libraries used the same method which involves attaching a list of names of targeted users on to each periodical issue under circulation. In the EAI library, periodicals were first displayed before being circulated. Three of the libraries studied do not specify the length of time each user is supposed to stay with each periodical issue. But, in the Kenya Re library, it is specified that each user is allowed to keep each issue for up to 2 days while in the EAI, each user is free to keep a periodical issue for upto a month.

All the librarians complained of users overstaying with the periodicals before passing them over to the other users on the list. There was also the problem of inefficiency of the method used with some users complaining of receiving some issues when already too late or not getting them at all. The librarians blamed these delays on the users. Although the method of selecting the users whose names were to be included in the list for each title was not established, the researcher observed that in most libraries the list was constructed in such a way that the top executives were the first to receive the periodicals. This can cause problems of delays because you

find that although these people are the policy formulators, they are not the policy implementors and therefore they are not necessarily the ones who need first hand information before the bulk of the workers get it. These people need to be treated like other library users and their information needs be established so that they are not bombarded with too much literature. Though the librarians give them first priority as they are the ones whose support directly affects the library, they need also to understand that this can be counter-productive as too much of irrelevant literature getting to them may make them question the professionalism of the information workers as they may see it just like manual routing of the periodicals. This was actually a complaint which was registered by the deputy personnel manager of HFCK who revealed that the company managing director had questioned whether the company employees ever read the very many periodicals he himself received from the library.

4:6:2 REPROGRAPHIC SERVICES.

All libraries studied offered photocopying services. In addition, the KPLC library offered photographic services. No library charges for this service although the ICDC library charged for photocopying of those materials deemed to be of personal use, for instance, those photocopied for examination purposes.

4:6:3 OTHER SERVICES.

No library offered translation services. The CBK library carried out literature searches and compiled bibliographies but only on request. The KPLC library offered literature search service but were restricted to searching records only.

4:6:4 REASONS FOR NOT OFFERING OTHER SERVICES.

The study sought to establish reasons for not offering the services the libraries were not offering. The responses were as follows: The CBK librarian felt that there were no demands for those services. The Kenya Re librarian blamed this on the inadequacy of staff in his library. The ICDC librarian stated that she could not offer any other service besides what she offered because there was no demand and on top of this, there was the problem of lack of resources including money and staff. She further stated that the problem of lack of demand had inevitably brought about her problem of lack of motivation to take the initiative to offer a wide range of services. The KPLC librarian reported that there was not only a lack of demand for other services, but there was also the problem of lack of awareness on the part of the library staff of other services they could offer. The EAI library also experienced the problem of lack of demand.

4:6:5 PROBLEMS IN OFFERING SERVICES

The study also sought to establish the problems the librarians faced while offering the services they offered. One common problem experienced in all the libraries was that of users overstaying with materials- both the borrowed ones and the periodicals on circulation. The ICDC librarian also mentioned the problem of lack of feedback from the users who would make her aware of possible needs for services. The Kenya Re librarian felt that his library suffered the problem of misuse of materials especially periodicals. He also felt that the problem of lack of messengerial services made him not offer better services than he was offering. In the CBK library, there was the problem of lack of the library's own photocopying services and so the library had to rely on the central photocopiers. The problem of quality of staff was also felt when it came to the types of services the library could offer.

4:7 GENERAL PROBLEMS

Other than the specific problems the librarians faced as far as staffing, information organization and services were concerned, the study also sought to find out any other problems the librarians experienced while running the library

Out of all the libraries studied it was only the CBK library which had no other serious problems apart from the ones so far discussed. All the other librarians felt

that they had problems. The most common one was that of the library not being fully recognized and hence not given full support by the higher authorities. This led to the situation where the library and its services were not fully appreciated. All the libraries also cited the problem of being attached to the wrong departments. The Kenya Re librarian felt that because of being under the Personnel Department, there was a kind of competition with the Public Relations Department as far as some services were concerned, for instance, the circulation of press cuttings. This department seemed to overshadow the library as the Public Relations Officer was senior than the librarian. The ICDC library faced a similar problem where the librarian felt that collection and dissemination of information was being duplicated by the Research Department. The KPLC library faced the problem of the librarian being placed too many levels down the organizational hierarchy which proved a hindrance when the librarian wanted to communicate with the decision makers. There was the problem of physical location of the EAI library in that it was thirty minutes walk away from the main organization's offices and factory. This distance was a hindrance to the effective use of the library by the staff. This made the librarian feel that, with the users not visiting the library frequently there was not only low use but he could also not get suggestions and ideas on how he could improve the library services. The general problem of lack of appreciation of the library service had consequently brought about a major problem of lack of demand for the library services. This was a problem faced by all the four libraries.

CHAPTER V

SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS

5:1 INTRODUCTION

This study sought to establish the state-of-the-art of libraries in the industrial and commercial sectors in Kenya with particular reference to staffing, information organization and services rendered to users by these libraries.

In this chapter, a summary of the findings is presented. Based on these findings, conclusions are drawn and where necessary, practical recommendations are given on how the state of these libraries could be improved.

5:2 POSITION OF THE LIBRARY IN THE ORGANIZATIONAL STRUCTURE

The study established that among all the libraries studied, no library was an autonomous department. This meant that none of the librarians in charge of the libraries was a head of department reporting to the executive director or his equivalent. All the libraries were sub-units or sections of different departments depending on the administrative structure of individual organizations. All the librarians therefore reported to managers who were several levels below the executive director.

Other than the CBK library which was a section of Research Department, all other libraries were attached to what seemed to be irrelevant departments. It was therefore not a wonder that all the librarians were dissatisfied with the departments their libraries were attached to. This had created a situation whereby the libraries were not only failing to serve the main pool of users-which in most cases are the researchers- but there were also chances of duplication of effort and resources with other departments. This problem was cited in the Kenya Re and the ICDC libraries. When a library is attached to a specific department there is also a possibility of it being used only by members of staff of that particular department. Staff members of other departments tend to feel that the service is not meant for them and hence fail to make use of it. This was the situation in the Kenya Commercial Bank library which was the pilot study. Based on these findings, it was concluded that there is a problem on the reporting level of all the libraries which was one of the factors that affected the performance of the libraries.

Since the effective operation of a library is directly related to the level at which the library reports within the organizational structure, it is recommended that:

1. As a first step towards upgrading of the libraries to autonomous departments, those libraries attached to wrong departments should be moved to more relevant departments whereby they will at least be serving the main pool of users and hence reduce the chances of duplication of effort with other departments.

2. With time, the status of the libraries should be uplifted so that the librarians will be reporting to a high level management. The libraries should in fact be at the executive level itself where the librarians are seen as aides of the top executives. This way, the library will not be taken as being supportive to any one organizational activity, for example research, but will be accepted by all organizational staff who will consequently make full use of its services. When placed as high as possible, its needs and achievements will constantly be in the eyes of the senior management. Its achievements will have direct effect on the management which will directly reward it by providing for its needs.

5:3 STAFFING

In all the libraries studied, the problem of staffing was registered. While the CBK library was adequately staffed in terms of numbers, the librarian here felt that his staff needed further training so as to perform better than they did. There was dire need for secretarial and messengerial staff in the Kenya Re library. The staff there also needed further training. The ICDC librarian needed a library assistant and in the KPLC library, there was not only a need for extra staff- both professional and support, but also the staff there needed further training. The EAI library also needed more staff. All the libraries which were being managed by para-professionals needed more highly qualified professional librarians to man them. The KBL library

definitely needed staff to be recruited to manage the collections already there and also to offer the necessary information services. It was deduced that the HFCK library, which only had the librarian in-charge needed extra staff to ensure that library services were continually offered even in the absence of the librarian.

In view of the findings of the study, as far as the staffing is concerned, it is evident that libraries in the commercial and industrial sectors in Kenya are generally no better than what the literature has stated about the state of these libraries world wide. Based on these observations, and the fact that no matter how good the physical resources are, the library will only be able to fulfil its functions as the information centre if it is adequately staffed both in terms of numbers and qualifications of the staff, it is recommended that:

1. Industrial and commercial organizations should engage information managers to head their libraries. The information managers should be highly qualified professional information specialists who should not only be conversant with the business of information management but should be people who also understand the business of the parent organizations. The information managers should be engaged as the heads of the information departments and consequently be accorded senior officer status.
2. Serving information workers should be given further and appropriate training to enable them serve the organizations more effectively. This should include

both formal and regular in-service training.

3. Adequate numbers of both professional and support staff should be recruited for the information departments to enable them offer appropriate and effective service to their clientele.

5:4 INFORMATION ORGANIZATION

While four out of the five libraries studied had collections of less than 2000 volumes of books, the study established that all the libraries classified their books using the broad conventional classification systems which are meant to cover the entire field of knowledge. These systems were: the Dewey Decimal Classification system used in three libraries and the Universal Decimal Classification system which was used in the other two libraries.

These findings seem to contradict what the literature says that, most special libraries tend to prefer home made classification systems, use of unorthodox methods of arrangements or adoption of special classification schemes. For cataloguing, it was in three libraries only where a cataloguing code was used. AACR II was used in the CBK and the Kenya Re libraries while AACR I was used in the ICDC library. No code was used in the other two libraries. Detailed cataloguing was practised in three libraries while only sketchy cataloguing was practised in the other two libraries. Subject cataloguing was being practised in four libraries. Two out of these libraries

used broad conventional lists of subject headings while in one library, that is, the CBK library, a home made thesaurus was used. The KPLC library used natural language for subject cataloguing.

The catalogue was under heavy use in the CBK library while it was never used in two libraries. It was regurlary used in two libraries, that is, the Kenya Re and the KPLC libraries. Although it is generally recommended that the best method of information organization to be adopted or adapted by any special library is the one which both the users and the information workers find most appropriate, the study did not establish what the users felt about the way the information was organized in their libraries. The information workers on the other hand must have found the various methods they were using as the most appropriate ones for their libraries. But, going by what the literature says about information organization in these types of libraries, the study revealed several shortcomings in the libraries under study. One of these is that the use of broad conventional classification systems is not recommended in special libraries. This is because most of these libraries have relatively small and specialized collections and knowing the shortcomings of these types of systems which have been prepared to cover the entire field of knowledge, the topics in which these libraries are likely to have collected widely on could be treated as minor topics in the broad conventional schemes. This results in most titles being represented by long and cumbersome notations.

The above also goes for subject cataloguing. The problem with the broad conventional lists of subject headings is that, since they are meant to cover the entire

field of knowledge, one subject heading in these lists represents several aspects of that subject and other related topics. It is therefore not possible to describe a single topic covered by the main subject. Since it is possible for a special library to collect widely on only a few aspects of the main subject, these aspects need therefore to be treated individually as subjects which is not possible when a broad conventional list of subject headings is used. The fact that in the ICDC library subject cataloguing was not practised, is a major professional failure on the part of the librarian because it is generally recommended that users should be provided with a subject catalogue through which they are able to retrieve information when the subject is known. This therefore calls for subject cataloguing to be practised in special libraries as much as in the other types of libraries.

Use of the catalogue is necessary in all types of libraries, but the study established that it was only in the CBK library where the catalogue was heavily used. Although reasons behind this were not established, this could be attributed to several factors. The size of the collection could be one of the factors behind this. Looking at the size of the stock in other libraries studied, it could be concluded that it was possible for the librarians to master their collection generally making the catalogue to be used only when very necessary. This is especially so if users ask for either a specific title or information on a given subject. Another factor could be lack of user education in some of these libraries. User education, if properly given, make users more independent when searching for information. But, user education can only be given in those libraries where there is an adequate number of qualified staff who are

highly motivated towards information work. This factor could be the reason why the CBK library catalogue was heavily used with no use of the catalogue in the poorly staffed EAI library and the ICDC library where the librarian was not motivated to perform well.

In view of the above findings, and knowing that a special library should be an activity that effectively organizes, catalogues and makes knowledge and information readily available to its clientele, this study recommends that:

1. For classification purposes, librarians should adopt special conventional classification systems which are based on their subject fields. Where these are not in existence or are unavailable, librarians should adopt their own classification systems which would best suit their collections rather than adopt the broad classification systems with all their shortcomings. This should also apply as far as tools for subject cataloguing are concerned. The librarians should adapt existing conventional thesauri which are based on their subject fields or construct their own subject thesaurus where these are not in existence or available.
2. Subject cataloguing should be practised in all industrial and commercial libraries. A subject catalogue should consequently be constructed and made accessible to all the library users who will certainly find it an asset in the retrieval of information where the subject is known.

3. On top of the subject catalogues, author and title catalogue should also be constructed in all commercial and industrial libraries. These catalogues should be properly arranged, conveniently placed and generally made accessible to all users.
4. User education should be given to all library users. This would encourage users to make full use of the catalogue.
5. To ensure consistency and for maintenance of similar standards of catalogues in different libraries, librarians should always use a code of cataloguing rules of their choice when doing descriptive cataloguing.

5:5 SERVICES TO USERS

All the libraries studied were open to all members of staff of their respective organizations and all of them offered a variety of services some of which were common to all the libraries.

5:5:1 LENDING SERVICES

Lending was a common service in all the libraries and the study revealed that as far as the length of time each user was allowed to keep borrowed materials was concerned, the librarians were very flexible. The period ranged from overnight to as long as the users required the borrowed materials. Overdue fines were hardly ever charged.

5:5:2 SELECTIVE DISSEMINATION OF INFORMATION (SDI)

While no library offered selective dissemination of information (SDI), the CBK librarian stated that his library could offer this service but only if requested to do so by a user. The researcher felt this to be very unfortunate considering the fact that special librarians should not only offer very personalized and specialized services, but should also provide information in anticipation of a need before users have actually asked for such information. Special librarians should not wait for information to be demanded by their users but should strive to create a demand for information. SDI is one service which users of industrial and commercial libraries would appreciate a great deal because of its level of specialization.

Having established the importance of this service, this study recommends that:

1. Special efforts should be made by all commercial and industrial libraries to offer selective dissemination of information (SDI) service. Special librarians should therefore go out and compile profiles of their users and keep them adequately informed through this service. With such a service, users will recognize and appreciate the library service and give it their full support.

5:5:3 CURRENT AWARENESS SERVICE (CAS)

All the libraries studied offered a range of current awareness services but all the services seemed quite basic and mediocre for special libraries. The services common to all the libraries included: displaying of new materials, routing of periodicals and compilation and circulation of accession lists.

On routing of periodicals, all the librarians complained of users overstaying with periodical issues before passing them over to other users on the lists. Although the librarians blamed this on the users, the researcher was inclined to differ with them because, knowing that this is a current awareness service, the librarians are the ones who should take up the responsibility of circulating the periodicals rather than leaving the users to pass over a periodical issue to the next person on the list. This they can do by limiting the period of time each user is supposed to keep a periodical issue and ensuring that after the specified period, the issue is returned to the library to be passed on to the next user on the list without much delay. But the study established that only in the Kenya Re and the EAI libraries where the period of time

each user was supposed to stay with a periodical issue was specified. Unfortunately, in the Kenya Re library, there was a problem of messengerial services which affected the effectiveness of the system of the service. The period of time given to each user in the EAI library was not practical at all for a current awareness service. One month is definitely too long for such a service. However, this was one library where the periodicals were first displayed before being circulated. Unfortunately, the librarian here complained about the distance of the library from the users and therefore to the researchers understanding, this problem called for new periodical titles being circulated immediately after acquisition because the users hardly ever visited the library.

The study also established that no library circulated copies of content page of periodicals and neither did any offer the service of compilation and circulation of library bulletins as a current awareness service. In view of the foregoing observations, it is recommended that:

1. Industrial and commercial libraries in Kenya should offer as wide a range of current awareness services as their resources allow. These services should be as personalized as possible to ensure that users do not only receive what they specifically find most relevant but also the most current and up-to-date information.

2. To prevent delays, the librarians should formulate methods of matching specific information with specific users not merely on the basis of seniority, but more so on the basis of their areas of specialization and interest and also according to the organizational projects. This will avoid a situation whereby the top management staff receive all the periodical titles subscribed to by the library most of which they do not only find irrelevant but they also lack the time to read them. The librarians should clearly understand that the senior the staff the busier they are and consequently the less the reading time they have at their disposal. This level of users actually need to be extracted for only that information which is very relevant and which will take the least possible reading time.
3. The librarians should make use of services such as making photocopies of the most relevant articles and availing such copies to the targeted users as soon as the periodicals arrive in the library. This would ensure that users get the most up-to-date information without any delay.
4. The librarian should also write and circulate abstracts of periodical articles which would take a short time for their users to read and decide whether to request for the full article or not.

5. Where resources allow, the librarians should also record some of the information on different media such as audio cassettes, and make them available to those users whom they will have established as having problems of availability of reading time.

5:5:4 COMPILATION OF BIBLIOGRAPHIES.

While none of the libraries studied compiled and circulated bibliographies, the CBK librarian stated that his library could offer this service but only if requested to do so by a user. This is very unfortunate because, as discussed elsewhere, it should be the responsibility of the information workers to create demand. After all, a lot of users are not aware of some of these services unless they are introduced to them. Having observed this, the study recommends that:

1. Where necessary resources such as finance and personnel allow, librarians should compile and circulate bibliographies among their users. This service should be offered after the librarians have ascertained the organizational projects and the employees involved in different projects. They should then compile bibliographies of materials in their libraries based on these projects and make such bibliographies available to those concerned before they embark on their specific projects.

5:5:5 LITERATURE SEARCHING

Searching of retrospective literature is a very demanding task both intellectually and timewise. Information users in both commercial and industrial organizations cannot afford the time required for this task. Information workers have also to take note of the fact that their users' time is paid for and it therefore belongs to the organization which they work for.

The study revealed that, of all the libraries studied, it was only the KPLC library which offered this service and it even restricted its searches to records only. The CBK librarian noted that though he had the necessary staff to give this service, they would only give it if requested by a user.

In view of these findings, it is recommended that:

1. Librarians in the commercial and industrial organizations in Kenya should introduce this service to their users. This service will not only help create a positive image of the librarians who are normally seen by most of their users as passive and jealous guardians of books but will also make the library contribute indirectly to the growth of the parent organization. This will be so because, the time saved by users when the information workers search for information on their behalf will be spent performing the duties they are specifically trained in and hence paid for.

5:5:6 REASONS FOR NOT OFFERING SERVICES THEY DID NOT OFFER

All the libraries cited the problems of lack of demand for the services they never offered. This problem according to the librarians was aggravated by the problem of staff both in size and level of qualifications. But, the KPLC librarian was open enough to cite the issue of the information workers not being aware of some types of services other than the ones they offered.

What these responses revealed was that, the information workers in these organizations were failing in their profession. This is so because they seemed not to be aware of the fact that their service is not to be bought but rather it is a service to be sold.

The information workers in these organizations also seem not to understand that users will hardly ever visit the library for its services the way they visit the doctors clinic or a supermarket. The information workers should compare their service with primary health care service which people are persuaded to use by health workers, free of charge, in order to prevent contraction of diseases. Information workers should likewise woo the organizational workers in to using information in performing their day-to-day tasks in order to avoid a crisis situation which can make the organization lose a lot of resources likely to see it collapse together with the information centre.

In view of the foregoing, the study recommends that:

1. The information workers in these organizations regardless of their professional qualifications should market their information service. They should also create a demand for their service. This could be done by both provision of the best services possible with or without demand and also by adopting actual marketing strategies such as advertising and promotion using the different available methods. This may need marketing research which in librarianship is referred to as user community analysis. Through this, they will understand their target users' information needs and then strive to satisfy these needs.

2. To solve the problem of staff, the information workers should understand that the management is not likely to sympathize with their case unless they understand and appreciate the services they get from the library. Where the librarians are not qualified enough, they should first try to enhance their professionalism through wide reading of professional literature without necessarily waiting for formal training. Information derived from such literature will, to begin with, make them aware of new developments in the profession which will consequently make them improve on their skills. Such skills will make them improve on their performance by giving better services which will directly benefit the organization. Seeing the benefits, the management will reward the information workers by not only training them where necessary but also upgrading the library position.

5:6 GENERAL PROBLEMS

The study established that most of the librarians faced the problem of lack of recognition of the library and its staff by the management. Although the study did not verify this or establish the reason for this from the management, the general complaint was mainly based on the fact that the management in most organizations did not appreciate the library or information service. No wonder then, retired or dead librarians and library assistants were never replaced as fast as would have been expected. This was the case of the retired EAI librarian in 1987 and the death of the KPLC librarian two years ago and of the library assistant in the ICDC library several years ago. In view of these findings, the study recommends that:

1. The information workers should recognize the fact that it took the organization an effort to establish the library in the first place. The management went on and engaged the person they thought was best qualified for the job. It was then the responsibility of the first librarian to see to the growth and the consequent total support of the service. The current librarians should therefore look back into the history of the library and establish the point at which the service fell out of favour of the management and seek to correct the situation from that point.

2. The management should look back and establish why the library was set up in the first place. It is most likely that the library was established when the management at that time took a conscious decision to do so and it was not by accident. The management should then retain the same commitment and fully recognize the library as a service which was set up as it was seen as the best method of providing the organization with the necessary information. Maintaining such a commitment, the management will always strive to establish the problems the library faced from time to time and help solve them where necessary. The management should also take a keen interest in this service as any other service and seek to understand the profession of librarianship.

5:7 SUGGESTIONS FOR FURTHER RESEARCH

The study only managed to establish the state-of-the-art of the libraries in the industrial and commercial sectors in Kenya as far as staffing, information organization and services were concerned. It also established the problems these libraries faced in these areas. This being only a starter in commercial and industrial librarianship in Kenya, there is need for further research on the following topics:

1. The financial state of these libraries and how this affects acquisition, staff and services in these libraries.

2. The attitude of the users and the management towards library services.
3. Reasons for non-existence of libraries in some industrial and commercial enterprises in Kenya.
4. How the local library and information schools are catering for industrial and commercial library education.

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Appendices
KENYATTA UNIVERSITY

MOI LIBRARY

Our Ref: LS/PS/VOL.I/52

Date: 1st February, 1993

To whom it may concern

Dear Sir/Madam,

POSTGRADUATE STUDENT IN LIBRARY AND INFORMATION STUDIES

NAME. Kiragu, C.W

REGISTRATION NO. E55/7512/91

The above named is our postgraduate student who is carrying out her research on, "A study of libraries in the industrial and commercial sectors in Kenya with particular reference to staffing, information organization and services to users" as part of her degree requirement.

Any assistance given to her to facilitate the study is highly appreciated.

Thank you for your cooperation.

E.W. Muya

For: LIBRARY AND INFORMATION STUDIES

INTERVIEW SCHEDULE

SECTION A

1. Name of the Organization-----

2. When was the organization started.....
3. How many members of staff does the organization have?

Below 100 ()
101 - 500 ()
501 -1000 ()
1001 -5000 ()

Others (specify)-----
4. When was the library/information Centre (unit) established?-----
5. What is the current size of the library stock?
Books-----
Periodicals-----
Reports-----
Others (specify)-----

6. How many members of staff does the library have?

7. Please indicate their qualifications below:-
Professional postgraduate training-----
Subject specialists with no professional training-----
Professional with first degree-----
Professional with Diploma-----
Para-Professional with certificate-----
Untrained-----
Others (specify)-----

8. What is the title of the person in charge of the Library/Information centre?

- Chief Librarian ()
- Senior Librarian ()
- Librarian ()
- Information Manager ()
- Other (specify)-----

9. What are the qualifications of the person in-charge

- Professional postgraduate training ()
- " with first degree ()
- " with Diploma ()
- Para-professional with certificate ()
- Subject specialist ()
- Untrained ()
- Other (specify)-----

10. Is the library an independent department?

- Yes ()
- No ()

11. If yes, to No. 10 above, to whom does the person in-charge report-----

12. If No, to No. 10 above, what is the name of the department it is attached to?-----

13. Is the person in-charge of the Library/Information Centre considered a senior officer in the organization?

- Yes ()
- No ()

14. If yes, to no. 13 above, does he participate in matters concerning planning, policy formulation and decision making together with other senior management staff?

- Yes ()
- No ()

15. If No, to No. 13 above, what is his status?

- A middle grade officer ()
- A junior officer ()
- Other (specify)-----

16. Are the library professionals accorded a status similar

to the professional staff in other departments in terms of :-

salary?

Yes ()

No ()

Other benefits?

Yes ()

No ()

17. If the library professionals are not on the same status with other professionals, are they on:

Higher status ()

Lower status ()

18. Does the library have any problems as far as staffing is concerned:-

Yes ()

No ()

19. If Yes, to No. 18 above, what are these problems?

SECTION B
INFORMATION ORGANIZATION

20. Are the library materials classified?

- Yes ()
No ()

If No, to No. 27

21. If Yes to No. 20 above, are all materials usually classified?

- Yes ()
No. ()

22. If No, to No. 21 above, which of the following are usually classified?

- Books ()
Periodicals ()
Reports ()
Others (specify)-----

23. How are the unclassified materials arranged?-----

24. For the material you classify, do you use a conventional ()
or a Homemade () Classification scheme?

25. If a conventional scheme is in use in the library, which of the following classification schemes do you use?

- Library of Congress ()
Dewey Decimal ()

Universal Decimal ()

Others (specify) -----

26. If you use a homemade classification scheme what are the reasons for not using a conventional classification scheme?-----

27. If No, to No. 20 above, how do you arrange your materials?

Alphabetically by author ()

Alphabetically by title ()

Chronologically by accession

number ()

Others (specify) -----

28. Do you catalogue your materials?

Yes ()

No ()

If No, go to No. 35

29. If yes, to No. 28 above, which of the following materials are usually catalogued?

Books ()

Periodicals ()

Reports ()

All materials ()

30. Do you use any conventional cataloguing code?

Yes ()

No ()

31. If yes, to No. 30 above, what is the title of the code?

32. If No, to No. above, what are your reasons for not using

anycode?-----

33.a How detailed is the cataloguing?

- Very detailed ()
- Detailed ()
- Sketchy ()

b. How often do users use the catalogue?

- Very often ()
- Often ()
- Never ()

34. Which of the following do you use for subject cataloguing?

- Library of congress subject headings ()
- Sears list of subject headings ()
- General Thesaurus ()
- Subject Thesaurus ()
- Natural language ()
- Others(specify)-----

35. If No to No. 28 above, what are your reasons for not cataloguing the library materials?

36. Without a catalogue, what other retrieval tools does the library provide?

SECTION C

SERVICES TO USERS

38. Is the Library/Information centre open to all members of staff in the organization?

Yes ()

No. ()

39a. If Yes, to No. 38 above, do all members of staff use the library equally?

Yes ()

No. ()

b. If No, to No. 39 (a) above, who are the main users of the library

40. If No, to No. 38 above, to whom is the Library/Information centre open?

41. What is the total number of potential users?

42. From the following list which services does the library offer its users?

Lending Services ()

Selective Dissemination of Information (SDI) ()

Current Awareness Services ()

Translation Services ()

Literature Searches ()

- Compilation of Bibliographies ()
- Reprographic Services ()
- Reference and Information ()
- Others (Specify)-----

FOR QUESTIONS 42 - 48 ANSWER ONLY THOSE THAT ARE SPECIFICALLY THOSE SERVICES OFFERED BY YOUR LIBRARY

43. Which of the following materials do you give out on loan (please tick stating the loan period for each category)

- | | | | |
|--------------------------|------------------|-----|----------------|
| <input type="checkbox"/> | Periodicals | () | for----- |
| <input type="checkbox"/> | Reports | () | for----- |
| <input type="checkbox"/> | Others (specify) | | -----
----- |

44.a Is the SDI service Manual ()
Computerized? ()

b To who does the library offer this service?-----

45. Which of the following types of current awareness services does the library offer?
- Displaying of materials ()
 - Routing of periodicals ()
 - Circulation of periodical content pages ()
 - Compilation and distribution of accession lists ()

Production and distribution of library-
bulletins:- ()

How is the services offered:-

Weekly ()

Monthly ()

Fortnightly ()

Others (specify)-----

46.a If you route periodicals, do you display them first?

Yes ()

No. ()

b. For how long is each user supposed to keep each issue?---

47. Do you translate literature always or only request?

Always ()

On request ()

48.a What type of materials do you normally reproduce
(Photocopy)?

Book ()

Periodicals ()

Reports ()

all types of -
materials ()

b. Do you normally charge for this service?

Yes ()

No ()

49.a If Yes to No. 47 (b) above, do you charge for:-

All materials ()

Some materials ()

b. If it is for some materials, which are these materials

and what are the reasons for this variation?

50. What problems do you face while offering the services you offer?
51. What are the main reasons for not offering the services you do not offer?

52. Briefly state the problems you face while running the library.

KENYATA UNIVERSITY LIBRARY