



**UGANDA CHRISTIAN
UNIVERSITY**

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**INFLUENCE OF PUBLIC RELATIONS ON THE MANAGEMENT OF LIBRARY
AND INFORMATION SERVICES AT MAKERERE UNIVERSITY BUSINESS
SCHOOL LIBRARY**

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**A DISSERTATION SUBMITTED TO THE FACULTY OF EDUCATION AND ARTS
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MARCH 2023

DECLARATION

I, Racheal Akurut, do declare that this is my original work. It has not been and has never been presented before to any university or institution of higher learning for any academic award.

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Signature:



Date: 15th March, 2023

APPROVAL

This is to certify that this dissertation entitled Influence of Public Relations on the Management of Library and Information Services at Makerere Business School Library was done under my supervision and was submitted with my approval.



Signed.....

Dr. Sarah Kaddu (PhD)

Date: 15th March, 2023

DEDICATION

I dedicate this work to my lovely parents Mr James Michael Ongole and Mrs Grace Akello who have always loved, supported, and encouraged me endlessly. My husband Erik Francis Acanakwo and children Shanelle, Shalom and Maryanne for their love, support, and endurance throughout this academic journey.”

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TABLE OF CONTENTS

DECLARATION.....	i
APPROVAL	ii
DEDICATION.....	iii
ACKNOWLEDGEMENTS.....	iv
TABLE OF CONTENTS.....	v
LIST OF FIGURES	viii
LIST OF TABLES	ix
LIST OF ACRONYMS	x
ABSTRACT	xi
CHAPTER ONE: INTRODUCTION TO THE STUDY	1
1.1 Introduction	1
1.2 Background to the Study	1
1.3 Statement of the Problem	5
1.4 Objectives of the Study	6
1.5 Research Questions	6
1.6 Scope of the Study	6
1.7 Significance of the Study	6
1.8 Operational Terms.....	7
CHAPTER TWO: LITERATURE REVIEW	9
2.1 Introduction	9
2.2 Overview of PR on Management in Academic Libraries	9
2.3 Theories That Guided the Study	10
2.4 Review of Literature as Per Objectives.....	11
2.5 Research Gap	20
CHAPTER THREE: METHODOLOGY	21

3.1 Introduction	21
3.2 Area of the Study	21
3.3 Research Design.....	21
3.4 Research Approach	22
3.5 Population of Study.....	22
3.6 Sample Size.....	23
3.7 Data Collection Methods and Tools.....	23
3.8 Data Quality Control Issues	25
3.9 Data Collection Procedures.....	27
3.10 Data Analysis and Presentation.....	27
3.11 Ethical Issues.....	28
3.12 Study Limitations and Delimitations	29
CHAPTER FOUR: PRESENTATION AND DISCUSSION OF FINDING	31
4.1 Introduction	31
4.2 Response Rate	31
4.3 The Sample's Demographic Characteristics	32
4.4 Empirical Findings.....	36
4.5 Discussions of the Research Findings.....	51
CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	56
5.1 Introduction.....	56
5.2 Summary of the Study Findings.....	56
5.3 Conclusion from the Findings.....	58
5.4 Recommendations of the Study	59
5.5 Areas for further study	61
REFERENCES.....	62
APPENDICES	69
Appendix A: Introduction Letter to MUBS.	69

Appendix B: Acceptance Letter from MUBS, Kampala, Uganda	70
Appendix C: Consent Form for Participants	71
Appendix D: Interview guide for Makerere University Business School Staff Respondents	72
Appendix E: Questionnaire for staff of Makerere University Business School	73
Appendix F: Questionnaire for students of Makerere University Business School	76
Appendix G: Krejcie & Morgan, 1970, Table, Amin (2005)	79
Appendix H: Documentary Review Checklist	80
Appendix I: Administering questionnaires	81
Appendix J: Researcher conducting interviews	82

LIST OF FIGURES

Figure 1: Researcher issuing out consent forms	25
Figure 2: Response Rate	32
Figure 3: Respondents by Age	33
Figure 4: Respondents by Gender	34
Figure 5: Respondents by the level of education	35
Figure 6: Showing dissemination of information at MUBS library	Error! Bookmark not defined.
Figure 7: Library tour conducted by Racheal 2022	Error! Bookmark not defined.
Figure 8: Conserving of library material.....	Error! Bookmark not defined.

LIST OF TABLES

Table 1: Categorisation of Population of Study	22
Table 2: Showing the Response Rate	31
Table 3: Showing distribution of respondents by age	33

LIST OF ACRONYMS

CAS:	Current Awareness Services
FOC:	Faculty of Commerce
LIS:	Library and Information Services
MUBS:	Makerere University Business School.
PR:	Public Relations
RAS:	Readers Advisory Services
SDI:	Selective Dissemination of Information
USDL:	Uganda Scholarly Digital Library

ABSTRACT

Public Relations recognises the library's contribution to the conservation, preservation, and distribution of information for national development which allows the librarians to improve the library's reputation so that more people will use its services.

The purpose of this study was to establish the PR in the Makerere University Business School library's management of library and information services. The study sought intended to achieve four goals: to identify PR activities at MUBS Library, to establish the contributions of PR to academic libraries, to identify the influence of "PR on the management of library and information services" and to explore the set-backs to carry out PR activities at MUBS Library.

The study data were gathered from forty (40) respondents using a case study research design and a qualitative research approach, of which 12 were library personnel and 28 were students enrolled in masters and degree programs.

The findings revealed that: PR activities at MUBS library are the dissemination of information, promotion of awareness and publicity, creating a good image of the library & provision of information materials. PR influence involved establishing and maintaining mutual lines of communication, publicity, advertisements, arranging and managing press conferences, exhibitions, library week, creation of communications, determining needs, priorities, goals and objectives and PR team contacting media houses. Setbacks were PR technological advancement, obsolescence of library services, diversity management issues, unskilled manpower and limited staff, high costs, poor reading culture, resistance to change and existing budget for the library.

For PR and management employees to efficiently carry out their core responsibilities and promote the library's services, it was determined that MUBS must provide them with the necessary support.

Given the above, it was recommended that the PR team should always be trained to be able to conduct PR activities, MUBS management should intensify advertising, lobbying and publicity to improve communication with the public and adopt publicity tools to market library services.

CHAPTER ONE: INTRODUCTION TO THE STUDY

1.1 Introduction

The significance of Public Relation (PR) in Management of Library Information Services (LIS) cannot be overemphasised in today's competitive and dynamic world. Academic libraries have evolved from being more book houses to being hubs of knowledge, research, and innovation. Therefore, the ability of academic libraries to attract, retrain and communicate effectively with their clients and stakeholders is critical for their success. This chapter highlights overall introduction and sub themes to the influence of PR on the management of LIS in MUBS library.

1.2 Background to the Study

Today hundreds of thousands of people worldwide work in the complex and sophisticated field of PR. Nikita & Muktai (2018) remarked that PR is essential to academic field in aiding administrators of universities to communicate their aspirations, goals, and objectives. According to the British Institution of Public Relations, PR is a conscious, well-thought-out, ongoing effort to build and uphold trust between the library and its patrons. PR is organised as a campaign or program and is a continuous activity purposed to establish and maintain mutual understanding so that the institution is understood by its users or stakeholders (Asante *et al.*, 2020).

The main purpose of library PR is to create and preserve positive relationships between the library and its patrons (Lizasri & Marlini, 2021). Siegfried (2018) considers PR to go beyond publicity and sees it as the managerial function that aids in assessing public opinion, locating organisational policies and practices that serve the public interest. In the UK, PR in 1991 was looked at as the deliberate and continuous endeavour to integrate and retain trust and understanding between an institution and its stakeholders. (Institute of PR, 1991). Conversely, Benecke & Verwey (2020) noted that in Africa, PR were practised before the era of colonialism and today western culture has had a significant impact on PR, upending the social structure that traditional African PR was based around.

PR was practised in various forms and is deeply rooted in African culture (Flitch & L'Etang, 2020). When PR started in Africa, it dealt with communication and focused on the reputation of institutions both internally and externally (Benecke & Verwey, 2020). Similarly, academic institutions practice internal PR to clearly communicate about the institution's

intentions, activities and performance, and positive information within its stakeholders. On the other hand, external PR is applied when the academic institution organises several conferences, issues press releases, oversees events, and keeps itself in the spotlight for greater promotion and recognition to general public.

PR practices applied in the academic libraries include library week, library display and exhibitions, notice boards, and library publication which become more effective when plans are made for specific users that the library serves (Nnadozie, 2016). Any library's success depends on drawing in patrons, which is accomplished through raising awareness of the institution and educating people about the benefit of using library materials and services. (Ozioko & Usman, 2019).

Foundational to this, Rhoad and other several scholars further exemplified numerous LIS services such as electronic based services, reference services, current awareness, inter library loan services, printing, selected dissemination of information, multimedia section, audio-visual services, recommendation, and circulation services (Rhoad, 2020; Adegoke, 2015; Ojohwoh, 2015). Moreover, Rhoad (2020) observed the influence of PR to the management of LIS, that encompassed making public aware of services provided, appreciate, and observe the policies of the academic library.

Certainly, Tyas (2017) coincides that the influence of PR on management of LIS in academic libraries is effective when properly used to possibly realise the strategic aims on a better way. Therefore, LIS services should constantly be promoted and libraries must create awareness and take services to the door steps of the users to enhance quality and sustain delivery to the library users by applying social media which is a tool (Muhladeen, 2015).

Rhoad (2020) reverberates that the significant influence of PR in management of LIS has brought about better patron relations with professional staff creating a sense of oneness, and leading to improved relationships which have led to mutual collaboration among academic libraries. This agreed with Musa (2016) who observed that PR influences and creates confidence in the management of the academic library and its users in a way that they become aware of the services available, hence creating a better relationship between the library staff and patrons. Relationships in modern society have become complex and institutions have created social networks for sharing materials and information with the public which has made

PR become a general trend for strengthening the relationship, coordination and communication between the institution and the public (Coruk, 2018). In academic institutions, PR provides support by promoting the educational institutions, adopting of social environment and provision of support by establishing relations with the public. (Muhladeen, 2015).

Anggreni (2018) also observes that PR in academic institutions has become an integral part of management of LIS because it contributes to institutional goals and demonstrates accountability which is identified by measurable results. Nnadozie (2016) posited that PR has promoted good rapport between the library and the patrons and this is achieved through deliberate policies and services, and the distribution of materials it deals with. PR enables smooth two-way communication between the school's administration and its intended audience. It is a hub of the overall activity of the library since it is the source of feedback from clientele (Molenda, 2020). It is therefore clear that PR goes beyond publicity and press relations in addition to expediting communications.

Nevertheless, burgeoning setbacks have been confronted in the practice of PR activities to manage LIS. Recently, Flitch & L'Etang (2020) noted that most library PR professionals in Africa were recruited from the newsrooms without receiving the required training in PR and library services. Ozioko & Usman (2019) elucidate that a negative image of libraries over the years was envisaged due to untalented, incompetent PR personnel, inadequate services and poor resources provided to users. The scholars note that it was a result of the problems facing most of Africa's academic libraries that further included declining financial support, employment of unqualified personnel, low levels of information technology and misconception of the library.

As an attempt to solve the problems and project a positive image for the library and facilitate its understanding and support, the concept of PR was introduced to prioritise PR as a crucial function in their management strategies to ensure the success and sustainability of libraries and their services (Nicholas *et al.*, 2018). Therefore, this study aimed at identifying PR activities, establishing the contribution of PR to the library, examining the influence of PR on the management of LIS, and establishing the setbacks in carrying out PR activities at MUBS library. In conclusion, the study sought to examine the influence of PR on the management of LIS at Makerere University Business School library (MUBS).

1.2.1 Background of Makerere University Business School Library

MUBS was established by Makerere University (constituent College). The school was created from the merger between the Faculty of Commerce (FOC) and the National College of Business Students (NCBS). The merger took place in January 1998 and mainly involved the physical movement of the FOC from the Makerere Campus to Nakawa where the NCBS was located. The Law was amended in 2000 to give the school financial and administrative autonomy.

In 2001, the structure of the school again changed with the enactment of the Universities and other Tertiary Institutions Act, which made the school transform from a constituency College of Makerere University to a public tertiary institution affiliated with Makerere University (Makerere Business school website, 2016). Makerere University Business School library (MUBS library) exists to safeguard and provide access to the information materials that support the curriculum and research needs of the patrons of MUBS by making available published, unpublished, and digital documents that comprise current and retrospective knowledge.

MUBS library is currently carrying out activities aiming at creating a good image of the library, creating awareness among users through PR programs, providing information to users and conservation of knowledge to support the teaching curricular and research needs of students and staff. They safeguard and provide access to information materials by making available published, unpublished, and electronic documents. However, they do face budget constraints and challenges, changes in user needs and expectations and competition for resources (Cheng, 2016).

It is expected to establish the needs and expectations of her users/target audience (students, lecturers, and community) to ensure the free flow of information between the library and its target audience which becomes necessary for survival. It is the role of PR managers in MUBS library to be on their toes to face questions from the media/public and handle all the criticism with a smile. Iwu-James *et al.*, (2020) asserted that success in an academic library requires warm greetings, eye contact, smiles, a friendly voice, and a cheerful face which are extremely important body languages when managing library and information services at MUBS library.

PR makes better contact between the staff and students at MUBS. With the presence of PR which promotes a good image and use of services, the university can easily carry out its job in a proper way PR being cordial (Molenda, 2020). If MUBS library is to provide users with access to a wide range of library and information services, PR is crucial in libraries to effectively engage with their target audience and ensure the proper flow of information to stakeholders. The practise of sustaining harmonious relations between the library and its patrons ensures the correct flow of information between the organisations. PR plays a significant role in maintaining an institution's reputation among its stakeholders (Juneja, 2018). MUBS PR is currently working with management to assist in maintaining relationships with all its key public and stakeholders by communicating effectively, helping the institution gain public acceptance by explaining the aims, and objectives and maintaining a favourable image.

1.3 Statement of the Problem

The MUBS library currently engages in a range of activities with the overarching goal of cultivating a positive library image, increasing user awareness through public relations (PR) programs, and facilitating access to information resources essential for supporting the educational and research endeavours of students and faculty. These initiatives are essential in the context of safeguarding and providing access to a wide array of information materials, including published, unpublished, and electronic documents. Nonetheless, the library confronts several formidable challenges, notably budgetary constraints, evolving user needs and expectations, and competition for limited resources.

The central issue at hand pertains to the extent to which the library's ongoing PR endeavours exert an influence on the broader spectrum of library management and information service provision. It is imperative to address this prevailing ambiguity in order to gain deeper insights into the dynamics between PR activities and library operations at MUBS.

Therefore, the primary objective of this research endeavours is to elucidate the relationship between the extant PR practices and the management and provision of information services within MUBS library.

1.4 Objectives of the Study

The study sought to achieve four objectives:

1. To identify PR activities provided by MUBS library.
2. Establish the contribution of PR to the MUBS library.
3. To examine the influence of PR on the Management of Library and Information Services at MUBS Library.
4. To establish the setbacks in carrying out PR Activities at MUBS library.

1.5 Research Questions

This study sought to answer four research questions:

1. What PR activities are provided at the MUBS library?
2. What are the contributions of PR at MUBS Library?
3. What is the influence of PR on the Management of Library and Information Services at MUBS Library?
4. What setbacks are involved in carrying out PR activities at Makerere University School library?

1.6 Scope of the Study

1.6.1 Subject scope

The study focused on the influence of PR on the management of library and information services at MUBS Library.

1.7 Significance of the Study

The researcher anticipates these study findings shall benefit the following:

To the Library users

It is envisaged that the study would benefit library patrons in such a way that they would be informed about the services provided by the libraries and activities, hence helping patrons to be able to retrieve and use the library services leading to increased utilisation of the library and to remain informed on many aspects.

To the researcher

The researcher received extensive knowledge and experience in the fields of research and academia. She also picked up skills in the study's focus area, such as research writing and data presentation. In addition to acting as a point of reference for them, the research findings would

operate as a foundation for other researchers who are interested in the subject of PR in the management of library and information services.

To other academic libraries

For other academic libraries in Uganda, the findings of this study are important because they would act as a guideline to the academic library professionals who are considering using PR in the management of library and information services to enable efficient and effective library services for patrons.

1.8 Operational Terms

Public relation (PR)

This refers to a management function which helps to establish and maintain mutual lines of communication, understanding, acceptance and cooperation between a library and its patrons and this activity is geared towards human relationships to enhance good services (Inyang & Josiah, 2019).

Similarly, public relation is seen as a planned and sustained effort to establish and maintain goodwill and mutual understanding between an organization and its public (Songu, Ifere & Angereke 2019).

Okeke, Oghenetega and Lawrence, (2014) coincides that Library public relations is a conscious effort aimed at establishing and maintaining good relationship between the library and its clients. PR assists in creating acceptable image of the library through advertising the library services, programs and information. This definition was adopted in this study.

Library Information services

Library Information Services comprise a wide range of offerings availed by library centres to meet the needs of patrons and facilitate access to information and resources and that the given services go beyond traditional book lending and include reference assistance, interlibrary loans, specialized support for research and outreach programs (Harun, 2023).

Rhood (2020) equally concurs with Library Information Services being activities that libraries and their personnel render to meet the information needs of their library users.

Library and information services are key actors in providing unhindered access to essential resources for economic and cultural advance. They contribute effectively to the development

and maintenance of intellectual freedom, safeguarding democratic values and universal civil rights (IFLA, 2003).

Management

This is the act of getting people together to accomplish desired goals and objectives using the available resources efficiently and effectively (Siegfried, 2018).

Mercy & Swaroop (2019) defined Management as series of functions for the organization and administration of various activities and people in the organization.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The literature review is a thorough and methodical search for, analysis of, and evaluation of previously published materials that include information relevant to the study subject under investigation (Pawar, 2020). Mulisa (2022) asserts that reviewing the literature helps the researcher to know the existing work which guides in finding solutions to the unsolved parts and identifying key issues and obvious gaps in the current state of knowledge.

According to Asenahabi (2019), in determining whether the subject is worthwhile for investigation, as well as how to focus the study's scope on a certain area and identifying the work that has already been done on the research problem being studied, a literature review is important. It avoids duplication that is pointless and unplanned, familiarises the researcher with prior research, reveals approaches, techniques, and measuring tools that have been successful in analysing the issue, identifies the recommendations and proposals made by earlier researchers, and identifies informational gaps and key areas where questions and concerns persist (Pawar, 2020). The research objectives heavily influenced an assessment of the literature before a research gap was identified.

2.2 Overview of PR on Management in Academic Libraries

According to Asante *et al.*, (2020), PR in the library setting is characterised as initiatives to generate positive interest in the institution and its activities which might be accomplished by gaining favourable unpaid presentations on radio, and television, planting notable news about them in publications, and media or through the library's activities or events.

Waral (2019) noted that academic libraries strive to gain and hold the respect, compassion, and support of individuals they are concerned with the use of PR which is a management function of continued and planned character.

Thomas (2017) observes that, in education institutions, academic libraries are important and they cannot achieve their full potential without PR. No matter how well libraries meet their users' needs, their value cannot be understood without strong, organised, and focused PR campaigns that pique interest in, inform, and draw information searchers to library services.

Establishing and preserving a positive relationship between the library and its patrons is the goal of library public relations (PR). PR assists in creating an acceptable image of the library

by advertising the library services, programs, and information resources (Songu *et al.*, 2019). According to Songu *et al.*, (2019), PR is aimed at presenting a positive image of the library to make meaningful access. It might entail advertising the library, creating a brand and image, and explaining the library's mission, vision, and goals to the community using press releases, publications, yearly reports, flyers, and newsletters.

According to Hines *et al.* (2019), the management function of PR has facilitated the creation and maintenance of channels for public knowledge, acceptance, and cooperation with the library. PR attempts to improve communication and makes use of popular channels like publicity, lobbying, advertising, and press agents. The art of creating an image should alter public perceptions of the library by enhancing services and engaging with users through PR. PR influence the management of library services in a way that it keeps patrons informed about the functions and services of the library and increases the staff's knowledge and understanding helping to publicise and market the library services to patrons who do not know what a library is and services it offers (Taiwo *et al.*, 2015).

2.3 Theories That Guided the Study

Sesen (2015), revealed that theories help PR practitioners explain and predict human behaviour and communication, campaigns and messages can be made more effective using them. There are four theories that PR practitioners apply: system theory, situational theory, persuasion, and social influence (India free notes, 2020). The researcher adopted the system theory.

2.3.1 System theory

System theory is a way of looking at organisations and can be used to analyse and diagnose problems (Roach, 2016). In this theory, every organisation is part of a system with three components: the organisation, the public and its goals and the ultimate organisational goal is survival. This theory works essentially from the premise that clients/ customers form a kind of social environment. Organisations must adapt to the changes if they want to live and grow. In PR, feedback is necessary for any adjustments to be made; if a system receives no input from its audience, it is unable to make any changes. To make sure that messages from the public are entering the organisation and feedback is taken into consideration, the PR department must develop systems and conduct research.

In applying this theory, identifying, and distinguishing between the different audiences is the first necessary step for all PR activities such as publications, web page designs and advertising.

This theory is a good lens through which a library can see a full range of all its communication needs, and awareness of the public and focuses on the mission statement.

Saptaastuti (2018) notes that systems theory relates to how libraries are structured. PR is part of the library's structure that involves maintaining relationships with both internal and external systems within the library. The PR activities within the library context are essential in helping libraries adjust and adapt to changes in the delivery of services to the patrons. The theory was adopted because it gives a way to think about relationships which are important in the management of LIS and looks at the internal functions and stakeholders of the organisation (Soehner *et al.*, 2017). System theory allows a two-way flow of resources and information between the organisation and the environment.

This theory observed the need for adaptable communication with others and consists of various groups of individuals or the public that are a part of a wider social environment. It considers the interactions of bodies and applies this to communication (Soehner *et al.*, 2017). The proposition about PR effectiveness from Ozioko & Usman (2019) was that PR contributes to the library's effectiveness when it helps to reconcile the library's goals with the expectations of its patrons.

2.4 Review of Literature as Per Objectives

2.4.1 Objective one: PR activities in academic libraries

According to Hines *et al.* (2019), the necessity of PR operations in academic libraries and hold that investing in a PR program will be more expensive than not having one. Nnadozie (2016) stated that the library uses PR activities to attract patrons and to create a connection between the library and its patrons. To him, there are three categories of PR activities which include internal which takes place within the library to attract patrons, external activities organised outside the immediate environment of the library and media public relation practices used to reach the target audience through media platforms.

Sukula & Babbar (2016) commented that, because of the competition for the time from numerous sources, as well as student interests, staff efforts should be made to capture their attention. Molenda (2020) identified the PR activities in academic libraries as follows:

2.4.1.1 Conserving of Knowledge and Research

In addition to providing access to information, libraries also function as centres for education, research, development, and leisure. According to Saptaastuti (2018), through the given PR activities carried out by the library, the lives of the clients and people's opinions about the library are affected positively.

2.4.1.2 Creating a good Image of the Library

Lizar & Marlini (2021) noticed that by enhancing the services provided and effectively connecting with patrons, the library may transform from how people previously perceived it. PR is the art of projecting an image, it assists in opening the world of books and knowledge better by improving communication between library personnel and users so that what is already known can be expanded upon and used completely by users, allowing for the creation of a positive perception of the library and resulting in higher use of library services.

Al Awadhi & Al-Daihani (2020) enumerate several ways to interact with the public, including lobbying, publicity, press agents, and advertising, so that patrons can get to know the library and build relationships. Interactive social media like blogs, Twitter and Facebook are tools that have enabled immediate feedback from clients being applied by academic libraries nowadays for PR campaigns (Sukula & Babber, 2016).

2.4.1.3 Supplying Books and Provision of Information

Ojohwoh (2015) noted that supplying books and information to clients which is normally done through the circulation desk and provision of special collections in the library are partly PR activities.

Every academic library works to fulfil its mission as well as its users' needs but also, to foresee their requirements and meet them. Libraries usually strive to offer high-quality services using the resources at their disposal, and in the modern world, the phrase "customer is king" or "customers are our god" is the most widely used. Users are the customers and they have become more aware of their rights (Ashok & Srivastava, 2015).

2.4.1.4 Publicising and Marketing the Functions and Services of the Library

Ndungu & Gikundi (2018) hypothesize that to increase awareness of the library's materials and services library professionals can employ service tools such as CAS, SDI and Exhibitions to assist in publicising library services and stock and create awareness forums such as

orientation week and education programs for library users. Adegoke (2015) claims that library personnel can point patrons to the shelves and help them find the materials they need to fulfil their information demands. In all situations, body language is crucial. Success in providing public services, which necessitates warm greetings, eye contact, smiles, a friendly voice, and a cheerful face, is made possible by the fact that customers can see and hear a variety of cues that will let them know whether the library staff is genuinely interested in their questions or not. All of this helps the librarian perform his or her PR function well to be able to serve users (Songu *et al.*, 2019).

2.4.1.5 Displaying of New Books and Other Information Forums

According to Von Seggern & Roberts (2020), through the presentation of new books and other informational mediums including printed newsletters, annual reports, and display boards the readers can be informed about the latest library acquisition, upcoming library events and programs. Nicholas *et al.*, (2018) stress that CAS rendered to library users helps to keep them up to date with the available material on various subjects thus fulfilling their information needs.

2.4.1.6 Organising Library Weeks, Conferences and Guided Tours of the Library

Ojohwoh (2015) accentuate that, organising library weeks, annual conferences, and guided tours of the library by a librarian is another form of library PR activity. The PR job is to attract more clients to the library premises and this applies techniques like display space and exhibition areas that may be included to make their surroundings more inciting. Jain (2016) stated that some libraries such as the British Library were receiving several groups of people, therefore it was crucial to hire knowledgeable guides to show them around and attempt to explain the roles of various departments.

The effectiveness of PR in the library can be determined by the services provided, and how well the library can satisfy and meets the needs of users (Ojohwoh, 2015).

2.4.2 Objective TWO: Contributions of PR to Academic Libraries

2.4.2.1 Publicising and Marketing Library Services

Inyang & Josiah (2019) stress how PR has helped management promote and market the library's features and services because many new students are unaware of what a library is, the services it offers, and the advantages of utilising one. Therefore, PR enables academic libraries to establish the library image and position and improve communication between library

employees and the general public so that what is indeed known can be expanded upon and fully utilised to promote the library's services (Tyas, 2017).

2.4.2.2 Encourage Communication and Cooperation between the Public and the Library

Nnadozie (2016) suggested that the best course of action is to foster positive relationships and cooperation between the library and the general people, which can be done by providing thoughtful policies and services as well as distributing interpretive and promotional materials. PR helps to bring professional colleagues together to create a sense of oneness thereby improving relationships (Nzewi *et al.*, 2021).

2.4.2.3 Link the Library to the Outside World

Hines *et al.* (2019) opined that PR within the academic library enables librarians to blow the library's trumpet by availing information and disseminating it to library users. They establish a connection with the outside world to advertise the services provided by CAS and SDI. The librarians are always prepared to lead patrons to the appropriate shelves and help them find the materials they need to fulfil their informational needs.

2.4.2.4 Raising Awareness

Molenda (2020) revealed that library promotions, which involve promoting the services and activities of the library, and library PR efforts, such as the presentation of new books, can enlighten patrons. The librarian creates awareness about the library among its users.

2.4.2.5 Reputation and Image Management

Nnadozie (2016) revealed that, regardless of size, the survival and prosperity of every academic library relied heavily on its reputation. In today's cutthroat economy, a library's reputation may be its strongest asset.

PR brings a cumulative effect on reputation and prestige which is gained by the academic institution. Siegfried (2018) reminded us that PR in the proper sense is a matter of institutional conduct and a matter of publicity and that we must establish and maintain healthy, supportive relationships with the public to prevent having to deal with them. Academic universities have gone beyond printed pages to bring information to the public about the services by using handbills and advertising library services.

2.4.2.6 Make Services Available Known

Peacemaker *et al.*, (2016) revealed that librarians are a go-between the library and patrons. Librarians can quickly determine the needs of the public and the resources the library has. Asante *et al.*, (2020) stated that “Providing services nobody knows about is equivalent to providing no services at all.” They continued by saying that regardless of how libraries cater to patron demands, their librarians can readily determine what the patrons need and what the library has to offer won’t be valued without aggressive, systematic publicity to pique interest, inform, and draw in library users.

2.4.2.7 Fundraising Campaign

PR techniques have been applied and employed by many academic libraries as part of large fundraising campaigns. The library’s budget is impacted by all PR initiatives. Mngutyo *et al.*, (2020) maintain that creating a positive reputation is the first step in fundraising. To prepare for effective fundraising, which requires persuading, explaining, and haggling, the library must take steps to share the library’s accomplishments with its community (Jain,2016).

2.4.3 Objective three: Influence of PR on the management of LIS

Waral (2019) postulates that one of the greatest pillars supporting the university is its library and its significance for the success of universities’ intellectual development climate can’t be overstated. Thomas (2017) notes that the academic library competes for limited resources with other institutions and departments in the academic community, as significant as it is, many students believe that the internet and big-box bookstores are better resources for finding the knowledge they need. Therefore, universities’ academic libraries are facing a serious problem nowadays, thus they must spread the word to attract visitors. It is necessary to use an approach such as PR to find out how they might achieve this more effectively.

2.4.3.1 Creates Confidence for Library Services

Taiwo *et al.*, (2015) that through educating the general public about the services being supplied, the policies of the academic library, and building knowledge and awareness of new initiatives made by the library, PR in the library impacts and develops confidence for library services in the public. This was consistent with the conclusions reached by Peacemaker *et al.*, (2016), who discovered that the public is made aware of, appreciative of, and obedient to the library’s policies through PR influence. This aids in keeping the public updated on the projects and development of those started for their benefit.

2.4.3.2 Promotion of Rapport among Individuals

According to Rhoad (2020), PR is the process of fostering goodwill and rapport between an individual, an organisation, or the general public through the dissemination of interpretive materials and the evaluation of public opinion. Saptaastuti (2018) also concurred that PR in libraries promotes patron relations by raising awareness of the library's contributions to information distribution, preservation, and the development of favourable interactions between the library and its patrons.

The goal of PR is to establish and preserve healthy connections with people inside and outside of the library environment. It also serves as a channel for customer feedback (Rhoad, 2020). Beyond publicity and press relations, it speeds up communication, helps management become aware of and sensitive to public opinion, changes staff behaviour, and helps management deal with issues relating to clients, employees, etc.

PR experts counsel library managers on the attitudes and behaviour necessary to achieve societal goals as well as how to welcome and connect with patrons to get outcomes (Tyas, 2017). PR is a point of view with an overarching goal, attitude, and mindset towards anyone who meets the library and expects to be supplied with library and information services rather than a department, person, or publicity campaign (Ojohwoh, 2015). To assist stakeholders, understand and embrace libraries as social institutions that fulfil significant objectives, PR must be used in libraries.

2.4.3.3 Assists in Publicise and Market Information and Library Services

Hines *et al.*, (2019) noted that PR assists to publicise and market the functions and services of the academic library. Some students may not be knowing what the library is, what services it provides and information, and the benefits they can gain from it, all this is possible regarding the impact of PR on the management of information and library services.

It is necessary to create a distinct corporate identity and image, communicate a clear message about the aim and objectives of the library, and promote the library. PR to communicate which can be done through marketing or advertising the ultimate goals (Sakula & Babbar, 2016).

Ojohwoh (2015) asserts that to effectively manage library and information services, the aim or goal of library services should be the reader's happiness. This is so that a library's performance may be assessed based on how effectively it satisfies the needs of its users.

2.4.3.4 Leads to Maximum Library Patronage through Extension of Library Services

Nzewi *et al.*, (2021) revealed that PR encourages maximum library use by making library services available to those who previously lacked access to them. It would be necessary to make library services as heterogeneous as patrons sought to be able to provide for the largest patrons. Library patronage demonstrates that reading proficiency may be improved to a reasonable degree when all societal elements are arranged into finely divided categories and library and information services are managed.

2.4.3.5 Cooperation among Individuals is Created

Hines *et al.* (2019) state that cooperation among professional colleagues and clients of academic libraries is brought about by PR's influence through fostering unity and thereby strengthening relationships. This bond can bring about mutual collaborations among academic libraries.

2.4.3.6 Helps to Keep Tabs on the External Environment

PR is necessary to be able to keep tabs on the external environment within the library and enables the library to assemble outside opinions, and comments and if possible, forward such information to the library management for consideration (Molenda 2020).

2.4.3.7 Comprehension of Aims and Objectives of the Library

Songu *et al.*, (2019) asserted that good PR brings about all-around comprehension of the aims and objectives of a library concerning relations with its workforce, excellent surroundings and service quality are everything to fulfil the library's objectives, which means that while the institution is expanding in all directions, the staff and users are having positive working relationships while availing information services, therefore, managing library and information services.

2.4.3.8 Creates Better Contacts among Library Professionals

The opportunity for the librarian to influence the public's perception of the library is increased through interactions with the public which brings about the utilisation of library services and resources brought about by PR (Jain, 2016).

2.4.4 Objective four: Setbacks in carrying out PR activities in an academic library

Soehner *et al.*, (2017) noted that most academic libraries strive to offer the highest level of library services to their users, but university libraries in developing nations often struggle to do so because they operate in unstable environments where growth and survival are frequently threatened. Despite this, university libraries are still present to aid in the more general objectives of instruction, learning, research, and community services.

England (2018) asserted that to move with trends requires everything to be advanced due to changing technological advancements in our libraries. Every library must accept and implement new emerging technologies (Rhoad, 2020). With new trends in libraries, measures must be developed to guarantee that libraries stay relevant in the educational field. Library managers face additional issues as a result of digital libraries therefore they must brace up with or else libraries will be regarded as bookshops. The following are setbacks in carrying out PR activities in academic libraries.

2.4.5.1 Demand for New Skills and Expertise

England, (2018) noted that the challenges of conducting PR activities in academic libraries include, but are not limited to, the requirement for new skills, the application of contemporary information and communication technologies, electronic publication, digital information management, and knowledge management as specific areas where librarians must advance their training and experience. Ozioko (2019) assert that the training rendered to Nigerian library schools is not enough to keep personnel and libraries relevant to the digital era. The researchers supplement that there is a need for librarians to remain relevant by acquiring ICT-based skills to be able to offer better information services.

2.4.5.2 Funding/ Costs Involved in Maintenance of Libraries

The costs of maintaining an academic library are high concerning purchasing materials, equipment, and management and those who work in libraries cannot afford to stay in their current positions; they must change with the times or perish. In Nigeria, the greatest hindrance facing academic libraries is funding. Ozioko (2019) expound that it is not possible to provide accessible knowledge and information sources, effective, efficient, and sustainable information services in the face of reduced financing. The scholars further note that funding is needed to enable academic libraries to accommodate a variety of services and resources currently of escalating prices. Therefore, there is no doubt that funding is a requirement for the proper management of libraries in the digital era.

2.4.5.3 Other Options to Libraries and Information Centres Available to Library Users

Managing the new generation of learners according to (Enweani 2018), various options for libraries and information centres which are accessible for patrons to use poses a hindrance to library staff.

Librarians must devise strategies to prevent students from leaving the library setting to prevent this from happening, librarians must leverage those stratagems to reposition themselves to effectively manage academic libraries and library services to meet user needs.

2.4.5.4 Information Overload

Information overload has caused concern to information managers of the library because of an overabundance of information which has made it challenging to access the necessary information swiftly and conveniently from print, electronic, and online sources by library managers due to the advent of new technologies (Iwo-James *et al.*, 2020). They face challenges to locate the required information and users may lose or miss valuable information. This is due to the 21st Century which has equipped us with tools and methods for producing and sharing information with a global audience. With the help of the internet and computers, messages quickly reach a worldwide audience and enable people from different countries to develop and share content online (Ndungu & Gikundi, 2018).

2.4.5.5 Resistance to Changes

Maa (2017) asserted that the phenomenon of change is unavoidable for advancement, due to the uncertainty of the outcomes, and it is difficult to get society to accept it. Even librarians are wary of change since they don't know what it might mean for their line of work. Resistance to changes affects the effective management of libraries and information services.

2.4.5.6 Presence of Unskilled Workforce

Presence of an unskilled workforce; There is no adequate skilled personnel to preserve the digital environment's libraries' electronic resources (Enweani, 2018). According to Lizasri & Marlini (2021), Some librarians are not technologically savvy enough which is needed for a 21st Century library service. The absence of these fundamental information technology skills hinders the improvement of library services.

In Africa, there are depressing common public library service circumstances, and this applies to academic libraries too all this is attributed to many factors including reliance on material or

financial donations from donors, which are frequently insufficient and hurt stock development. Information professionals may fall short in both quantity and quality to the point where they lack the inventiveness needed to offer services that draw in new consumers and maintain interest in current the available services (Kigongo, 2019).

2.5 Research Gap

Literature reviewed above indicates that different researchers have studied PR activities, contributions of PR, and setbacks in carrying out PR activities but none of the studies has been conducted at MUBS library. This created a research gap in that no literature has been written about the influence of PR on the management of Library and Information Services at MUBS Library hence the reason I carried out this study to close this research gap.

CHAPTER THREE: METHODOLOGY

3.1 Introduction

The methods and steps used to carry out the study are described in this chapter. The study's topic, research design, study population, sample size and selection, sampling and sample methodologies, data collection tools and methods, data quality control concerns, data presentation and analysis, ethical concerns, restrictions, and delimitations were all covered.

3.2 Area of the Study

The study was conducted at the Kampala Campus library of MUBS. The site of school is located at Plot 21A Port Bell Road in Nakawa Division, one of Kampala's five administrative districts. Kampala is the capital and largest city of Uganda. Geographically, it is located roughly 5.5 kilometres (3 miles) east of the city centre. (Google, 19/02/2018). The institution that administers and provides library and information services to patrons to help them achieve academic goals has been in operation for more than 22 years in the country and this is the reason why this case study was chosen. The library has been hosting PR events for a time. For some time, the library has held PR-related events. These PR initiatives at MUBS have assisted in organising a concentrated effort to promote the library and distribute positive messages about its resources, programs, and services (Rhoad, 2020).

3.3 Research Design

According to Asenahabi (2019), techniques for collecting, analysing, interpreting, and reporting data are included in the study design. The researcher decided to use a case study research approach for the study since it helped with performing an in-depth analysis of the occurrence and allowed for an adequate response to the research challenge. The researcher was able to conduct an in-depth investigation by probing participants to understand their thoughts, perceptions, and experiences regarding the influence of PR on the administration of libraries and information services, which helped to provide useful data for the study. Through their own words, the researcher was able to capture the informants' points of view. An intensive, descriptive, and comprehensive analysis of a single entity or bounded case is known as a case study. Case studies are best suited for studies in which a contextual in-depth analysis of a given topic, policy, institution, or system generates knowledge and informs professionals' "practice, policy development, and community/civil action" (Pawar, 2020).

Kanguha (2016) noted that the appropriateness in addressing the research problem, which is typically driven by the research questions, rests on the choice of research design for a given study.

3.4 Research Approach

The qualitative method, the quantitative technique, and the mixed method are the three primary research methodologies, according to Weynant (2022). The qualitative methodological research methodology was used in this study. A detailed strategy for investigating and comprehending the significance that people give to a human or social phenomenon is known as a qualitative methodology (Mulisa, 2022). The research methodology was suited for this study because it allowed the researcher to interview participants in-depth to better understand their thoughts, attitudes, and experiences regarding the role of PR in the management of library and information services. The researcher was able to record the respondents' perspectives on PR activities, the value of PR in the library, and the challenges encountered while implementing PR strategies through their own words. The stated research challenge determined the methodology that was used (Weynant, 2022).

3.5 Population of Study

A population is a group of people and case objectives with shared observable traits from which the researchers conclude (Asenahabi, 2019). This population of the study was 40 in total and composed of MUBS library staff members and students who access and use the library. Below is the categorisation of the population of study:

Table 1: Categorisation of Population of Study

Population	Total Number
Management	2
Library supervisors	2
Para professional library staff	2
Public relation staff	2
Other staff members	2
Library users (students)	30

Total	40
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Source: (Field data, 2022)

3.6 Sample Size

Considering that the study used qualitative research techniques, and the study's population was too small to draw samples from, the researcher adopted the whole population of 40 participants as a sample for the study. Mthuli (2021) concurs that those participants ranging from 5-50 are adequate sample sizes for research. He supplements that it is to ensure that everyone is represented and to prevent or avoid biases that might arise from sampling (Mthuli, 2021).

The study involved 2 staff under management in the library, 2 library supervisors, 2 para professional library staff, 2 public relation staff, 2 other staff members and 30 library users. The library users were selected based on Morse (1994) who suggests 30-50 sample size for a qualitative study which Mthuli (2021) also concurs with.

3.7 Data Collection Methods and Tools

The study considered the utilisation of primary and secondary data. The researcher's primary data collection: i.e., unstructured interviews, unstructured questionnaires, and document reviews.

3.7.1 Unstructured interviews

An interview is a face-to-face conversation in which one person questions another person a question which is intended to get an opinion or information (Weyant, 2022). Unstructured interviews were used to collect data from MUBS library staff purposively selected to participate in the study. This technique aided the researcher in asking MUBS workers for information, allowing her to gather crucial data. The MUBS staff were interviewed face-to-face for two weeks to obtain the information which enabled further probing and gathering of more information for the study (see Appendix J).

The research served as a guide for the researcher as she designed the interview questions see (Appendix D). The researcher developed interviews from the variables under the study which were presented and administered. As a result, the researcher was able to collect trustworthy and accurate data from the respondents (see Appendix D).

3.7.2 Open-ended questionnaires

Mulisa (2022) defined a questionnaire as a list of questions that respondents react to in writing. Self-administered open-ended questionnaires were adopted by the researcher to collect qualitative data from MUBS library patrons and MUBS Library staff that included library supervisors, para professional staff, public relation staff and other staff members who access library services. These questionnaires were developed by the researcher to facilitate respondents' easy expression of their views and opinions (see Appendix E). Out of the 40 respondents in the intended sample sizes only 35 filled in the questionnaires including ten Library staff members from MUBS and 25 library patrons (students).

The questionnaire approach was chosen by the researcher because, among other benefits, it covered many respondents, saved time, was a less expensive means of gathering data, and provided more assurance of anonymity (Weyant, 2022).

The study's target group was sizable, literate, and capable of quickly interpreting the questionnaire items, which made this method perfect for data collection (Mthuli, 2021). Because the time was limited since MUBS students were almost sitting for their exams and busy attending lectures the questionnaires were physically distributed to the selected categories of respondents with a series of questions printed on a form in a specific order. The respondents were mainly the library staff and students of MUBS who had to answer these questions on their own to be able to collect data from the field to facilitate report writing (See Appendix E and F) and the picture below. The researcher created the questionnaires based on the research objectives to achieve the study's goals. She then physically delivered the questionnaires to the MUBS library staff and students, introduced herself, explained the study's topic and purpose, and addressed any confidentiality concerns. Participants in the study had the option to participate or not (see Appendix I). For reasons of secrecy, the questionnaires were collected after completion by a few students and the library supervisor.

A consent form was provided by the researcher (see Appendix C). When participants agreed to engage in the study, the researcher obtained their signatures on consent forms and gave them open-ended questionnaires. Later, the forms were obtained from the supervisor following the arrangement.



Figure 1: Researcher issuing out consent forms

Source: (Field data, 2022)

3.7.3 Document review

The researcher developed a documentary checklist which was used to review both manual and electronic reports of MUBS. This enabled the researcher to obtain accurate and reliable information (See Appendix H). The researcher reviewed MUBS strategic plan, departmental annual plans, magazines, diaries, brochures and flyers, annual reports, PR unit documents, records, and archives Act 2001, MUBS human resource manual, and the organogram for MUBS structure. This instrument enabled the researcher to acquire the necessary, accurate, and reliable information about the topic.

3.8 Data Quality Control Issues

Techniques for data quality control were employed to guarantee the accuracy and dependability of the information gathered. Quality control deals with actions that the researcher puts in place to guarantee the quality and accuracy of data is being collected using the approaches being chosen for a particular study (Roe, 2008). The procedures put in place to ensure data quality control included validity and reliability of data collection instruments, triangulation of methods, objectivity and rigorousness. Testing was done first on a pilot study to obtain prior information; different tools were used which enabled the researcher receive and establish the

true information, eliminate bias from the outcome and to ensure correct data was gathered hence controlling the quality data. This was done by verifying the instruments' validity and dependability. "Quality control requires assuring appropriate levels of validity and reliability," according to Pawar (2020).

3.8.1 Validity and Reliability of Data Collection Instruments

According to Mulisa (2022), "validity shows the extent to which the results from data analysed in a study accurately represent the concept under consideration". Issues like authenticity, credibility and trustworthiness are addressed by validity (Weyant, 2022). The tools were evaluated for validity and dependability.

Techniques for data quality control were employed in this study to guarantee the validity and dependability of the data obtained. To make sure the tools were dependable and valid, tests were initially conducted on them. With a small sample of participants, an unofficial pilot study was carried out at MUBS before going to the MUBS library. The researcher conducted a preliminary study to remove author bias and to ask participants for suggestions on the survey before conducting a larger study. The researcher tested a data collection tool on a small sample of respondents to look for any issues like ambiguous wordings. The researcher conducted a formal pilot study with four participants (two male and two female) of PR and library staff at MUBS for example the university librarian and supervisor were considered to obtain prior information before a full-scale research project. This enabled the researcher to know that the questionnaires had a few questions which were not clear, the numbering was not consistent and to fix the issues with the data collection instruments, the researcher had to change the questions.

3.8.2 Triangulation of Methods

Triangulation is the use of multiple research techniques in conjunction with one another to explore a single phenomenon. (Asenahabi, 2019). Structured interviews and open-ended surveys were two types of data-gathering instruments that the researcher triangulated. By using these tools, it was ensured that the correct data needed for the study was gathered. It also made comparisons possible so that problems' correctness could be evaluated.

3.8.3 Objectivity

Ahmed (2017) noted that objectivity was considered ideal for scientific inquiry which majorly expresses the thought that the claims, and results should be influenced by perspectives,

community bias or personal interest. The researcher eliminated bias from the outcome of the research studied and was also truthful to herself and to those who would use the findings later. The researcher had to present the findings as she got them from the field by eliminating bias while conducting research.

3.8.4 Rigorousness

The rigorousness of techniques and methods was applied. Rigid accuracy or extreme precision are two definitions of rigorousness given by the Oxford English Dictionary in 1999. To prevent bias, the researcher followed strict procedures when gathering, analysing, interpreting, and reporting the results.

3.9 Data Collection Procedures

To present the researcher to MUBS library personnel and students and ask them to engage in the study, the research ethical committee at Uganda Christian University Mukono provided a letter of introduction to the researcher. The researcher was required to request approval from the MUBS principal to be allowed access to the staff and students of MUBS which was given. The researcher then met the library staff and patrons of the library about the study's goals and invited them to take part. The researcher then proceeded with her research.

3.10 Data Analysis and Presentation

The researcher used the Mthuli (2021) methodology for data analysis and presentation, which included the following six steps: Organisation and preparation of the data for analysis, reading and coding of all the data, creation of categories and themes, description of the themes, and interpretation follow. This model was chosen for the study since it outlined the procedures with simple instructions for dealing with the qualitative data. After collecting the data, the researcher carefully edited, sorted, and coded which ensured the accuracy, completeness and quality of information given by respondents. The researcher further typed categorised data and information obtained as per responses which informed in-depth analysis of the information and interpretation. This provided meaning to the designed research questions. The gathered information was meticulously edited centrally for thoroughness, correctness, and understandability; after then, it was compiled, typed, and presented which agreed with Mthuli (2021).

3.10.1 Editing

The researcher checked for gaps, errors, and omissions. Questions and questionnaires were checked for the accuracy of terms and phrases before circulation to respondents. The researcher involved one of the key informants to read through the questionnaire and advice whether the language, and grammar were acceptable before circulating questionnaires to respondents. After collecting the filled questionnaires, the collected data was organised, entered into a computer, and analysed where descriptive analysis using qualitative approaches.

3.11 Ethical Issues

Tyas (2017) considered ethical issues as explanations of how the study would plan, conduct, and communicate according to the accepted norms and regulations of the discipline of research. Hines *et al.*, (2019) regarded ethical issues as ways through which the study is conducted according to the accepted norms and regulations.

According to Pawar (2020), Ethics concerns involve following moral guidelines when the study is planned, when data-gathering methods are chosen and used, and when the results are analysed and applied.

3.11.1 Ethical clearance

The researcher sent Uganda Christian University the research proposal (UCU). The Ethical Research Committee gave its stamp of approval. The researcher officially received approval from MUBS to conduct the investigation (See Appendix B).

3.11.2 Confidentiality

When doing any form of study, researchers must always be mindful of the potential effects that their work may have on the participants and society at large and must respond accordingly (Asenahabi, 2019). The researcher did not capture the respondents' phone details, or names or link any findings to any respondents. To protect the respondents, the researcher referred the PR staff, Para staff, library supervisors, management, and attendants as library staff. The library supervisor helped distribute the questionnaires to the library staff having known them best and were later collected by the researcher and students by their class leaders.

The researcher rigorously upheld participants' right to privacy, and the study-maintained participants' and roles' identities. According to Weyant (2022), the researcher separated names from responses during the coding and recording process to preserve participants' identities.

3.11.3 Informed Consent

The participants were asked for permission to take part in the study by the researcher. The study's participants were made aware that taking part was completely optional and that they could stop at any point while it was still ongoing if they so desired. Before giving out the surveys, participants—staff and students—were given a thorough explanation of the study's goals. She also received the essential clearances before the study to acquire access to study venues and participants. Writing a letter outlining the length of time, the potential impact, and the findings of the research was frequently required for this. According to Pawar (2022), this was accomplished by acquiring consent before sending out the interview (Refer to Appendix B.)

3.11.4 Academic Honesty

The researcher respected intellectual property and copyright. Credit was provided by referencing, citing, and acknowledging the writers of the information sources that were used.

The researcher did not fabricate, falsify or misrepresent data to the colleagues. During the data collection process. The researcher asked the university librarian's office for permission to carry out the study in the library. The data obtained was reported accurately and kept confidential by the researcher.

3.12 Study Limitations and Delimitations

Low response rate

The researcher faced the problem of a low response rate because some respondents kept on postponing their schedules to be interviewed and others preferred their superiors to respond first or delegate them to participate in the study. Others even claimed that they are not familiar with the subject of the study which affected the researcher when collecting data. This was sorted by the researcher making appointments within the respondents' time and was able to get the required information and brief the respondents about the topic in the study.

Fear to provide information

The research was also hampered by the problem of fear of providing information by some of the respondents because they feared being reported to their supervisors or fear for job security. This problem was sorted by convincing respondents that their identity shall not be known and this is purely for academic work only and secrecy would be maintained as much as possible.

Inadequate literature

The study was conducted based on a small sample as opposed to the whole population and therefore generalising the results for larger groups becomes unrealistic. The researcher encountered the problem of inadequate literature because research in the field of management of libraries is still new and so few publications have been issued in Uganda. This left the researcher with few sources of local scholarly literature to which to refer. The problem was sorted by using in-depth interviews which helped to solve the issue because the researcher was able to gather more information from the respondents with technical knowledge of the subject matter through interacting with them.

Filling the Questionnaires Wrongly

Some survey takers made mistakes when filling out the forms. This resulted from time pressures, as some of them hurried to respond to the questions and finish their work. However, most of the completed surveys were recovered by the researcher. Those that were incomplete were not read.

CHAPTER FOUR: PRESENTATION AND DISCUSSION OF FINDING

4.1 Introduction

This chapter presents the analysis and interpretations of the study findings which were conducted about the influence of “PR on the Management of Library and Information Services at MUBS”. The first section presents the response rate and demographic characteristics followed by a presentation and discussion of the study findings regarding specific objectives. The findings involved the use of simple descriptive statistics in terms of frequency tables. The presentation of results was largely guided by research objectives. This study was largely qualitative with views generated from the target respondents being narratively presented.

4.2 Response Rate

Mthuli (2021) asserts that a response rate has to be presented in research findings as they represent validity of the study, and failure to do so puts the validity of the study findings into question. The study targeted a sample size of 40 respondents. A total of 35 questionnaires were filled and five interviews were successfully conducted. This study considered this number sufficient given that this study adapted a qualitative research paradigm. Boddy (2016) and Mthuli (2021) recommended a small sample size ranging from 5-25 for an in-depth qualitative study which describes how people experience certain phenomena. This was in agreement with Sukula & Babbar (2016) who agreed that 5-50 participants were an adequate sample size for qualitative studies. The response rate for the questionnaires was therefore 87.5 per cent while that of interviews was 100% as shown in table 2 and figure 2 below.

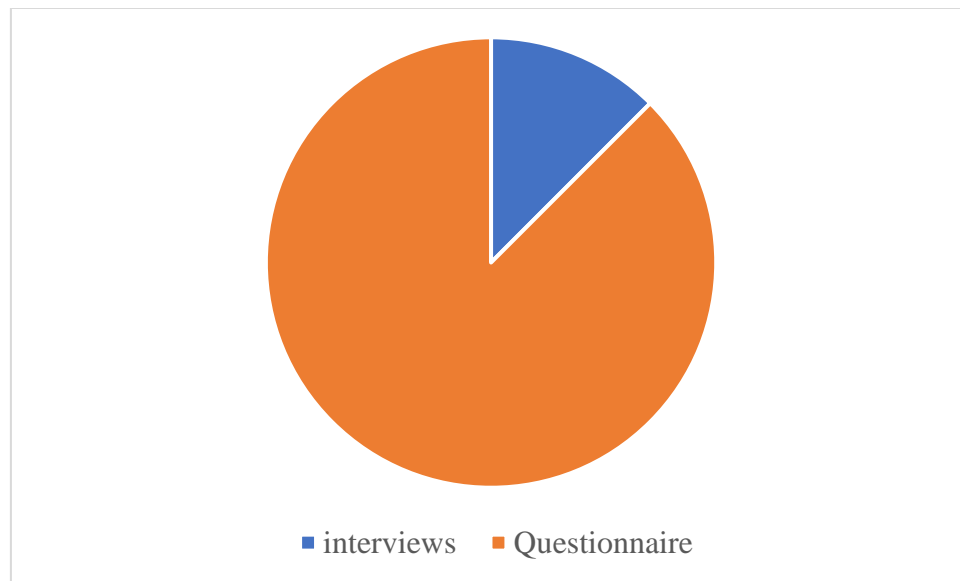
Table 2: Showing the Response Rate

Response rate	Targeted respondents	Respondents that participated	Percentage (%)
Questionnaires	40	35	87.5
Interviews	5	5	100

Source: Primary data 2022

Some of the respondents declined to complete the surveys and did not explain their decision. It was reported that only 35 of the 40 intended questionnaire respondents completed and returned them, and all five intended interview participants got back to the researcher.

Figure 2: Response Rate



Source: Field Data, 2022

An overview of the study's response rate is shown in Figure 2. This response rate shows that information was gathered from enough respondents, hence the data gathered and the conclusions drawn from it may be trusted. For analysis and reporting, Mthuli (2021) states that "a response rate of 50% is appropriate; a rate of 60% is good; and a rate of 70% and above is great." Because of this, the researcher agrees with Asenahabi's suggestion that the survey's findings can be applied to other respondents who did not take part in the study and are indicative of the actual population (2019).

4.3 The Sample's Demographic Characteristics

The characteristics presented include age, gender, level of education, and respondent's year of study. The implication of this study is to provide data regarding research participants and to be able to determine whether the study's participants are an accurate representation of the sample that was used for generalisation (Mthuli, 2021).

4.3.1 Participants by Age

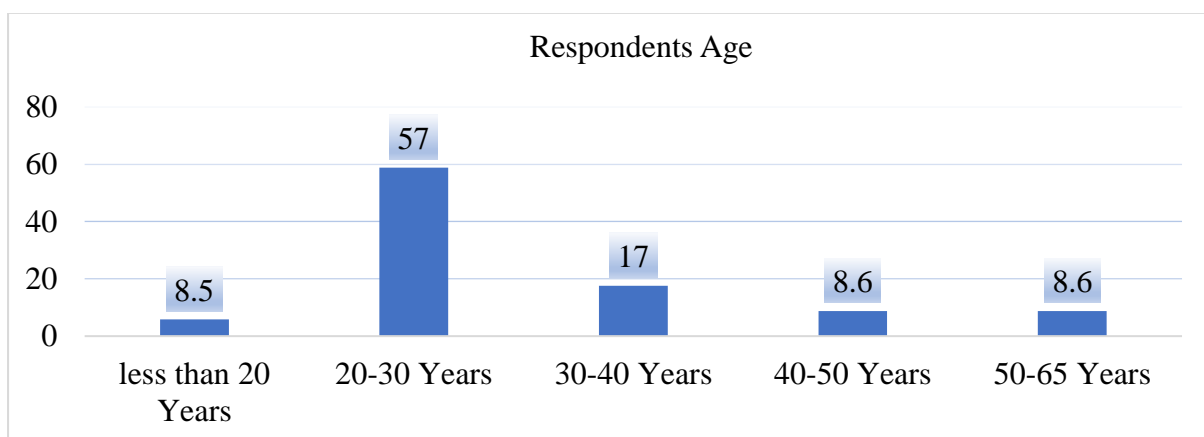
The purpose of the study was to determine how respondents were distributed by age. Table 3 and Figure 3 below reflect the results.

Table 3: Showing distribution of respondents by age

Respondents by age	Frequency	Percentage (%)
Less than 20 years	3	8.5
20-30 years	20	57
30-40 years	6	17
40-50 years	3	8.6
50-65 years	3	8.6
Total	35	100

Source: Primary data 2022

Figure 3: Respondents by Age



Source: Field Data, 2022

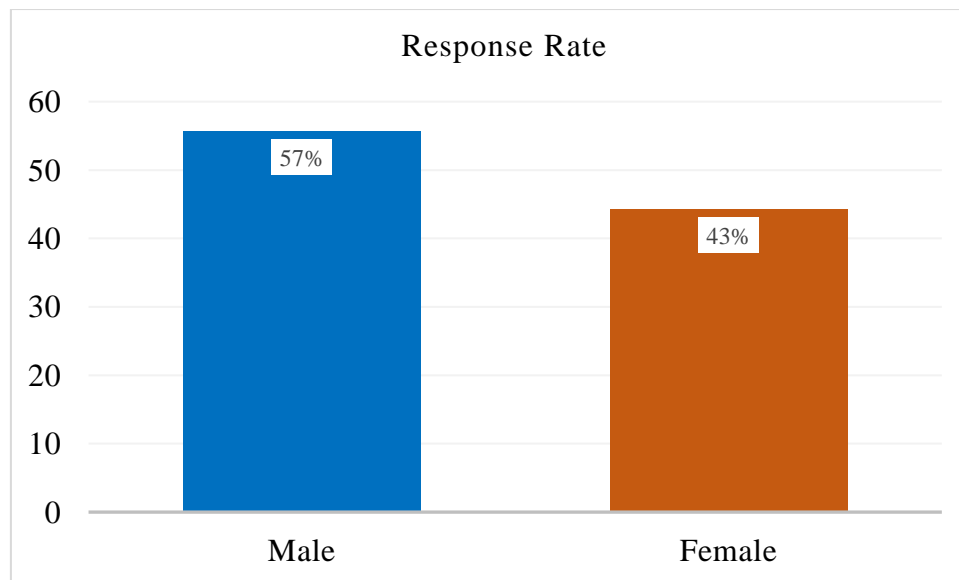
From Figure 3 above, the results showed that most respondents (57%) were in the 20–30 age range, while 17% were in the 30–40 age range. Participants between 20 and 40-years responses percentages were high. Accordingly, these participants were considered a match to provide relevant information in regards to PR influence on MUBS library, it's also worth noting that the utmost respondents are students and staff between 20 and 40 years that use the library frequently and are always conscious of PR impact and influence activities on the MUBS library. The 8.6% were in the 40-50- and 50-65-year age brackets respectively. Since the retirement age is between 60 and 65 years old, there were no respondents over that age. This implied that these low percentages of respondents are mature and are slightly considered to

have infrequent visits to the library as well as being less conscious about the library PR awareness activities or influences on the MUBS library.

4.3.2 Respondents by Gender

The gender of the respondents was collected and the findings are shown in figure 4 below.

Figure 4: Respondents by Gender



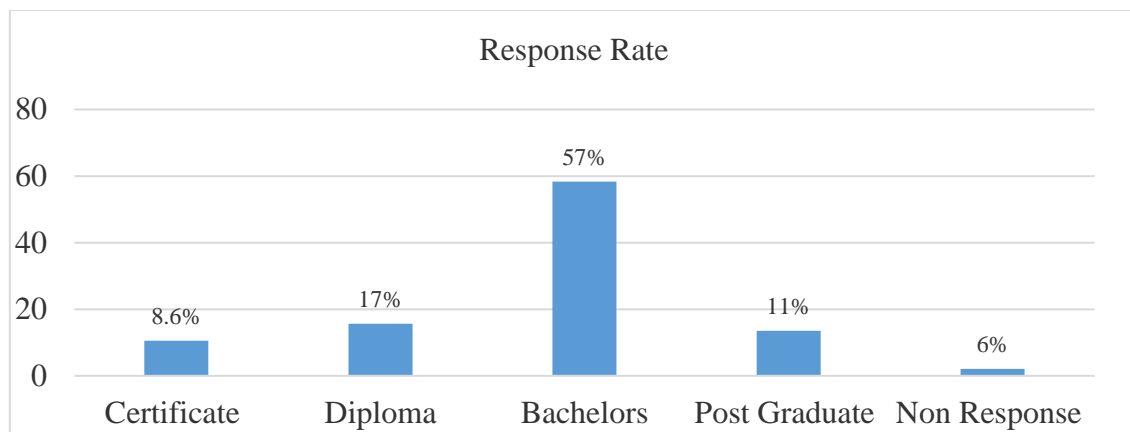
Source: Field Data, 2022

The study findings in Figure 4 above show that most respondents 20 out of 35 (57%) were males, although a substantial number of 15 out of 35 (43%) were females. This shows that a bigger percentage of males offer and get services of PR in the library compared to females. This implies that a bigger number of males are employed and study at MUBS compared to females as illustrated in the bar graph above. This means that the researcher generated more information for the study from the male compared to the female participants.

4.3.3 Respondents by Education Level

The level of education of the respondents who participated in the study was captured and the findings are presented in figure 5 below.

Figure 5: Respondents by Education Level



Source: Field Data, 2022

According to the study's findings (Figure 5), 20 out of 35 respondents (or 57 per cent) possessed a bachelor's degree, followed by Diploma holders six out of 35 (17%), and then Postgraduate level of education four out of 35 (11%), while the certificate holders were three out of 35 (8.6%) only. The non-responses constituted two out of 35 only (6%). This implies that the study was informed by participants with different educational qualifications and most of the participants were learnt and conscious to give information in regards to the influence of PR on the management of LIS at MUBS.

4.3.4 Respondent's Year of education

The year of study at MUBS was another question that respondents were asked to answer, and the results showed that most respondents 16 out of 35 (45.7%) had studied there for between three and five years, while four (11.4%) spent less than two years and less than one year were two, spent (5.7%), six respondents (17.1%) spent less than three years while only seven (20%) opted not to respond to the question. This means that most of the respondents spent three years at MUBS and data regarding PR at MUBS Library was got from the participants.

4.4 Empirical Findings

The study's objectives, which included identifying PR activities, determining the contribution PR made to the library, examining how PR affected the management of the library and information services at MUBS Library, and identifying challenges in carrying out PR activities at MUBS Library, are discussed considering the findings

4.4.1 Objective one: PR Activities Provided by MUBS Library

The research sought to identify the PR activities provided by MUBS Library. The results from various sources, including interviews and document reviews, indicated that PR activities are indeed being practiced. The PR activities investigation study at MUBS library showed that activities are drawn from the need to communicate a new organisational policy, change to an existing policy, an existing scheme or promote a new scheme at the library. Based on the findings gathered from various data collection instruments (interviews, questionnaires, and document reviews). The responses and data indicated the presence and effectiveness of available PR activities that exhibit that library patrons are conscious and know about the available PR activities provided by MUBS library, and are as discussed below:

4.4.1.1 Acquisition and Organizing Materials

During interviews, informants mentioned that PR activities within the approved annual plan involve the acquisition and organizing of materials. The PR team is equipped with the necessary resources to perform these tasks effectively. For example, one interviewee stated,

“... The PR team was successful in clearly communicating management action... hence enabling the library to fully acquire and organize the required materials for patrons.”

However, another interviewee with a background in records management pointed out that while PR may not directly engage in technical activities, it plays a vital role in creating awareness among patrons, which ultimately contributes to acquiring relevant, quality materials and resources to support curricular and research needs.

4.4.1.2 Dissemination of Information

The dissemination of information, a shared activity between PR and the library, involves various strategies such as notice boards, media talks, library exhibitions, online public access catalogues, selective information dissemination, reference services, and library websites.

One of the librarians explicated the dissemination of information elegantly:

“... I think the library can serve its core purpose of providing information materials and services to its patrons by providing information through different forums such as the notice boards, media talks and library exhibitions, Online Public Access catalogue (library.mubs.ac.ug), selective information dissemination, providing reference services by reference librarians, and using the library websites”

Document reviews showed instances where the MUBS library utilised web 2.0 tools such as websites, and social media platforms (Twitter and WhatsApp) used by PR to disseminate information. These methods aligned with the strategies employed by libraries to extend their services to patrons. Furthermore, the study findings indicated dissemination of information involved attending to visitors in a desired manner that is directly related to PR activities provided at MUBS library as depicted in figure 6.



Figure 6: Showing dissemination of information at MUBS library

4.4.1.3 Library Tours and Exhibitions

From the study findings Library orientation or tours (figure 7), included activities such as library week and exhibitions, serve to create a positive public image of the library and introduce

potential users to its collections and services. The interviews highlighted the benefits of these activities, including increased user awareness and utilisation of available resources. One librarian commented:

“...One of the few PR initiatives we do carry out at the library is the organisation of orientations or tours of the library, library week, and exhibitions to draw in more students. These activities are practised to create a good public image of the library at MUBS and introduce potential users for example business and economics researchers to the library, its collections, and other various services offered to stakeholders.”



Figure 7: Library tour conducted by Racheal 2022

4.4.1.4 Conservation and Preservation of Information

Through the questionnaires filled, members of staff commented on PR-related activities provided by MUBS library, the comments indicated the conservation and preservation of information resources. Consequently, the library carried out PR-related activities such as repairs, restoration, deacidification of paper materials, lamination, and providing instructions on the careful handling of library materials. Basing on documents reviews, while there may be limited literature specifically linking conservation and preservation to PR activities, it was evident that these actions contributed to building a positive public image by maintaining well-preserved information resources for patrons.

4.4.2 Objective two: Contribution of PR at MUBS Library

PR is considered a valuable asset for libraries, playing a crucial role in building and maintaining better relationships between libraries and their patrons. It can significantly impact the library's image and success. The study explores the contributions of PR at MUBS Library.

4.4.2.1 Publicising and Marketing Library Services

Interviews with staff members indicated that PR assists library management in publicizing and marketing library services at MUBS. Various campaigns, including social media, signage advertisements, SDI, exhibitions, and CAS, are employed to raise awareness of available library materials. Effective ways for libraries to promote their services and engage the community were discussed, such as media relations, social media, news releases, community events, and partnerships.

4.4.2.2 Improving Communication between Patrons and the Library

Participants emphasized that PR is aimed at improving communications and relationships, both internally and externally, to raise awareness about the library and its services. Tools like signage, brochures, reference librarians, suggestion boxes, and emails were mentioned as means to facilitate communication and gather feedback from patrons. Effective two-way communication is considered essential for fostering patron trust and building a reputable corporate image.

4.4.2.3 Creating Awareness and Publicity

It was reported to the researcher through two interviewees, that the librarians create awareness about the library and its collection among patrons through PR activities, for instance through displaying new books, promotions, and SDI to publicise library services.

Librarians create awareness about the library and its collection among patrons through PR activities, including displaying new books, promotions, and SDI to publicize library services. Various PR strategies, such as using social media, organizing events and programming, and collaborating with media outlets, were discussed as means to create awareness and publicity. These strategies help reach a large audience, inform the public about the library's offerings, and maximize resource utilization.

4.4.2.4 Maintaining Relationships

Through interviews and questionnaires, it was reported that PR maintains relationships between patrons and professional staff at MUBS. PR is pitched towards patron relationships to enhance better services for patrons because it consists of various ways of communication, outward and inward between the library and its public to have a mutual understanding. These benefits contributed through maintaining relationships internally and externally are observed in numerous studies during documentary reviews.

PR maintains relationships between patrons and professional staff at MUBS, contributing to better services for patrons. It facilitates communication and mutual understanding, both internally and externally. Stakeholder engagement and communication are crucial for gaining support and advocacy for the library, and PR strategies like media relations, social media, events, and programming play a role in achieving this. Reputation management is highlighted as a key element of relationship maintenance.

4.4.2.5 Environmental Support

PR provides environmental support by communicating the library's efforts to be more sustainable, such as recycling programs, energy-efficient practices, and partnerships with local organizations focused on environmental conservation. It also educates the community about environmental sustainability and encourages support for these efforts. PR can build positive relationships with environmental-focused groups and enhance collaboration on sustainability projects.

4.4.2.6 Making Services Available Known

PR helps make library services known to patrons and the public through various means, including exhibitions, library week activities, and displays. Creating awareness and educating patrons on the benefits of library services and resources are essential for the success of an academic library. PR practices, such as library displays, exhibitions, book talks, and

publications, attract patrons to the library and encourage the use of available services and resources.

4.4.3 Objective three: PR Influence on Management of LIS at MUBS

4.4.3.1 PR's Contribution to Library Goals and Strategy

One interviewee emphasized the significant contribution of PR to library goals and the university's strategy. She stated:

"... I think PR has convinced students or patrons and the general public to comprehend and be conscious about the library and institution. I believe its influence is achieved through support from the management to determine possible goals, realize objectives, and come up with strategies that are in sync with those of the university strategic plan to make the library part of the prestigious higher learning institute, as well as being a reputable academic brand of MUBS."

4.4.3.2 Bridging the Gap Between the Library and Patrons

Data from interviews and questionnaires revealed that PR plays a vital role in bridging the gap between the library and its patrons. It fosters reciprocal channels of communication, comprehension, acceptance, and cooperation between MUBS library and its public. One respondent stated:

"... Through helping to reciprocal channels of communication, comprehension, acceptance, and cooperation are established and maintained between MUBS library and its public."

PR assists libraries in effectively performing their role of opening the world of knowledge and promoting their services and resources. As Molenda (2020) affirms, PR improves the librarian's relationship with the general public and encourages more people to use its services.

4.4.3.3 PR's Impact on Reports, News Releases, and Publications

Two respondents highlighted the role of PR in various communication efforts, such as writing reports, news releases during library weeks, newsletters, correspondences with other universities and management, booklet texts, radio, and television publicity, publications, and course materials. PR practices, including exhibitions and newsletters, influence the management of LIS by developing tools, methods, activities, and programs that align with the library's purpose and relevancy to patrons.

4.4.3.4 PR Strategies for Awareness and Publicity

Some library staff emphasized the importance of PR strategies aimed at creating awareness and publicity to influence students and patrons to utilize library resources comprehensively. These strategies include organizing and managing press conferences, exhibitions, library weeks, celebrations, and fundraising events to raise awareness of library services. According to Rhoad

(2020), this builds confidence in library and information services by making the public aware of library policies.

4.4.3.5 Multimedia Communication Skills and Audio-Visual Presentations

Two library staff mentioned the role of PR in creating communications using multimedia knowledge and skills. This includes art, photography, and layout for brochures, booklets, reports, institutional advertisements, and periodical publications, as well as the preparation of audio-visual presentations to attract users and publicize library services.

4.4.3.6 Promotion of Rapport Between Staff and the Community

Three respondents noted that PR has promoted rapport between library staff and the community through the distribution of interactive materials and the assessment of public relations. This establishment of better patron relations makes library services better known and appreciated, as supported by Mngutyo *et al.* (2020).

4.4.3.7 Need for Increased PR Awareness

The study found that some respondents were relatively aware of the PR influence on the management of library and information services. The researcher highlighted the need for increased PR efforts in the management of MUBS library to establish a positive library image and foster better relationships between patrons and the library. Ojohwoh (2015) emphasized that PR influences and creates confidence in the available library services by making users and the public aware of, appreciate, and observe the library's policies.

4.4.4 Objective five: Set-Backs to Carrying Out PR Activities at MUBS Library

Theme One: Comments on the Setbacks Involved in Carrying Out PR Activities at MUBS Library

4.4.4.1 Technological Advancement in LIS

One staff member pointed out the challenge of rapidly changing and advancing technology, stating:

“... The general issue that we have here is the ever-changing and advancing technology. In 2001, an integrated library system was implemented, and afterward, the Uganda Scholarly Digital Library was also introduced to improve service delivery. However, it sought the library to adapt and change.”

The continuous advancements in information and communication technologies (ICTs), including software developments and hardware advancements, necessitate ongoing reskilling and adaptation for PR and library professionals. This can pose challenges, especially in underdeveloped countries.

4.4.4.2 Obsolescence of LIS

Two participants expressed concerns about the obsolescence of library services at MUBS library, with one noting:

“... The provision of LIS at MUBS is impeded by various issues, such as library and technical disuse, technological obsolescence, unreliability, rapid changes in materials and information resources access, as well as the increased need for highly competent librarians.”

These concerns stem from the fast-paced internet era, where remote access to information is common, and ICTs require specialized skills. It was noted that some resources and materials are inaccessible to people with disabilities, which could hinder PR activities.

4.4.4.3 Diversity Management Issues

Several participants mentioned challenges in managing diversity, particularly serving users with disabilities and other disadvantaged individuals who struggle to access library resources. While efforts have been made to accommodate these users, some limitations persist.

4.4.4.4 Presence of Unskilled Manpower and Limited Staff

One participant highlighted the need for skilled library and information management experts at MUBS library, emphasising the importance of properly organizing vast information records.

The study identified the challenge of inadequate staff with appropriate qualifications and competencies, leading to work overload and reduced productivity.

4.4.4.5 High Cost of Management of LIS

Budget constraints were raised as a significant issue due to the growing demand for library resources and services. The increased number of students and researchers requires more space, resources, and information materials, which can strain the library's budget.

4.4.4.6 Poor Reading Culture and Resistance to New Changes

The study found that a poor reading culture and resistance to change exist in MUBS and the Ugandan education system in general. Factors such as the non-integration of the library into lower-level school curricula were identified as contributing to this issue. Some students and patrons prefer alternative leisure activities over reading in the library.

4.4.4.7 Alternative to Library Services

Several participants mentioned the emergence of social media platforms and the convenience of obtaining information online as alternatives to visiting the library. They expressed a desire for the library to be renovated and modernized to attract users and compete with these alternatives.

Theme One: Status of Incorporation of PR Activities in the Annual Planning and Budgeting

This was the second theme under the first objective. Through interviews, the respondents were requested to comment on the status of the incorporation of PR activities in the annual planning and budgeting processes at MUBS library. Foundational to this, findings were drawn from the interview comments that were raised by various respondents, for instance, the PR manager said:

...MUBS library has a PR strategy which is aligned with the overall university strategy for the effective implementation of the PR objective.

According to Ozioko, (2019) and Zhu *et al.*, (2019), PR strategies are pivoted on planning as well as budgeting. The authors expound that these involve identifying crucial outcome areas, distinguishing roles, scheduling, and budgeting that can propel PR activities in academic libraries. Consequently, information gathered in documentary reviews of annual reports (Ministerial Policy Statement financial year 2020/21) and strategic plans indicated a proposed budget of 73.790 billion Uganda shillings for central administration that includes the MUBS library, additionally, the report indicates performance target achieved in library affairs such as procurement and subscription of over 6000 reading materials for patrons and organising research symposiums.

PR activities such as conducting awareness programs through digital and print media, and organising symposiums on research and library-related services. Thus, the MUBS library depends on a strategy and budget which normally starts with planning for all the activities to be handled. In essence, “appropriate planning is required to produce favourable publicity for certain library services” (Alansari, 2013). Based on the evidence currently available, it seems fair to affirm that there is a prominence of enumerated activities which suffice to evidence of incorporation of PR support and all its activities in annual plans and budgets.

Theme Two: Tools and Methods Used for Dissemination and Promotion of Awareness at MUBS Library

Rhoad (2020) asserts that PR is a prerequisite for the effective functioning of academic libraries. Requisites such as information dissemination and awareness are at the core and practice, but what are the tools and methods utilised? A decade back, in a descriptive analysis study to investigate PR in academic libraries, Marshall’s (2001) findings indicated student awareness of the PR activities and methods in libraries with the lowest rating of public directors. Latterly, basing on questionnaire’s data gathered and interpreted at MUBS library

indicated awareness and consciousness about tools and methods leveraged for dissemination and promotion of awareness.

Additionally, from the interviews, it was noted from several interviewees, enumerated the use of;” ...*notice boards, official website, public information desk, and brochures*”. This implied that the university disseminates library materials including the display of new and old libraries and information services to create publicity for library resources and services. Molenda (2020) and Igben (2022) propound that PR uses principal methods and tools to communicate with the public through publicity and advertising, he further added similar methods as those listed by respondents.

However, the researcher acknowledged the limitations of the study in identifying various tools and methods, no findings indicated preferred tools that suit the targeted patrons, and most of the respondents indicated tools they know or have thoughts about which left a gap to investigate or addressed by future studies. The study did not go the extra mile to investigate the most used PR tools among librarians since they were out of scope. Therefore, Igben (2022) propounded library PR professionals to ensure they holistically understand the use of effective tools that are well-known by the target audiences.

Conversely, Peacemaker *et al.*, (2016) opine that various PR methods can be leveraged in the promotion of publicity. As the MUBS library is interested in the escalating use of ICTs, the use of web 2.0 platforms that have caught the attention of every field. The findings of the study revealed exhibitions, tours, and issuance of brochures, however, there were very few responses from staff that indicated the utilisation of social media platforms. The findings align with the existing research of Ameen (2015), which revealed an absence of social media use by PR among academic libraries in Lahore, Pakistan. Nevertheless, Ameen and other scholars recommended updating library websites, leveraging social media to enable real-time communication with patrons, use of newsletters, FM radios, newspapers and television channels for a broad coverage of various events, and collections of academic libraries (Marshall, 2001; Ozioko, 2019; Saptaastuti, 2018).

Theme Three: Comments on The Existing Legal Framework Related to The Management of LIS in Uganda

Comment: Weak LIS Legislation

In an extensive dialogue with two members of staff, the researcher sought to understand participants' comments and views on existing legal frameworks in Uganda that are related to the management of LIS. The respondents were part of the library staff, and both were of the same view. One member of staff noted:

...The existing library frameworks are weak and no longer relevant to existing dynamics in the library and information services, the frameworks hinder the effective rendering of PR activities in the library for example the National Library Act, 2003.

Firstly, the management of LIS comprehensively in Uganda is confronting burgeoning challenges due to the existence of outdated laws, policies, regulations, and deluging changes in international laws. Secondly, legislation should provide the necessary structure for LIS institutes to act authoritatively with other agencies which requisites well-established legal and legislative frameworks for guidance (Okello-obura, 2011).

Evidence gathered in documentary reviews from bibliography databases i.e. Google Scholar and Uganda Legal Information Institute (ULII), were suffice to find out how existing legal frameworks affect LIS whilst pinpointing PR aspects. Consequently, the findings of the study noted that existing LIS legislations were erstwhile to address current LIS issues and dynamics for instance those limiting PR effectiveness at MUBS library. Such legislation were revealed in a study that investigated trends in legislation affecting LIS practise in Uganda, Ssekitto (2018) enumerated the Penal Code Act, 1950, The Deposit Library and Documentation Centre Act, 1969, Makerere University Legal Deposit Act, 1965, The Press and Journalistic Statute, 1995 and National Library Act, 2003.

Several legislations related to the management of LIS in Uganda indicated that the legal framework is primarily governed by the National Library Act, 2003 (*National Library Act*, 2003). This act establishes the National Library of Uganda as the national library and central library service and provides for the establishment and management of public, academic and specialised libraries (National Library of Uganda, 2021).

Conversely, given an array of LIS legislations affecting practises such as PR. There has been a shift towards international legislations and guidelines for instance The UNESCO Library

Charter adopted in 1994, that sets guidelines for the development of LIS in member countries; The International Federation of Library Association and Institutions (IFLA) statement on Free Access to Information and Freedom of Expression, adopted in 1996; The IFLA Statement on International Freedom, 1997; The IFLA statement on Privacy and Confidentiality, 2011; and The IFLA statement on the Digital Divide, 2002 (IFLA, 2022). All these international agreements and guidelines are designed to promote free access to information and to protect the rights of library and information service users. They also provide a framework for international cooperation and collaboration in the field of library and information science. Moreover, they are in harmony with the LIS legal regime of Uganda. These contentions align with those of Ssekitto (2018) who observed an embracement of international LIS legislation by several countries signing and agreeing to international legislation.

Overall, the existing legal framework in Uganda appears to provide a solid foundation for the establishment and management of LIS. However, the effective implementation and enforcement of the laws and regulations are also important to ensure that LIS can provide patrons with the resources and services they need, hence shining out PR effectiveness at MUBS library.

Theme Four: Comment on the Existing Budget for Library and Information Services

Respondent six noted that MUBS library comes up with a budget every financial year which helps in guiding them in collection development, acquisition of materials, and management of the library. One person had this to say;

...The money allocated for the library is never enough due to the fluctuation of prices, limited budget for the library and changes in demand from patrons.

Documentary reviews of past financial year budgets for MUBS, indicate allocation of over 20 billion Uganda shillings for the years of 2019/20, 2020/21, 2021/2022 and 2022/2023 with proposed budget of 73.790 billion Uganda shillings allocated to central administration which handles library affairs at MUBS. The Ministerial Policy Statement of 2021/2022 only indicated subscription of over 400 and purchase of 6000 reading materials. There were no traces of PR related activities involved in the budgets of the library. Nevertheless, evidence indicates increases in funding however, findings from the study revealed the allocation of low budgets that are not enough to cater for fluctuating market prices for commodities and services.

Tyas (2017) observed that LIS are important for the education and personal development of individuals, and adequate funding is essential for these services to operate effectively. Without

sufficient funding, libraries may not be able to provide the resources and services that patrons need, such as new books, technology, and programming (Putri, 2018).

Resonating literature indicates several ways in how PR has influenced budgets for LIS in academic libraries. According to Putri (2018), academic libraries that effectively communicate the value of their services to stakeholders are more likely to receive increased funding and support. Ozioko (2019) noted establish of partnerships and collaboration with organisations such as local businesses and archives that can ultimately lead to increased funding and support for the library. Libraries can use PR to lobby for budget *allocation* by communicating with its stakeholders.

Finally, it is revealed that the budget is low and insufficient to cater for all library, information, and services for MUBS library, however, PR can be utilised as a holistic strategy to increase and lobby for financial support from various stakeholders such as parent institution, government, and donors.

4.5 Discussions of the Research Findings

4.5.1 PR Activities Provided by MUBS Library

The study revealed that MUBS Library employed various PR activities to enhance its public image and promote library services. These activities included dissemination of information, library tours, exhibitions, and conservation and preservation of information resources. PR activities are seen as vital for creating a positive library image and ensuring the availability of materials and services. This aligns with Rhoad's (2020) observation that coordinated PR efforts play a crucial role in maintaining a positive library image. Moreover, Molenda's (2020) findings suggest that PR indirectly contributes to material acquisition and organization by increasing demand for relevant resources. The study's focus on PR e-marketing strategies and events like seminars and book exhibitions resonates with the literature (Arshad *et al.*, 2021; Ameen, 2015).

The practice of dissemination of information, a core PR activity, is highlighted as a shared endeavour between PR and the library. Engaging in positive interactions with library patrons is noted as an essential component of PR's role, reinforcing the importance of communication in building relationships and trust (Ameen, 2015). The integration of library tours, exhibitions, and orientations as PR activities aligns with the literature's emphasis on these initiatives for promoting library resources and services (Mngutyo *et al.*, 2020; Siegfried, 2018). Library tours, in particular, offer a means of introducing potential users to available resources and services, reflecting the significance of these PR activities (Saptaastuti, 2018).

The study also uncovers the conservation and preservation of information resources as part of PR-related activities, although such practices are not frequently associated with PR in the literature. This observation raises the question of whether conservation and preservation activities are intrinsic to PR or a supportive measure undertaken by the library to enhance its public image. The synergy between PR and the library's efforts to holistically preserve and conserve materials is emphasized, highlighting the potential benefits of this approach in building a positive public image (Ojohwoh, 2015). This aligns with prior research that underscores the positive image created through the conservation of knowledge and protection of information resources (Oyeniya, 2019). Overall, these findings suggest that PR activities at MUBS Library encompass a broad spectrum of initiatives aimed at enhancing its public image and facilitating access to resources and services, aligning with established best practices in library PR.

4.5.2 Contribution of PR at MUBS Library

PR activities were found to make significant contributions to the management of the LIS at MUBS. Participants acknowledged PR's role in creating awareness, publicising library services, and making library resources known to patrons and the public. PR was seen as a means to bridge the gap between the library's goals and those of the university, aligning its reputation with the institution. Moreover, PR was recognised as a tool for promoting environmental initiatives and sustainability programs. These findings underscored PR's role in promoting library services, engaging the community, and fostering partnerships, all of which contribute to the positive management of LIS.

Firstly, PR contributes to publicising and marketing library services, enhancing awareness among patrons, and strengthening the library's public image, consistent with Hines *et al.*'s (2019) multifaceted PR strategies. Furthermore, PR fosters improved communication, serving as a bridge between patrons and the library, aligning with Putri's (2018) assertion that PR is fundamentally about relationship management through effective communication. This two-way communication facilitates feedback, nurtures trust, and bolsters the library's image. Additionally, PR efforts create awareness and publicity about the library's offerings, as indicated by library displays, exhibitions, and events, resonating with Tyas's (2017) perspective on the role of library professionals as PR officers. By embracing various PR strategies, such as social media and community events, libraries like MUBS can effectively showcase their services and engage with the public, reinforcing the library's role as a vital community resource (Saptaastuti, 2018; Wu & Yang, 2022). Moreover, PR helps maintain relationships between the library and its patrons, cultivating stakeholder involvement and support, as demonstrated by Wu & Yang's (2022) emphasis on good stakeholder communication. These relationships extend beyond patrons to encompass external partners and organizations, offering collaborative opportunities and access to additional resources and services (AlAwadhi & Al-Daihani, 2019). PR also plays a role in reputation management, crucial for academic libraries, by ensuring that a library's image remains positive and addressing any issues promptly (Winata *et al.*, 2021; Wu *et al.*, 2020). Lastly, PR contributes to environmental support, allowing libraries like MUBS to raise awareness about sustainability initiatives, engage the community in environmentally conscious practices, and collaborate with organizations focused on conservation efforts (Nkechi *et al.*, 2019; Ottman, 2017). In summary, the findings underscore the multifaceted role of PR in libraries, emphasizing its significance in building and maintaining relationships, improving communication, and

enhancing the library's image and community impact, which aligns with the objectives of academic institutions like MUBS.

4.5.3 PR Influence on Management of LIS at MUBS

The study elucidated that PR wields a substantial and strategic influence on the management of LIS at MUBS. Participants underscored several key facets of this influence, shedding light on PR's pivotal role in shaping the trajectory of the library.

Firstly, PR emerged as a crucial instrument in aligning library goals with the broader objectives of the university. By fostering awareness and understanding among students, patrons, and the general public, PR ensures that the library becomes an integral part of the prestigious higher learning institute, solidifying its position as a reputable academic brand of MUBS. This strategic alignment underscores the importance of PR as a tool for academic libraries to remain relevant and effective within the institutional landscape (Saptaastuti, 2018).

Secondly, PR proven to be instrumental in enhancing communication and nurturing relationships between the library and its diverse stakeholders. The establishment of reciprocal channels of communication, comprehension, acceptance, and cooperation has not only bridged the gap between the library and its patrons but also enriched staff-patron interactions. This harmonious relationship is in line with the broader understanding of PR as a means to improve relationships and encourage more people to utilize library services (Molenda, 2020).

Thirdly, PR played a pivotal role in staff development by cultivating the necessary skills and knowledge among library personnel. By enabling staff to create multimedia communications, develop reports, newsletters, and effectively participate in various PR strategies, the library is better equipped to fulfil its mission and engage with patrons more comprehensively. This aligns with the broader goal of libraries to provide efficient services and enhance staff competencies (Rhoad, 2020). Additionally, PR emerged as a mechanism for creating confidence in library services and improving the library's image. Through strategies such as exhibitions, newsletters, and other PR initiatives, the library can effectively publicize its policies and services, ultimately enhancing its reputation and attracting more patrons. These findings underscore the importance of PR in maintaining a positive library image and ensuring that users are aware of and appreciate the library's offerings (Saptaastuti, 2018).

In conclusion, the study's findings illuminated PR's multifaceted and strategic role in shaping the management of LIS at MUBS. PR's ability to align goals, enhance communication, develop staff skills, and bolster the library's image positions it as a critical management function within

the library's operations, contributing to its success and prominence within the university. These findings resonate with the broader understanding of PR as a strategic tool in library management, emphasizing its role in fostering positive relationships, staff development, and the effective delivery of library services (Molenda, 2020; Saptaastuti, 2018).

4.5.4 Set-Backs to Carrying Out PR Activities at MUBS Library

The study discerned several significant setbacks in the execution of PR activities at MUBS Library. These challenges encompassed a spectrum of issues, reflecting the intricate landscape libraries navigate in the contemporary information age.

Foremost among these impediments is the rapid pace of technological advancement. As libraries endeavour to remain relevant and responsive to evolving user needs, the challenge of keeping pace with emerging technologies looms large. Failure to adapt could render LIS obsolete, highlighting the imperative of harnessing technology to enhance library services (Amini *et al.*, 2021). Obsolescence of LIS systems further compound the challenges faced by MUBS Library. Outdated systems and practices hinder the library's ability to meet the demands of modern patrons, necessitating investment in the revitalization of LIS infrastructure to ensure efficiency and efficacy (Khan & Parveen, 2020).

Diversity management issues represented another formidable obstacle. The library must grapple with catering to a diverse patron base with distinct needs and expectations. Sensitivity to these variations is imperative to ensure that PR activities are inclusive and resonate with all segments of the user community. Staff training and development in this regard are crucial for effective diversity management (Ozioko, 2019). Furthermore, unskilled manpower and limited staffing levels emerge as practical challenges in executing PR activities. Ensuring that library staff possesses the requisite skills to engage in effective PR is fundamental, highlighting the need for training initiatives to bridge skill gaps. Additionally, budget constraints present a recurrent hurdle in many library settings, and MUBS Library is no exception. Adequate financial resources are pivotal for the successful execution of PR activities, necessitating innovative approaches to secure funding and optimize resource allocation (Hawamdeh, 2010).

Poor reading culture among patrons poses a unique challenge for MUBS Library. Promoting a culture of reading and information utilization is integral to the library's mission. The library must invest in initiatives that encourage and cultivate a robust reading culture within the academic community. Resistance to change is a human factor that libraries must navigate. Implementing new PR strategies and adapting to evolving technologies can be met with

resistance from staff and patrons alike. Managing change effectively through communication and change management strategies is vital to overcome this hurdle. Lastly, the presence of alternative sources of information in the digital era adds complexity to the library's role. Libraries must compete with a myriad of digital platforms and sources. They must demonstrate their unique value proposition to remain relevant (Cox *et al.*, 2018).

In the context of existing literature, these findings align with broader discussions on challenges in library management. Libraries must continually adapt to technological advancements to avoid obsolescence and ensure their relevance. Addressing diversity management issues, enhancing staff skills, securing adequate budgets, and promoting reading culture are all recognized challenges. Additionally, libraries must navigate the changing information landscape and competition from alternative sources of information (Essien *et al.*, 2021; Khan & Parveen, 2020; Amini *et al.*, 2021; Ozioko, 2019; Hawamdeh, 2010; Cox *et al.*, 2018). These identified challenges collectively underscore the multifaceted nature of library management in the modern era. Overcoming these obstacles demands strategic planning, adaptability, and innovative solutions to ensure that PR activities are executed effectively, and libraries remain vibrant and responsive institutions within their academic communities.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary, conclusion and recommendations arising from the study findings that were guided by the specific objectives. The summary, conclusion and recommendations are presented according to the research objectives of the study.

5.2 Summary of the Study Findings

5.2.1 PR activities at MUBS library

The study findings revealed several PR activities at MUBS library under the first objective. The study established the following:

Acquisition and organising of information materials; disseminating of information as per the work plan using the official website and library exhibitions; promoting of awareness and publicity through the official website, notice boards, newsletters, magazines, graduation events, media talks, University Library exhibitions, public information desk, communication week, social media platforms, press agents, lobbying, advertising and press release; creating a good image of the library by communicating well with clients to keep them updated; reviewing of user requirements and preparation of activity plan in line with the existing strategies, providing of information materials, displaying of new information materials, disseminating of information for users, conserving of information, and creating a good image of the library.

5.2.2 Contributions of PR in MUBS library

The findings of the study revealed numerous contributions of the PR at MUBS library which included the following:

PR assists management in publicising and marketing library services at MUBS library to create awareness; library professionals create awareness of the library among patrons through the use of PR activities at MUBS by depending on displays, promotions to publicise the library services; maintaining good joint communications at MUBS library with the public and better relationships between patrons and staff at MUBS library to enhance good service delivery; PR helping provide environmental support due to the communication provided to gain public understanding to be able to avail the right information to the right patrons, and library services can get known to the patrons and public due to publicity done to attract users by depending on PR that creates awareness among users.

5.2.3 Influence of PR on the Management of LIS at MUBS library

The study findings revealed the influence of PR on the management of library and information services at MUBS Library as below;

- a) PR established and maintained mutual lines of communication, and understanding and has helped libraries to promote their services leading to the utilisation of the services.
- b) PR helped in publicity, advertisements, and writing reports which have created awareness of information services in libraries.
- c) Arranging and managing press conferences, exhibitions, and library week done by the PR team. It has helped libraries to organise big events and improve library image.
- d) Creation of communications using multimedia knowledge and skills eg photography, brochures, and report publications to attract users and publicise the library services.
- e) Management representatives have been prepared for dealing with the media.
- f) Determining needs, priorities, goals, and objectives done in collaboration with management or clients in solving problems by the PR team.
- g) The PR team has supported the library in contacting media houses with the intent of getting them to publish or broadcast news about the library.

5.2.4 Setbacks to carrying out PR activities at MUBS library.

The study findings revealed several setbacks in carrying out PR activities at MUBS such as;

- a) Technological advancement; the study revealed that the biggest percentage of the staff and students noted technological advancement in library and information services because the users prefer using ICT than libraries.
- b) Obsolescence of library and information services; few participants noted obsolescence of library and information services.
- c) Diversity management issues; few participants revealed diversity management issues for example serving the disability users and disadvantaged persons who cannot access library and information services.

- d) High costs of management of the Library and Information Services with the existing budget for library and information services which is never enough, funding is limited.

Nwaohiri (2013) agreed that no doubt funding is a prerequisite for effective management of libraries in a digital age.

5.3 Conclusion from the Findings

Based on the study findings, several conclusions were drawn from the findings:

5.3.1 Public relation activities at MUBS Library

The conclusion drawn from the findings of the first objective show that there is a need to support PR staff to effectively perform their core mandate to facilitate the effective management of library and information services, need to support planning, budgeting, implantation, reporting and monitoring of activities as per the rules and procedures at MUBS library. To clearly identify user requirements, ensure proper and timely organization and acquisition, regularly review tools for dissemination and promotion of awareness and publicity to be able to create a good image of the library.

PR activities are aimed at generating increased support and patronage in the library. It enables communicating a positive image of the library, and promotional materials available and services. It, therefore, is worth noting, that MUBS library plays a sole of PR officers as well by advertising the library services and blowing the library's trumpet. PR is crucial and significant in university libraries such as MUBS, consequently, contributing to the promotion and growth of the library to the target groups due to massive awareness programmes, publicity and relationships built through user influence.

5.3.2 Contribution of Public relation at MUBS Library

The study concludes that MUBS library professionals play a role of PR officers as well by advertising the library services and blowing the library's trumpet through the provision of information and disseminate the already acquired information to serve users among others.

PR is an important issue in libraries and should be supported. It's presence in university libraries like MUBS can contribute to the promotion of the library to the target groups due to creating awareness, publicity and relationships built with users. It also provides environmental support through communication to gain public understanding so as to avail the right information to the right users.

5.3.3 Influence of PR on management of LIS at MUBS Library.

The study concludes that proper assessment of the influence of PR on the management of library and information services in terms of staffing level and budgetary support will improve the management of library and information services at MUBS library. It was concluded that MUBS should therefore be encouraged to improve on management core functions to incorporate PR activities to ensure effective management of library and information services.

5.3.4 Setbacks to carrying out PR activities at MUBS Library

However, several setbacks to carrying out PR activities at MUBS library were raised by patrons and staff such as; Weak legal and legislative framework, technological advancement in library and information services, obsolescence of library and information services, diversity management issues, presence of unskilled manpower, high cost of management of library and information services, poor reading culture, resistance to new changes, alternatives to library services with the limited budget.

Considering the above, it was concluded that MUBS should therefore be encouraged to find lasting solutions to setbacks in carrying out PR activities at Makerere University Business School, Kampala to improve service delivery.

5.4 Recommendations of the Study

The researcher makes the following recommendations following the findings of the study.

5.4.1 Timely planning and Budgeting

MUBS should urge the PR unit to make annual plans of the required materials at the start of each financial year so that they can be consolidated in the MUBS overall plan to enable proper budgeting and timely purchase of the required items for MUBS library, provide training to PR staff of MUBS to be able to conduct PR activities as this will improve effective management of library and information services.

5.4.2 Intensifying PR campaigns

MUBS management should intensify advertising, lobbying, educational programmes and publicity in addition to conducting open access, library week and organise special events in communication with its public, improve communication between staff and students through the use of social media, online displays and exhibitions of library materials, produce better and

eye-catching brochures and flyers and use of e-learning, MUBS management to devote more time in use of library exhibitions, social media such as blogs, Facebook and Twitter to improve on service delivered.

Management of MUBS should intensify its efforts in the acquisition and organising of materials, dissemination of materials, promotion of awareness and publicity, research and development as methods to deliver public relations activities and need to support PR staff to effectively perform their core mandate.

5.4.3 Staff training and development

Library management should equip library professionals with basic skills in the field of PR through seminars, and workshops and this will help librarians in discharging their duties effectively.

5.4.4 Technological change and Adaptability

MUBS library needs to adapt to new changes in technology if they are to remain up to date in availing services to patrons to improve on service delivery due to being in the 21 century where technological advancement involves mobile applications, use of social media to remain relevant due to competition with other sources of information. MUBS should recruit qualified PR staff with adequate training and mentorship to be able to support the effective management of library and information services and introduce refresher training programs to remain up to date.

5.4.5 Lobbying for Financial Support

MUBS library should lobby for support due to the limited budgetary support. There is a need to attract partnerships with national and international research firms to increase funding and collaboration and to look for avenues to create awareness or promotional activities among library users to reverse poor reading culture, resistance to change and the need for student orientation.

5.4.6 Strengthening Legal Frameworks and Policies

MUBS management needs to improve on the weak legal and legislative framework by management engaging other educational institutions, the Ministry of Education and Sports and

all stakeholders to lobby parliament and executive to review and update the existing legal framework related to the management of library and information services in Uganda.

5.4.7 Strategies

Different strategies like reorientation of patrons and the society to be adopted to enhance service delivery and librarian's image on the relevance of the library, provision of adequate infrastructure, provision of materials that are relevant to the library patrons and provision of user education.

5.5 Areas for further study

More evaluation research should be done, with a focus on evaluating the efficacy of present PR strategies in public libraries in Uganda. Such research should use a qualitative approach to investigate the reasons for the absence of plans, policies, strategies, and guidelines for PR aspects in librarianship specifically academic and public libraries.

Additional research should concentrate on how to employ digital tools available online and how laws affect public awareness of libraries.

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APPENDICES

Appendix A: Introduction Letter to MUBS.



UGANDA CHRISTIAN UNIVERSITY

A Centre of Excellence in the Heart of Africa

Research Ethics Committee (UCU REC)

11-06-600-000156

2nd July, 2019

The Principle Investigator,
Akurut Racheal,
+256(0) 773189889
akuruxs@yahoo.com

Dear Racheal,

RE: UCU-REC APPROVAL OF AKURUT RACHEAL

In response to your REC application Proposal, the Research Ethics Committee (REC) of UCU wishes to acknowledge approval of your proposal and allow you to proceed with data collection. This also serves as an introductory letter acknowledging you (Akurut Racheal) as a UCU student registration number S17M/63/034 pursuing a Masters degree in Library and Information Studies.


The Committee acknowledges that your work involves interaction with human participants and therefore needs to be sensitive to them as further recommendations were shown in the report. You are required to follow the ethical guidelines as suggested in the proposal. You also need to refer to the UCU Academic Research Manual with the guidance of your supervisor.

The approved Proposal is entitled *"Influence of Public Relations upon the Management of Library and Information Services at Makerere University Business School"* of which you are the Principal investigator.

Approval is valid for a period of two years failure of which will require you to resubmit. Your work is under the supervision of Prof. Isaac M.N. Kigongo Bukenya.

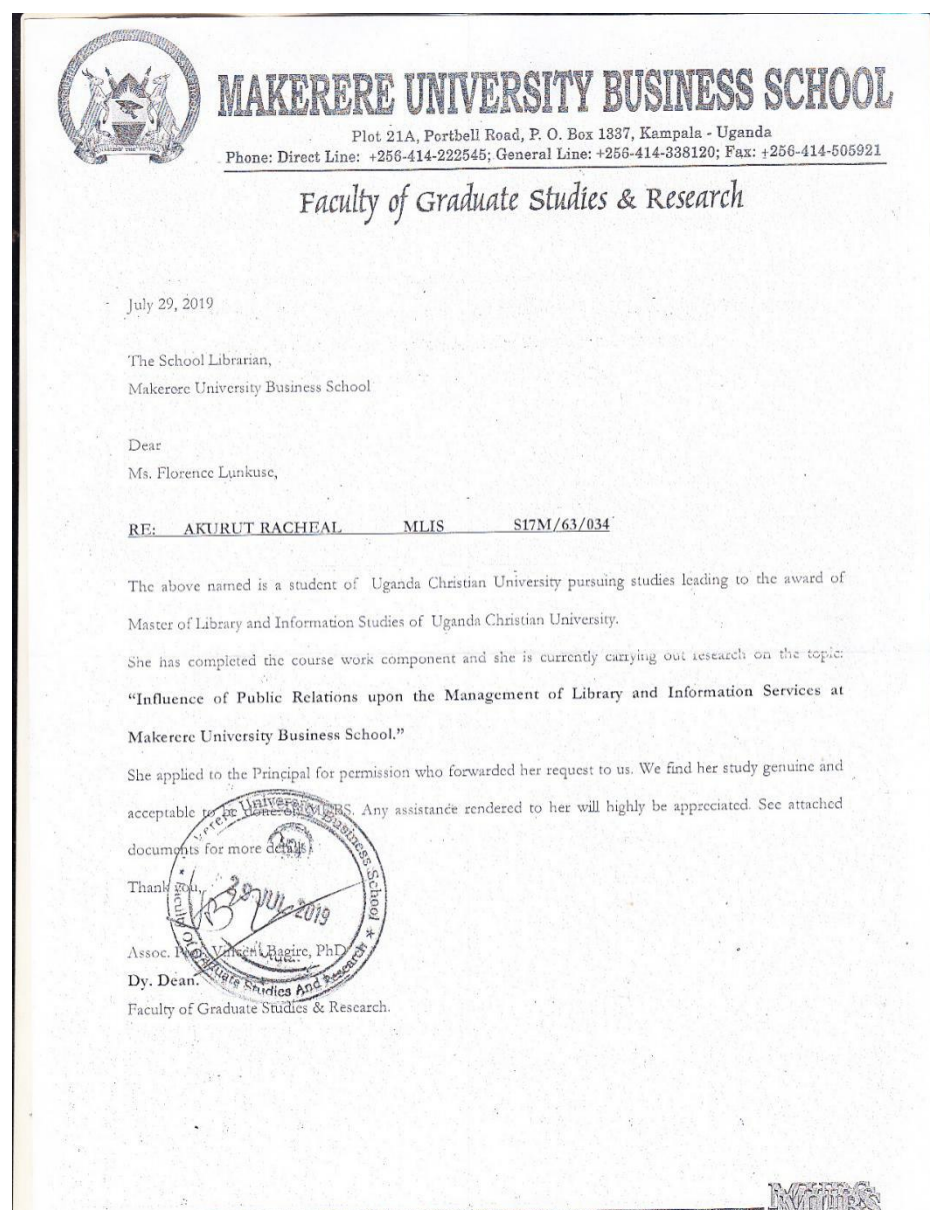
Thank you for your cooperation.

Yours faithfully,


For Chair;
Ahimbisibwe Osborn
Research Ethics, UCU
rec@graduate.ucu.ac.ug



Appendix B: Acceptance Letter from MUBS, Kampala, Uganda



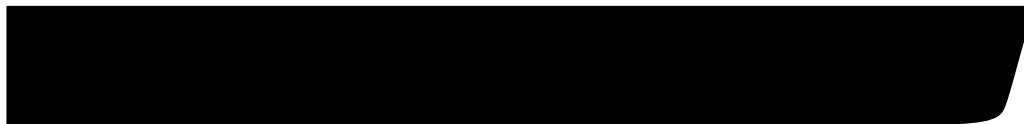
Appendix C: Consent Form for Participants

UGANDA CHRISTIAN UNIVERSITY



School of Research and Postgraduate Studies

“A Centre of Excellence in the Heart of Africa”



Influence of PR on the management of Library and Information Services at MUBS Library.

I have read the **Information Sheet for Participants** for this study and have had the details of the study explained to me. My questions about the study have been answered to my satisfaction, and I understand that I may ask further questions at any time.

I also understand that I am free to withdraw from the study at any time or to decline to answer any particular questions in the study. I agree to provide information to the researchers under the conditions of confidentiality set out on the **Information Sheet**.

I agree to participate in this study under the conditions set out in the **Information Sheet** form.

Signed: _____

Name: _____

Date: _____

Researcher's Name and contact information: Racheal Akurut- 0773189889

Supervisor's Name and contact information: Dr. Sarah Kaddu- 0702983837

Appendix D: Interview guide for Makerere University Business School Staff Respondents

Dear respondents,

I am Akurut Racheal, researching “The Influence of PR on the Management of Library and Information Services at MUBS”. I am interested in examining the influence of PR on the Management of Libraries and Information Services. I therefore kindly request you to candidly participate in this academic interview by answering the following questions.

Section A: Public relation activities at MUBS library

What is your view on PR activities at MUBS library?

What is your opinion on whether PR activities are incorporated into the annual planning and budgeting processes at MUBS library?

Comment on the available dissemination and promotion tools and methods at MUBS library.

Section B: Contribution of public relation to MUBS library

What is your view on PR at Makerere Business School Library?

Comment on the contribution of PR at MUBS Library.

Section C: Influence of PR on the management of Library and Information Services at MUBS Library

What is the influence of PR on the effective management of library and information services at MUBS library?

Comment on the specific support offered by PR at MUBS Library.

Comment on how PR influences the management of library and information services.

Section D: Setbacks in carrying out PR activities at MUBS library.

Comment on the setbacks in carrying out PR activities in the management of library and information services at Makerere Business School Library.

What is your opinion on the existing legal framework related to management of services?

Comment on the existing budget of the library.

Appendix E: Questionnaire for staff of Makerere University Business School

TOPIC. Influence of PR on the management of library and information services at MUBS Kampala.

Dear respondents,

I am a student at UCU Mukono. I am undertaking a study on the Influence of PR on the Management of Library and Information Services at MUBS library Kampala. You are humbly requested to spare the same time and respond to the questions below; your cooperation is highly appreciated. All responses will be treated confidential and for this research only. Fill in or tick when appropriate.

Yours faithfully,

AKURUT RACHEAL

SECTION A BIODATA:

1. Age

In which age bracket do you fall?

0-20 Years	20-30 Years	30-40 Years	40-50 Years	50-65 Years

2. Gender.

Male	Female	Others (specify)

3. Respondents' Level of Education

Certificate	Diploma	Bachelors	Postgraduate	Others (specify)

4. In which faculty/department do you work?

Graduate studies and research	Commerce	Management	Vocational & distance	Accounting and Informatics

5. How long have you worked in this organisation

Less than 3 years	3-5 years	5-7- years	7-10 years	Above 10 years

SECTION B: GENERAL QUESTIONS ON THE STUDY OBJECTIVES

Objective 1: PR activities at MUBS Library	Comment
Comment on the PR activities at Makerere University Business Library?	
Comment on the status of incorporation of PR activities in the annual planning and budgeting processes	
Comment on the dissemination and promotion of awareness tools and methods used at MUBS Library	
Objective 2: Contribution of PR to MUBS Library	
i. What is your view on PR	
ii. Comment on PR contributions at MUBS Library	
Objective 3: Influence of PR on the management of library and information services at MUBS Library	

Comment on the influence of PR on the effective management of library and information service at MUBS	
Comment on the specific support offered by PR at MUBS Library	
Comment on the extent of the influence of PR on management decision-making at MUBS.	
Objective 4: Set back in carrying out PR activities at MUBS	
Comment on the set-backs in carrying out PR activities at MUBS	
Comment on the existing legal framework related management of library and information services in Uganda	
What is your comment on the existing budget for library and information services	

Thank you for your time.

Appendix F: Questionnaire for students of Makerere University Business School

TOPIC. Influence of public relations on the management of library and information services at MUBS Kampala.

Dear respondents,

I am a student of UCU Mukono. I am undertaking a study on the Influence of Public Relation on the Management of Library and Information Services at MUBS Kampala. You are humbly requested to spare some time and respond to the questions below; your co-operation is highly appreciated. All responses will be treated confidential and for the purpose of this research only. Fill in or tick when appropriate. Yours faithfully,

AKURUT RACHEAL

SECTION A BIO-DATA:

1. Age

In which age bracket do you fall?

0-20 Years	20-30 Years	30-40 Years	40-50 Years	50-65 Years

2. Gender.

Male	Female	Others (specify)

3. Respondents' Level of Education

Certificate	Diploma	Bachelors	Postgraduate	Others (specify)

4. Respondents' study programme

Day	Evening	Weekend	Distance	Others (specify)

5. In which faculty/department do you study?

Graduate studies and research	Commerce	Management	Vocational and distance	Accounting and Informatics

6. Respondents year of study

Less than 1 year	Less than 2 years	3 years	3-5 years	Others (specify)

SECTION B: GENERAL QUESTIONS ON THE STUDY OBJECTIVES

Objective 1: PR activities at MUBS Library	Comment
Are there any PR activities? Comment on the PR activities at Makerere University Business Library.	
Comment on the status of the incorporation of PR activities at MUBS Library	
iii. Comment on the dissemination and promotion of awareness tools and methods used by MUBS Library	
Objective 2: Contribution of PR to MUBS Library	

i. What is your view on PR	
ii. Comment on PR contributions at MUBS	
iii. Comment on the methods applied by PR in reaching out to students in MUBS.	
Objective 3: Influence of PR on management of library and information services at MUBS Library	
Comment on the influence of PR on library and information service at MUBS	
ii. Comment on the specific support offered by PR staff at MUBS	
iii. Comment on the extent of the influence of PR on library and information services.	
Objective 3: Set-back in carrying out PR activities at MUBS	
i. Comment on the set-backs likely to be experienced in carrying out PR activities at MUBS.	
ii. What is your comment on provision of library and information services at MUBS.	

Thank you for your time

Appendix G: Krejcie & Morgan, 1970, Table, Amin (2005)

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: "N" is population size
"S" is sample size.

Source: Krejcie & Morgan, 1970

Retrieved from [http:// www.kenpro.org/sample-size-determination-using-krejcie-andmorgan-table](http://www.kenpro.org/sample-size-determination-using-krejcie-andmorgan-table).

Appendix H: Documentary Review Checklist

S/N	Documents	Comments
01	MUBS Strategic plan	
02	Departmental annual plans	
03	Magazines, diaries, Brochures and flyers	
04	Annual reports	
05	PR unit's documents	
06	Records and Archives Act, 2001	
07	MUBS Human resource manual	
08	The organ gram for the MUBS structure	

Appendix I: Administering questionnaires

The researcher administered questionnaires



Appendix J: Researcher conducting interviews

