RESOURCES AS PREDICTORS OF SERVICE PROVISION IN GAUTENG PROVINCIAL GOVERNMENT (GPG) LIBRARIES

By

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DECLARATION

I, Dibuleng Elizabeth Mohlakwana, student number 33870586, declare that the thesis titled *Resources as predictors of service provision in Gauteng Provincial Government (GPG) libraries* is my own original work and that all sources that I used or quoted have been indicated and acknowledged by means of complete references.

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DEDICATION

To God be the glory! I dedicate this research to God Almighty, who made the successful completion possible.

To my son, Tsepo Tsolo-Mohlakwana, and my family: thank you for your unwavering belief in me.

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ABSTRACT

The scarcity of financial resources often poses challenges for organisations in both the private and the public sector, which require productive (tangible) resources, in order to thrive. Organisations are developing innovative and cost-effective methods to secure productive resources that are needed to drive performance. Special libraries in the public sector face the same pressures that resulted in some of them being overwhelmed by poor resources.

The purpose of the study is to determine the levels of resources available to the libraries in the Gauteng Provincial Government (GPG) and the extent to which tangible resources can predict information service provision in GPG libraries. The theory of the firm and the resource-based view (RBV) theory were used as theoretical framework to support the study. The study addresses the identified gap of resource adequacy in special libraries by measuring adequacy from the perspective of those responsible for exploiting the resources, instead of the library services (the output) and library users. This approach differs from those in similar studies, which measured adequacy from the perspective of consumers.

The study adopted a positivist philosophical assumption, using a quantitative research approach, with questionnaires and interviews as the data collection tools. The population of the study involves all the library officials of the libraries in Gauteng Provincial Government departments, including management. Due to the nature and size of the target population, there was no need for sampling. A total of 30 respondents for both quantitative and qualitative data, participated in the study.

In order to achieve acceptable levels of validity of collected and analysed data, the face validity method was used, whereas the representative reliability method was used to ensure reliability and consistency of the measuring instruments. Mean and standard deviation, multiple regression and Pearson's product moment correlation coefficient analyses on quantitative data was conducted by using the data analysis tool Statistical Software for Social Sciences (SPSS). Atlas Ti was used to analyse the qualitative data collected. No major limitations were identified.

The study found the level of physical, financial, ICT-based resources and staff development and training in the GPG libraries to be low, similarly the level of information services provided was found to be low. The resources were found to have predictive value on one another, but not on information services. Furthermore, the study did find a positive and strong relationship between resources and services at GPG libraries. The study recommended a resourcing model that is based on the collaborative consumption/sharing economy concept and principles.

Key terms: Special libraries; Gauteng Provincial Government libraries; information services; library resources; resourcing model; service provision; predictors; resource-based view; theory of the firm

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LIST OF ABBREVIATIONS AND ACRONYMS

AI	Artificial intelligence
ALA	American Library Association
ALIA	Australian Library and Information Association
ARL	Association of Research Libraries
CAS	Current awareness services
CAQDAS	Computer Assisted Qualitative Data Analysis Software
DAC	Department of Arts and Culture
DDC	Dewey Decimal Classification
DG	Director General
EMM	Ekurhuleni Metropolitan Municipality
GPG	Gauteng Provincial Government
HR	Human resources
HRM	Human resource management
ICT	Information and communication technology
IFLA	International Federation of Library Associations
ILL	Interlibrary loans
IT	Information technology
KM	Knowledge management
LIS	Library and information services
LMS	Library management system
MEC	Member of the Executive Council
NCLIS	National Council for Library and Information Services
NGO	Non-government organisation
OPAC	Online public access catalogue
PSR	Public Service Regulations
RBV	Resources-based view
RLG	Research Library Group
RLSP	Resources as library service predictors
ROI	Return on investment
RPM	Resource product matrix
RUSA	Reference and User Services Association
s-d logic	service-dominant logic
SA	South Africa
SABC	South African Broadcasting Corporation

SABINET	South African Bibliographic Network
SCM	Supply chain management
SD	Standard deviation
SDI	Selective dissemination of information
SPSS	Statistical Software for Social Sciences
TBL	Technology-based learning
WWW	World Wide Web

CHAPTER 1: INTRODUCTION AND BACKGROUND

1.1. Introduction

The Fourth Industrial Revolution marks an era in which information and knowledge drive organisational success, through the use of information technology (IT) and artificial intelligence (AI). The exponential growth in information technologies has resulted in an overwhelming information overload and, therefore, finding the right information requires specific skills sets. This era represents a time in which libraries need to be more effective, efficient and responsive to the needs of their clientelle. Libraries are expected to improve their services in line with technological advancement, as well as other societal, economic, political, national and global imperatives. All libraries need to think innovatively, so as to respond more quickly and more appropriately to the information needs of the patrons they serve. They are compelled to remain relevant and to make meaningful contribututions to the performance of the institutions they serve. Simultaneously, they need to justify their continued existence (Jaeger, Bertot, Kodama, Katz & DeCoster 2011:1). In both public and private institutions, the key lies in the value that the libraries bring, while optimally using and managing the dwindling financial resources brought about by the volatile nature of the national and international economies.

It is imperative for libraries to put strategies in place to ensure that they deliver required services efficiently and effectively in the face of budget cuts and increased user demands. Optimal utilisation of available resources will enhance the capabilities of libraries towards excellence in service provision. The underlying premise is that, what a firm or an organisation can do with its available resources will have an impact on its products/services (Penrose 1959:25).

1.2 Background

Managing organisational resources in the 21st century requires more stringent approaches than ever before. Transformation, globalisation, the knowledge economy, the Fourth Industrial Revolution and other global phenomena, such as the challenging economic climate experienced throughout the world, are responsible for the pressure being put on organisations and organisational resources. These factors are also

challenging libraries to achieve more with less. Therefore, resources are critical for organisations to grow and to sustain themselves. Innovative ways are needed for the effective management of resources. Combe (2014:37) observes that, "modern management thinking was born from the need to think of ways in which to optimize the use of resources". One of the key points is that the optimum use of the resources is crucial – not just having the resources themselves.

This study focuses on libraries as organisations that utilise resources to provide services. These resources are crucial to the existence of libraries. Resources consist of a bundle of potential services and can, for the most part, be defined independently of their use, whereas services cannot be defined in this way (Penrose 1959:25). The uniqueness of each organisation or firm is derived from its potential services, which are produced from resources. In other words, for any organisation or business unit to deliver or provide a service, it must have access to resources. These resources determine the services or products that an organisation can provide or produce. The relationship between resources and services is, therefore, intrinsic. – The dependency of services on resources is undeniable.

The focus on resources is theoretically underpinned by the theory of the firm. This theory is founded on the principle of internal growth of a firm, which can only be possible through resources organisations have at their disposal. Mahoney (2005:174) and Penrose (1959) view a firm as a collection of resources. Furthermore, Penrose (1959:24) states that "a firm or organisation is a collection of productive resources, the disposal of which between different uses and over time is determined by administrative decisions". The administrative decisions are made by the human resources, thereby highlighting the relationship between production resources and the human resources.

In addition to the theory of the firm, this study is informed by the resource-based view theory (RBV), which can be traced back to the first publication by Wernerfelt in 1984 (Barney & Clark 2007:14). The RBV theory is based on the principle of competitive advantage that purports that the portfolio of product market positions a firm takes, is reflected in the portfolio of resources it controls. An organisation's position and reputation in the market is driven by the resources it possesses and the way in which

these resources are used to produce services and products. Cashian (2007:146) states that

> *Resource based theory looks at a firm as a bundle of resources which are then organised and used to develop the ability to produce goods and services. The ability of a firm's resources to produce goods and services is commonly referred to as firm's competencies.*

In essence, an organisation needs to have certain types of resources, which collectively provide particular services. Barney (2007:17) points out that there are four papers that were written in the early stages of the development of the RBV-theory – i.e. those written by Wernerfelt (1984), Barney (1986) and Dierickx and Cool (1989). All these papers suggest that it is possible to develop a theory of persistent superior firm performance by using a firm's resources as a unit of analysis – more support to the notion that a firm cannot exist independently of its resources. This study will apply this suggestion in the library environment.

Resources should have certain attributes, if they are to be a source of superior performance for a firm. These attributes are: resources must be valuable; they must be rare in comparison to the firm's current and potential competition; they must be completely unique; and, lastly, the resources must be able to be exploited by organisational processes (Barney & Clark 2007:57). Resources are valuable when they enable a firm to formulate and implement strategies that improve its efficiency and effectiveness. Rarity is achieved when resources are rare, relative to their peers (Dess, Lumpkin, Eisner & McNamara 2014:85). In a special library, the collection is unique, in that materials are selected and collected as per the specific needs of that library. For example, a library providing services to an aviation firm will have to keep materials, such as technical manuals of various types of aircrafts. Other libraries may find these types/categories of materials irrelevant. Similarities/duplications may be encountered across the spectrum of individual library materials, such as management, ICT and human resource management (HRM), library management systems and electronic information databases.

The theory of the firm and the RBV-theory are both used in this study, because their views complement each other. The RBV-theory was developed from the foundations

of Penrose's theory of the firm. It was further advanced by other researchers following Wernerfelt in 1984. Although there are more similarities than differences between the two theories, the theory of the firm advocates internal growth of the firm from its resources, whereas the RBV-theory focuses on sustainable competitive advantage from organisational resources. Because the researcher believes that the two angles are crucial, both theories are used in this study.

An organisation that has adequate provision of resources – such as equipment, ICT, and financial resources – is able to optimally capacitate its human resources and to improve its processes, which, in turn, may lead to internal efficiency and, as such, growth in terms of quality of the products or services; high quantity of production or services; and improved profit. With such efficiency, an organisation is able to improve its processes continuously and to innovate achieving some levels of internal growth. Without ignoring the importance of other factors, such as marketing, good governance and leadership, the attainment of internal organisational growth is bound to affect its position in the market positively and to boost its competitive advantage among its peers or competitors. The researcher opines that the aforementioned statements underpin the foundations of the theory of the firm and the RBV-theory, in that resources are the source of internal growth and competitive advantage for organisations.

Although many scholars – such as Miles (2012), Wernerfelt (1984), Barney (1991), Mahoney (2005) and others – have conducted research on resources, there is still no universal definition for this term. Miles (2012:217) defines a resource as anything that could be thought of as the strength of an organisation. Cashian (2007:150) views resources as the means available to a firm to help it achieve its objectives, while Wernerfelt (1984:172) defines a firm's resources as those tangible and intangible assets that are tied semi-permanently to the firm. Examples of resources include, but are not limited to, brand names, in-house knowledge of technology, skilled personnel, trade contracts and machinery.

In a similar vein, Mahoney (2005:175) asserts that, if resources are completely non-specific, a firm can in principle produce anything. Mahoney further adds that organisations possess different types of resources, ranging from general categories to specifics, which enable them to produce particular types of services. These services

can also be differentiated in terms of quality and volume, which implies that, even though there can be similarities in organisational resources, the services produced are distinctly different in terms of quality and volume.

The same holds true for libraries: they need to have certain resources to enable them to produce the services, as informed by the user needs. Furthermore, although libraries may possess similar resources, the way in which these resources are exploited leads to differences in quality and efficiency of services for each library. Mahoney's foregoing assertion aligns with Penrose's theory in which she (Penrose 1959:74) asserts that subdivision of resources may proceed as far as it is useful, according to whatever principles most applicable to the business problem at hand. From the above conclusions and viewpoints, it can be accepted that the provision of resources is vital for the quality of services and the ultimate growth of the organisation. This is in complete alignment with the theory of the firm, as proposed by Penrose (1959), namely that the growth and strength of the firm emanates from its internal resources.

The theory of the firm groups resources into two categories: physical resources and human resources (Penrose 1959:24). According to Mahoney (2005:170), "physical resources of a firm consist of tangible things – plant, equipment, land and natural resources…". Human resources available to a firm include unskilled and skilled labour with focus on clerical, administrative, financial, legal, technical and managerial staff. The same categories of the firm's resources are derived from Penrose (1959:25) in her theory of the firm. She states that it is never resources themselves that are the inputs in the production process, but only the services that the resources can render. Penrose is credited with making a significant contribution to the theory of the firm – the precursor to RBV. There are some scholars (Curwen 1976; Jacobsen 2013), who recognise that her work was greatly influenced by Robinson (1931).

The theories under discussion view resources as the source of growth and competitive advantage. Both theories are silent on financial resources. Both Penrose (1959:74) and Mahoney (2005:174) refer to financial resources only when categorising resources. They categorise resources into three main categories: land, labour and capital. Similarly, Barney (1991) and Marino in Chin-Shan Lu (2007:287) highlight

different types of resources, including physical resources (raw materials, equipment), financial endowment, human resources, (training, experience and skills) and organisational resources (organisational image, processes, routines, etc.). Ismail, Rose, Uli and Abdullah (2012:154) divide resources into the following four categories: physical, financial, human and experiential resources. They present examples of experiential resources, highlighting product reputation, manufacturing experience and brand name. –These resources are mainly intangible.

Given the knowledge economy and the advancement in technology, organisations increasingly recognise information and knowledge as valuable resources that have to be managed at corporate level, just like other resources, because they are critical in giving the organisation competitive advantage. Information-based resources include technology, consumer trust, brand image and corporate culture (Wada 2016:76). For the purpose of this study, not all organisational resources will be included. Only the information and communication technologies (ICT)-based library resources will be elucidated. Mohamed (2007:1) observes that libraries use ICT-based resources and services to satisfy the needs of information users and that their use has become increasingly important in special libraries. ICT-based resources are critical in libraries, due to their ability to transform library services, while creating new ideas and concepts. These resources include computers, library websites, online catalogues, networks, email services, televisions, printers, projectors and the Internet (Ani, Ani, Ugwu, Nwachokwa, Chigbo-Obianuko, Ndaji & Maduchie 2016:11).

In the study of information as a resource in academic institutions, Raphela (1998:13) reasons the importance of information as a resource beyond services (output). He states that usage/consumption or exploitation of information as a resource leads to an output, which is knowledge, and to the outcome, which is intelligence. In addition, a resource does not have a sell-by-date, although its value may vary over time. Intelligence is also cannot be exhausted when transmitted through the value chain (Raphela 1998:13). Resources cannot be discussed at the exclusion of capabilities. Both the theory of the firm and the RBV view resources as sources of a firm's capabilities. Resources yield goods and services and, therefore, they are referred to as a bundle of potential services.

The body of existing research agrees that there are tangible and intangible resources (Wernerfelt 1984:172; Holmen & Pedersen 2012:211). The categorisations of these resources differ considerably among the various researchers, although the fundamental concepts are not markedly different. Despite the differing views on the categorisation of resources, it is that a firm's resources (tangible and intangible) that lead to capabilities, are used to develop, manufacture and deliver products and services to its customers (Barney 1995:50; Robbins, DeCenzo & Coulter 2015:15). For the purpose of this study, the categorisation of resources into human, financial and physical resources is adopted. The study focuses on tangible resources of libraries and does not include the intangible resources, which mostly constitute the experiential resources.

According to the *Guidelines for college libr*aries, "the three main elements that influence the provision of library services are: the environment, staffing and funding" Library Association. Colleges of Further and Higher Education Group (1995:9). This statement forms the basis of the researcher's departure in focusing on resources as required by libraries to provide intended services. The lifeblood of libraries is the resources they have at their disposal. Considering the challenging economic environment, determining which resources to acquire and to use maximally is critical.

Wojciechowska (2016) conducted a study on intangible resources in Polish libraries, which shows the evolution of the library as an organisation. Wojciechowska (2016:93) asserts that "the role of intangible organisational resources which significantly affects the quality of library services has increased…". Wojciechowska (2016:93) notably applies the RBV-theory to argue that the interest in intangible resources and possibilities of their use in libraries has grown and that resources and competencies previously associated with commercial companies only, are increasingly valued among the management personnel of libraries. Wojciechowska's study proved that the relevance of RBV is not limited to commercial companies. Lee and Whitford (2012), who assess the impact of various resources on the public agency performance, report that the RBV-theory's promise of improved public organisational performance is worth further investigation. These studies indicate the significance and application of the RBV in public entities. Until recently, the theory has been mostly applied in private firms, owing to its origin deriving from economics. Lee and Whitford (2012:688) further

state that "… empirical RBV studies focus on resources that give firms competitive advantage and different distinctive resources and competencies may give public organisations sustainable competitive advantage in how they produce value for the organisations and their key stakeholders". The problem is to identify the distinctive resources that can generate competitive advantage for public agencies (Lee & Whitford 2012:689).

> *These days, public agencies face increasing competition pressure from the introduction of concepts to the public sector such as contacting out, privatization, efficiency, performance improvement and so on … traditionally public organisations are different from private firms because they do not compete in the same way that firms compete for economic rent.* (Lee & Whitford 2012:689).

Both the studies of Lee and Whitfoed (2012) and Wojciechowska (2016) focus on the importance, relevance and impact of intangible resources on library services and the impact of various organisational resources on public agency performance. This research differs from these studies, in that it focuses on the tangible resources only and intends to identify those resources with the greatest influence on library services. A further aim is to identify the resources that have the greatest value for potential services, using Primrose's definition of resources. The identified similarities show that all three studies acknowledge the importance of resources and apply the RBV-theory. Furthermore, they all contribute towards its application in the public service, as well as in the library environment. In addition, this study contributes to the deepening of discussions around resources for competitive advantage within the public service context, in that it focuses on tangible resources of special libraries in a provincial government, thereby addressing a gap that relates to the use of the RBV-theory to assess and address the need for resources (physical, human, financial and ICT-based resources) to improve library services and to attain competitive advantage and growth.

The South African government system consists of three spheres of government: national, provincial and local government. The provincial government sphere consists of nine provinces that are headed by premiers with the support of the Executive Council. The nine (9) provinces were established in 1994 at the dawn of the South Africas democracy. Gauteng, which is one of these nine (9) provinces of South Africa,

is a dynamic province that blends many cultures and most of the South African official languages are spoken in this province. Although it is the smallest province in terms of land area size (16 548 square meters, accounting for 1.4% of South Africa's total size), it boasts a population of nearly 13 million (12 272 263), which is the largest of all the provinces (Statistics South Africa 2014:11). With a highly developed financial services sector, the Gautent Province is regarded as the economic hub of the country. It contributes approximately 34.3% to the total economy of South Africa.

The mission of the Gauteng Provincial Government (GPG) is to implement policies and to execute its statutory and political responsibilities effectively and efficiently. Its vision is to be an innovative, responsive and vibrant nerve centre for people-centred governance (Gauteng Provincial Government. LinkedIn 2016). The GPG consists of 14 provincial departments, each being responsible for a portfolio or a set of portfolios. The provincial departments (Gauteng Provincial Government. Gauteng Digital Platform 2016) are led by a political representative; a member of the Executive Council (MEC); and an administrative head of the department, titled the Director General (DG). They are jointly responsible for the strategic management of the department. The political representatives and administrative heads of the provincial departments report to the Premier of the province and the Office of the Premier respectively. The provincial departments for the Gauteng Province are: the Office of the Premier and then the departments of Agriculture and Rural Development; Community Safety; Corporate Governance and Traditional Affairs; Economic Development; Education; e-Governance; Health; Human Settlements; Infrastructure Development; Roads and Transport; Social Development; Sports, Arts, Culture and Recreation; and, lastly, the Provincial Treasury.

1.3   Gauteng Provincial Government (GPG) libraries

After the first democratic elections in 1994, the provincial departments acknowledged the importance of libraries and the value of information. In some instances, they inherited and continued with the libraries that existed during the previous political dispensation. They also established new institutions. Among the 14 provincial departments, which include the Office of the Premier, the GPG has libraries that

primarily exist to meet the information needs of each related department. Only three of these provincial departments do not have a functioning library attached to them.

These GPG libraries are regarded as special libraries. Special libraries strive to meet the information needs of a specific group of clients – mainly the staff of the parent organisation – they are smaller in collection size and narrower in scope, but richer in specialised subject coverage. Because of the specialised services it provides, every special library is unique. In this case, the parent organisations are the provincial departments and the specific group of clients are the employees in these departments.

The GPG libraries are unique and diverse as a type of special libraries and each of the GPG libraries is diverse and unique among themselves which stems from their focus on a wide spectrum of disciplines. Shumaker (2010:4966) states that special libraries are found in many different organisations, serving almost every conceivable discipline. Accordingly, Shumaker (2010) describes them as libraries that focus on specialised information resources, usually of a limited subject scope, that serve a specialised and limited clientele; and deliver specialised services to that selective clientele. The scope of the subject areas covered by each of the GPG libraries is defined by the mandate of the provincial department to which it belongs. The operations of the GPG libraries are managed by qualified librarians with an average staff contingent of about two in each library. Most of the library support services are handled by library assistants, who are generally semi-skilled and, therefore, not qualified librarians.

Each of the GPG libraries is embedded within the structure of the provincial department that it serves, so that the libraries can support the information needs and work of the department (Murray 2014:519). Each provincial department has a unique focus, based on its mandate. The departmental libraries exist to meet the information needs of the provincial departments to which they are attached. In order for the GPG libraries to achieve their role and meet the information needs of their respective departments, they require resources. These resources include materials such as books, journals, information databases, library space to operate from and library furniture, which includes shelves and reading areas. ICT equipment and infrastructure include computers, printers, networks, emails and library management systems. In

order to sustain the provision of physical and ICT resources, financial resources are important to the GPG libraries, whereas human resource are needed to utilise the resources, so as to produce and provide the required services.

The supposition that library resources render no value if they are not adequate, relevant and current underpins the core of this study. Currently, the GPG libraries have very limited resources that are mostly not current. In many instances, these resources are irrelevant, which results in compromised information services. In this study, the levels of adequacy of the resources in the GPG libraries and the perceived information services sundered from those resources are determined through data collection and, subsequently, an integrated resourcing model is developed for sustaining the provision of adequate and current resources, in order to assist the libraries to achieve internal growth and competitive advantage amongst their peers, through efficiency of information services.

A total of ten libraries were investigated in this study. The Office of the Premier has two libraries. For the purpose of this study they shall be treated as one library, because the source of funding and the user community is the same. The Gauteng Department of e-Government and the Provincial Treasury operate as one unit and they are also headed by one political representative. Libraries in these two departments were therefore treated as one, because of the identical situation that exists regarding source of funding and the users. The GPG libraries differ in their nomenclature, which links to the degree of maturity and focus on broad information services, knowledge management (KM), or purely according to the preference of the involved staff. Therefore, they may call themselves *information centres, knowledge centres* and/or simply l*ibraries*.

The site for this study is limited to the libraries in the Gauteng Provincial Government (GPG), herein referred to as *GPG libraries,* because the GPG libraries serve the information needs of the employees of the institution to which they are attached and not those of the members of the public. The GPG libraries involved in this study exclude the libraries in GPG that are geared at providing services to the public and are referred to as *community (public) libraries* and are funded by the Gauteng Department of Sports, Recreation, Arts and Culture.

In order to provide adequately for the information needs of their institutions, it is inevitable that these libraries apply innovative and modern ways of ensuring that adequate resources are available and optimised.

1.4   Categories of GPG libraries

Prytherch (2005:308) defines a government library as a library maintained out of government central funds, which ordinarily falls into three broad groups: national libraries, departmental libraries and the libraries of research institutions. According to the South African government structure, departmental libraries refer to the libraries at national and provincial government departments' level. According to the Australian Library and Information Association (2010), special libraries comprise government and non-governmental organisations, health, law, corporate and other libraries that serve departments, institutions or businesses.

The International Federation of Library Associations (IFLA) does not focus on special libraries. Instead, it defines a government library as any library established and duly supported by government to serve government (International Federation of Library Associations 2008:5). Furthermore, IFLA states that libraries of government departments provide information to policy makers, government staff and employees and, at times, to the members of the public. IFLA categorises the government libraries into three main types: libraries of the legislature, libraries of the executives and libraries of the judiciary. The libraries of the executives include the following: ministry/departmental libraries, libraries of government agencies, state, regional and local government libraries, national libraries and diplomatic mission/embassy libraries (IFLA 2008:7). Government libraries or libraries of government departments are a type of special libraries. Based on these categorisations, GPG libraries can be regarded as special libraries.

The Gauteng Province is one of the highly populated provinces; a very diverse, economic hub of the country. The administrative capital of South Africa is also located in this province. Therefore, the Gauteng Province carries immense pressure in terms of service delivery. It has to tackle common challenges faced by all organisations – such as the financial crisis; the need to innovate; the need to do more with less; and

the need to sustain high levels of performance while growing an agile and informed workforce.

Ross Richie (Richie & Walley 2016:117) states that

> *Public service organization in all modern economies have found their budgets squeezed in the last few years following the Gershon Report and the financial crisis from 2007. This has led to fewer resources available for the delivery of core and support services…*

The significance of the GPG libraries to the provincial government workforce is undeniable. As a matter of fact, the impact of these library services can be profound within the knowledge economy – if they are properly resourced. The contribution the GPG special libraries can make towards an informed workforce, improved service delivery, innovation and sustained high level of performance depends on the capabilities of the libraries. The capabilities are underpinned by continued availability, exploitation and effective management of the available limited resources. The identification of resources, which predicts efficient library services, is critical in this study. The accepted premise will be that, due to financial constraints, it is not possible to acquire all resources perceived to be needed for excellence and optimal information services. Zooming in on those that lead to efficient library services will assist in ensuring sustainability of high-performance libraries, resulting in achieving satisfaction among library users.

1.5   Problem statement

In recent years, private and public sectors have been forced to do more with less, battling for resources to sustain their services within a world of constant global economic challenges (Guarria & Wang 2011:200). In order to create value and to serve its users efficiently, any library needs the resources required to do so. In the library context, these resources include up-to-date, relevant and adequate information resources. Ideally, libraries need to have adequate financial resources, human resources and physical resources, such as relevant and up-to-date books, journals, newspapers and online information resources to function efficiently. Furthermore, the

ICT-based information resources, which include emails, scanners and websites, are also needed to facilitate the provision of library and information services.

Research conducted by the Library and information Services (LIS) Transformation Charter on the challenges faced by the library and information sector in South Africa found that special libraries are not valued by the parent organisation and that they experience lack of funding and managerial support (Nkondo, Brown, Dick, Hart, Molawa, Nassimbeni, Seleti, & Teffo 2014:84). The researcher believes that the lack of value and managerial support manifest itself in the resources allocated for the operations of the libraries. The LIS Transformation Charter further revealed that special libraries do not have ICT-tools required and, consequently, most library officials lack the capacity to use ICT-tools relevant to the LIS-sector (Nkondo et al. 2014:33). One of the aims of the research by the LIS Transformationi Charter was to make recommendations to address the challenges identified that will, in return, strengthen the importance of library and information services in South Africa. It is against this background that this study aims to investigate the level of resources the GPG libraries have to drive the special library services and to determine the predictive value of the resources on provision of efficient information services.

The GPG libraries have been using the same approach for securing required resources. The process involves each library doing an assessment, based on expressed information, statistical data on usage and the nature of usage and drawing up a budget corresponding to those needs. The requested budget for all resources is tabled to the parent department, with the hope of obtaining full budget allocation. Without exception, the process has ended with the same outcome: insufficient budget allocation and, thereby reduced capability to acquire resources. Unless a different approach is used to identify required resources, libraries will always have deficit financial resources. Deficits will, in turn, cause a (negative) ripple effect on other categories of resources, e.g. intangible resources, and, consequently, services will also suffer. Eze & Dike (2016:377) assert that, without adequate resources, libraries cannot deliver on the services needed and, furthermore, adequate library staff – both in number and qualifications – ensures efficient service delivery. A library that lacks adequate resources is unable to function. Even if the library has human resources, its capability to perform will dwindle over time. Physical and ICT-based resources are

equally important and their availability adds value to library and information services. With the high dependency on information for decision-making, individuals and organisations alike will be negatively affected, if libraries fail to find solutions to ensure that they are adequately resourced for efficient user services.

Researchers in Library and Information Science (LIS) have suggested identification of service gaps for the purpose of improving library services, which has led to the development of different models of library services, such as SERVQUAL and LibQUAL. However, these models have been criticised for their western bias and have not received wide acceptance and application in developing countries like South Africa (Jayasundara, C, Ngulube, P & Minishi-Majanja 2009:184).

Various studies, such as those of Wojciechowska (2016) and Lee (2012), indicate an increase in application of the resource-based view approach by organisations in the public sector. This approach allows an organisation to view resources as strategic assets that should be deployed strategically to achieve organisational goals. The approach is a derivation from the RBV-theory. This theory helps a firm or an organisation to identify key resources needed to achieve its goals. The researcher attempted to source studies or ongoing research on the use/application of the RBV approach in GPG libraries, but the effort met with little success. Therefore, it is necessary to find a way to identify those resources that have the most positive impact on service provision in GPG libraries. Once those resources have been identified, it may be possible to apply the available limited financial resources to secure only the ones that will ensure that the information service provision remains at a peak. This will, in turn, enable the libraries to achieve their mandate. This research hoped to identify resources with high predictive values as measures of their impacts on information services and to develop a model for the effectiveness of the GPG libraries.

1.6   Purpose of the study

The purpose of the study is to determine the extent to which resources can predict information service provision in GPG libraries, with the view of developing a model or strategy for sustainable internal resources development to enable effective information service provision.

1.7 Research objectives and questions

The research ojectives and questions are outlined in Table 1.

Table 1: Research objectives and questions

No.	Research objective	Research question	Research approach	Data collection	Data sources
1.	Determine the level of adequacy of the available physical resources of GPG libraries	What is the level of adequacy of available physical resources in GPG libraries?	Quantitative	Questionnaire Interviews	GPG library personnel
2.	Determine the extent of financial resources provision to GPG libraries	What is the extent of financial resources provision to GPG libraries?	Quantitative	Questionnaire Interviews	GPG library personnel
3.	Determine the perceived extent of use of information, communication and technology (ICT)-based resources in GPG libraries.	What is the perceived extent of the usage of information, communication and technology (ICT) based resources in information service provision in GPG libraries?	Quantitative	Questionnaire Interviews	GPG library personnel
4.	Determine the perceived level of staff development in GPG libraries.	What is the perceived level of staff development in the GPG libraries?	Quantitative	Questionnaire Interviews	GPG library personnel
5.	Determine the extent of services provided by the GPG libraries.	What is the extent of services provided by GPG libraries?	Quantitative	Questionnaire Interviews	GPG library personnel
6.	Determine the relationship between resources and	What is the relationship between resources (e.g.	Quantitative	Questionnaire	GPG library personnel

No.	Research objective	Research question	Research approach	Data collection	Data sources
	service provision in GPG libraries.	physical resources, financial resources, ICT-based resources and human resources) and service provision in GPG libraries?			
7.	Develop a suitable resource model that will assist libraries to improve their resource capacity and subsequently their services		Based on findings	Based on findings	Based on findings

1.8   Hypotheses

The following four hypotheses guided this study:

H1:   Physical resources significantly predict library and information services.

H2:   Financial resources significantly predict library and information services.

H3:   ICT-based library resources significantly predict library and information services.

H4:   Staff development significantly predict library and information services.

1.9   Contribution and significance of the study

The theory of the firm and the RBV-theory have mainly been applied in research that focuses on the private sector and to a limited extent on the library space. While most of the previous studies focused on the impact of the RBV-theory on performance and competitive advantage when being applied in the private sector, this study endeavours to apply the theory more narrowly in special libraries in the public sector. This demonstrates the usefulness and sufficiency of the RBV-theory in libraries; particularly special libraries.

Several other studies applied the theory from a user or customer perspective, measuring satisfaction of services and products. This study differs from those, in that it applies the theory from an employee perspective (library personnel), adopting an inward look into the organisation from the organisation's internal resources. Employees, rather than customers, provide a view of adequacy of resources. This research contributes to the few studies that were conducted by using the theory in the public sector and particularly in libraries – studies such as those of Ekene, Agbo and Onyekweodir (2016), Szymaniec-Mlicka (2014) and Bencina, Devjak & Umek (2013).

A further contribution is made to the body of knowledge on the application of strategic management across the spectrum of the public sector. The study examines the extent to which the resources predict the information services that libraries can provide in the Gauteng Provincial Government. The resources that have high predictive values are regarded as strategic assets. They require strategic management to ensure that the libraries have leverage for sustainable, efficient information service provision. The resource-services model will ensure the sustained availability of financial resources, which will have a positive impct on other resources and reslt in accessibility of information resources, shared growth and competitive advantage

The findings have important implications on the theories used in this study and the library and information services as a practice. The implication on the practice is that the results can be applied beyond the special libraries in the Gauteng Provincial Government and, in this way, they are relevant to special libraries in other South African provincial governments, special libraries in national government departments and those in local governments. Besides the replicability of the proposed solution to special libraries in other spheres of government and the use of the two theories in other functional areas in the public sector, the study paves the way for the GPG library and information services to ready themselves to respond to the draft National Policy on Library and Information Services in South Africa, once it has been approved, but also to special libraries in other provincial governments and those in national government. The study also paves a way for the GPG library and information services to gear themselves for the Fourth Industrial Revolution by increasing their use of technology-based resources, which can, by implication, be replicated in special libraries in other provinces, as well as national and also local government.

The results of the study will help GPG libraries to sustainably secure and manage the resources that predict information service provision; attain improved levels of information service; achieve their mandates; support the strategic goals of their organisations; and meet the information needs of their users. The resource-service model may influence policies and practice in the GPG libraries to a high degree; particularly in terms of funding and resource optimisation. Finally, this study will assist libraries in the GPG to capitalise on their inner capacity increasingly, so as to achieve their mandate, despite inherent limitation on resources.

1.10   Scope and limitations of the study

This research is limited to the libraries in the group of departments of the Gauteng Provincial Government. Gauteng is the smallest of the nine provinces, located in the Highveld of South Africa. It is surrounded by four provinces, namely: Free State, North West, Limpopo and Mpumalanga. The province includes Johannesburg, the economic hub of the country, Pretoria, the administrative capital of the country, and one of the biggest and busiest airports in Africa, the OR Tambo International Airport.

The study focuses on resources in these libraries, in order to determine those that are predictors of information service provision. The underlying aim is to increase attention to those resources that are more likely to sustain effective information service provision in GPG libraries. The study excludes the libraries generally referred to as *provincial libraries* (which serve members of the public through the Department of Sports, Arts, Culture and Recreation of Gauteng).

1.11   Originality of the study

The literature review revealed various studies on RBV over the years. However, the majority of these studies applied the RBV-theory predominantly in the private sector, where competitive advantage is a key strategy for survival. There has been a gradual move towards the use of the RBV theory in organisations in the public sector and the library and information sector has not remained behind. However, it has mostly been applied in studies focusing on intangible resources and seldom in studies on tangible resources.

Resources are the foundation of RBV – a focus area that has been under-researched in departmental libraries. Considering the unfavourable global economic conditions and the huge dependency on information in this era, a holistic approach for resource provision in libraries is critical and needs to be facilitated seamlessly.

The study attempts to use collected information and data to gauge the status of physical, human and financial resources for the purpose of developing a suitable and sustainable resource-services model for the GPG libraries. The key angle of incidence to the originality of this study is the fact that adequacy of resources is viewed from an internal perspective. This approach provides for a kind of paradigm shift, as adequacy of resources is usually perceived from the end-user perspective (the client).

Other facts that concretise the originality of this study are that:

1. It contributes to the application of RBV in the public sector;
2. Opens a new area of research on library services improvement through the application of the theory of the firm and the RBV;
3. Focuses on tangible resources in special libraries;
4. Focuses on developing a sustainable resource-service model based on results of initial identification of resources that significantly impact on library services; and
5. The model developed is unique, in that it presents an innovative approach to the provision of resources with a positive and significant influence on library services, an adequate budget and securing the required resources to ensure efficient information services.

1.12   Literature review

The literature review provides an overview of literature that the researcher consulted and used as the basis for arguments in the study. The section is arranged as follows: theoretical framework; previous related research conducted using the theory; and gaps identified. These are followed by a discussion on the nature of library resources and library services.

The literature shows that extensive research has been conducted in the area of the quality of library services and user satisfaction of library services. There is a gap with regards to the adequacy of library resources (physical, financial and human resources) from the perspective of the library personnel. This study also reviews literature that focused on the application of the theory of the firm and the RBV-theory in strategic deployment of library resources for improved library services.

1.13   Ethical considerations

There are numerous ethical issues that need to be considered when undertaking research. Research ethics are concerned with the responsibility of the researcher to be honest and respectful to all individuals affected by the research (Gravetter & Forzano 2009:72).

The researcher ensured that all ethical protocols of the University of South Africa (UNISA) were observed throughout the study, which included, but were not limited to, the following:

1. The respondents to the questionnaires and those who participated in interviews were made aware of the purpose of the study.
2. An assurance was provided that their responses shall be treated anonymously, and that no individual shall be identified.
3. One of the basic elements of the ethical protocols has to do with informed consent. This deals with providing human participants with all the information regarding the research (nature, procedure, risk, purpose, and benefits of the research) and their roles before agreeing to participate in the study (Gravetter & Forzano 2009:81). The researcher personally gave an introductory letter and informed consent forms to the library officials and to all public officials, who were respondents to the questionnaire and participants in the interviews, spelling out the purpose and significance of the research.
4. Permission to contact the library personnel in GPG and management was received from the Office of the Premier of the Gauteng Provincial Government and the heads of departments of the GPG.
5. Further, all sources consulted in the study were duly acknowledged.

1.14 Definition of key terms

1.14.1 Special library

A special library is a library that is not public, academic, school or national, but that serves a specialised clientele. It is not just a specialised collection, but an information centre that plays a vital role in the organisational structure of the parent organisation. It facilitates the work of the organisation; safeguards its resources; and assists the specialists of the organisation to acquire information and resources necessary to accomplish their activities (Semertzaki 2011:3). It is a library that focuses on acquiring and managing a specific collection of information materials, in order to meet the information needs of a specific clientele that it serves.

1.14.2 Information services

Information services are processes that resolve information needs of users based on a question, interest, assignment or a problem and that build positive relationships with users (Cassell & Hiremath 2013:5). Libraries usually group and categorise these processes to develop expertise around similar processes; to forecast similar resources needed by these processes; to address expressed information needs; to ease access to services in the library, so as to locate similar resources in a library more easily; to streamline services and resources; and to increase the efficiency and afford intensity of expertise where or when required. Information services may include reference services, information searches and book circulation/loans.

1.14.3 Resources

Organisational resources include all assets, capabilities, organisational processes, information, knowledge and other factors controlled by that organisation that enable it to develop and implement value-creating strategies (Dess et al. 2014:82). Three categories of resources have been identified: tangible, intangible and organisational capability. The tangible resources are further divided into physical, financial, technological and organisational resources. Library resources consist of information resources such as books, journals, newspapers and information databases. Other resources include ICT-tools, human resources and equipment, such as shelves, that are used to facilitate information service provision. Without these resources, a library is unable to achieve its purpose.

1.15   Structure of the thesis

The thesis is organised into the following six chapters:

Chapter 1

This chapter contains information relating to the foundation of the study, which includes the background of the study; the problem statement; purpose of the study; the research objectives and questions; hypotheses; the contributions and significance of the study; and the scope and limitations of the study. The chapter also addresses the ethical considerations and a glance of the literature review.

Chapter 2

The main focus of Chapter 2 is the literature review and the theoretical framework of the study. It discusses in detail the general literature; the empirical review of literature relevant to the problem; and provides a representation of the research model. Gaps are identified and an indiciation is given as to how some of those will be addressed by the study, whereas the nature of the study is clarified.

Chapter 3

The focus of this chapter is on the research methodology and the chapter includes the research design; the area and population of the study; sampling technies applied; and instruments and methods of data collection. Ethical considerations of the study are detailed in this chapter and the validity and reliability of the data collection instruments are established.

Chapter 4

In this chapter, the collected data is analysed and the findings are presented. Both quantitative and qualitative findings are presented in line with the adopted research design. The research findings are presented according to the research objectves. Data is presented in various formats, such as tables, to help measure and evaluate the accomplishment of the study (research objectives).

Chapter 5

Chapter 5 is devoted to intepretations and discussion of the findings in line with the research objectives. While the findings are explained in detail, the proposed resource-based model for the GPG libraries is also developed and presented in this chapter.

Chapter 6

As the final chapter of the thesis, Chapter 6 provides a summary of the major research findings, as well as conclusions and recommendations emanating from the study. The implications for further research are also addressed in this chapter.

1.16   Summary

Chapter 1 forms the foundation to this study by detailing the basic premises on which the study is built. Apart from setting the tone for the entire research process, it also elaborates on the problem that gave rise to the study and the two theories selected to provide substance to the study are identified and described. These theories are the theory of the firm and the resource-based view (RBV). The study seeks a solution within and through strategic management to address the challenges mentioned above for GPG libraries, which are regarded as special libraries in the public sector.

The chapter also highlights the reasons why the availability of resources and how they are exploited and applied are so critical to the success of special libraries. Limited availability of resources and other challenges, such as pressures of the knowledge economy and global economic crisis, heighten the need for libraries to identify and implement strategies to remain relevant and competitive. Taking into consideration the above-mentioned challenges, the study intends to determine the extent to which tangible resources (physical, financial, ICT and human resources) can predict information service provision in GPG libraries. These libraries are the special libraries that operate within each of the fourteen (14) provincial departments of the Gauteng Provincial Government.

Data collected from the GPG libraries was used to determine the level of resources and the services they are able to provide. The data was analysed, in order to test the hypothesis that there is a significant relative relationship between resources and

service provision in GPG libraries. The significance of the study is manifold, in that it contributes to the argument of the relevance of the theory of the firm and the RBV-theory (the notion of internal growth and competitive advantage from resources) in special libraries and in the public sector, and that the resource provision and management model developed to assist the GPG libraries to sustain resource provision will have high influence on efficient information services. Lastly, the resource provision and management model is applicable and can be replicated in libraries in other spheres of government, such as the special libraries of the national government departments. The outcome of the implementation of the model in GPG and beyond is improved and sustained efficiency in information services and an edge in competitive advantage resulting from the sustained provision of required resources.

CHAPTER 2: LITERATURE REVIEW

2.1   Introduction

Chapter 2 outlines the theoretical frameworks used as a foundation for this study. It also presents relevant literature reviewed to support, substantiate and argue the relevance of the theoretical frameworks to achieve the research objectives outlined in the first chapter. It defines and outlines library resources and services that are the variables of the study and, lastly, it presents a review of previous studies in this area/field. The chapter is concluded by a summary of the relevant literature reviewed. Figure 1 provides a graphical representation of key concepts and their connections that are covered in the literature review to ensure that all critical elements that relate to the research objectives are encompassed.
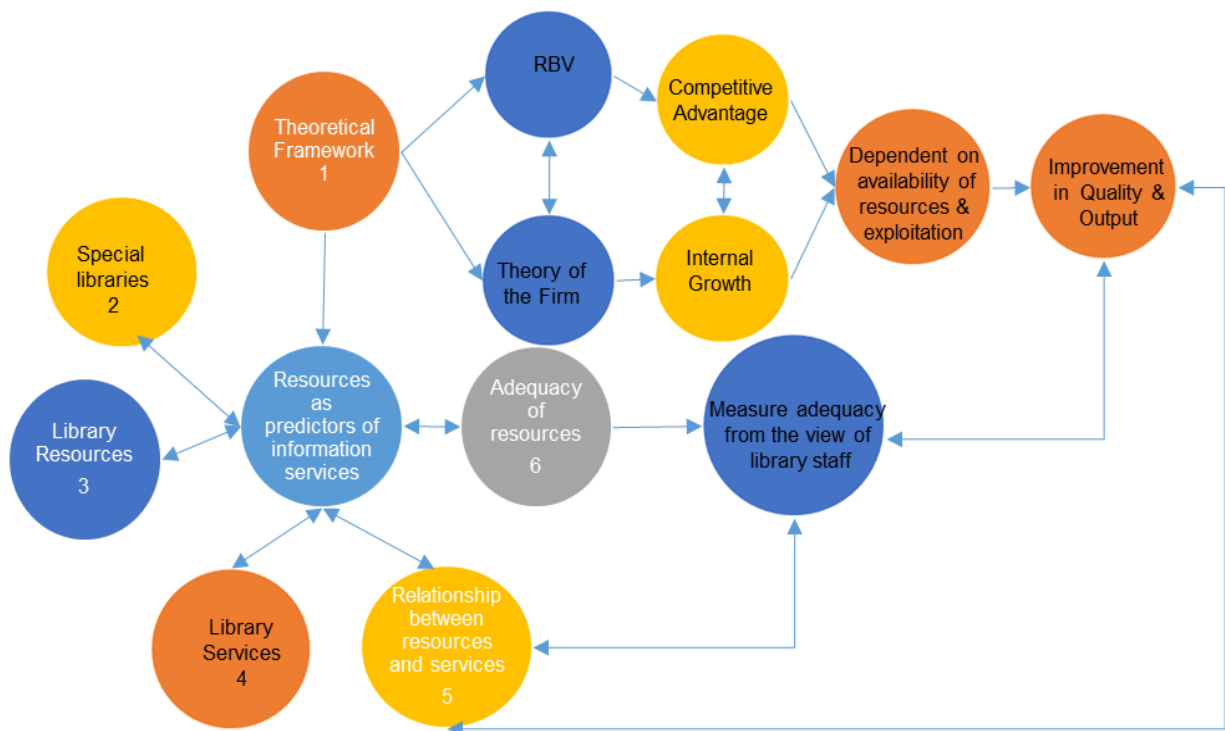
Figure 1: Literature review map

2.2 Theoretical framework

Penrose's (1959) theory of growth of a firm, which was further developed by Wernerfelt (1984) into the resource-based view (RBV) theory, provides the theoretical basis for this study. The theory of the firm was founded by Edith Primrose and detailed in her book equally titled *Theory of the firm*, published in 1959 (Jacobsen 2013:125). Jacobsen (2013) argues that the precursor to Penrose's theory of the firm is the work of Robinson in 1931. Robinson and Penrose both view the firm as a growing organisation that is endowed with many attributes owned by the firm (Jacobsen 2013:126). Robinson's work on strategic management had an influence on Penrose, while Penrose is recognised for having had a profound impact on the development of the RBV-theory (Jacobsen 2013:126).

The theory of the firm, which concerns itself with the growth of a firm /organisation/business unit, argues that organisations grow over a period of time – both in output and in the improvement of quality (Penrose 1959:1). This implies that for output to grow, inputs (resources) must be adequate, appropriately allocated and accordingly exploited, in order to achieve and sustain the growth. Furthermore, the theory was developed to focus on internal growth of a firm, premising that the growth originates internally and does not depend on external circumstances only.

This theory was originally developed to investigate the central problem of economic analysis, namely the way in which prices are determined and the allocation of resources among different uses (Penrose 1959:11). Statements that underpin the theory of the firm include the following:

1. Growth is dependent on resources (internal);
2. The growth is influenced by the allocation of resources among different uses, meaning that the resources are used differently to foster growth; and
3. A firm consists of a bundle of resources and can, for the most part, be defined independently of the services, whereas services cannot be independently defined.

The theory of the firm relates to the core focus of this study, which proposes that the growth of special libraries (particularly the GPG libraries) does not depend on allocation of resources only, but also depends on the allocation and transformation of the resources at their disposal to produce quality and efficient services. These libraries get the competitive advantage from their resources and the capabilities of the human resources entrusted with management and use of the allocated resources. The theory also provides an explanation and a link between the library resources and capabilities of the library, the quality and quantity of its services and its continued value to its users. This explanation is useful for this study, in that the theory will firstly assist in identifying the productive resources of the GPG libraries and, secondly, the theory provides a base for understanding and determining the influence of allocated resources on library resources or the growth of the library.

The RBV-theory emerged in the early eighties as one of the main theories of strategic management and supported by Wernerfelt (1984), Barney (1986), Peteraf (1993), and Mahoney and Pandian (1992). The theory is underpinned by the belief that resources have a positive influence on the growth and performance of a firm. Internal resources are considered the ultimate source of sustainable competitive advantage (Wilkinson & Kannan 2013:38). The RBV-theory is founded on the following premises:

1. It pays attention to the heterogeneous internal resources that a firm possesses and firms are, therefore, unique and consist of different bundles of resources;
2. The firm's resources are the primary determinants of its performance, which contributes to the sustainable competitive advantage of the firm;
3. Resources are the inputs into the production process, which includes equipment, finance and the skills of employees;
4. Resources consist of a bundle of potential services: it is never the resources themselves, but only the services that the resources can render that are the input in the production process (Mahoney 2005:170);
5. Resources are the main source of a firm's capabilities and capabilities are the main source of the firm's sustainable competitive advantage; and
6. The services that the resources yield, depend on the capabilities of the people using them (Mahoney 2005:75).

These two theories complement each other, in that the emphasis of the theory of the firm is on growth generated by resources, while the emphasis of the RBV-theory is on competitive advantage gained from resources. Growth and competitive advantage are not mutually exclusive: these two elements are mutually interdependent and one cannot be attained without the other. They are both used to argue the importance of the adequacy of resources in special libraries by using the view of library officials (i.e. an internal view) for these libraries to attain the desired levels of performance. With consideration of limited financial resources, the study focuses on determining the library resources that have a predictive value for information services and, ultimately, for competitive advantage and internal growth.

Gandolfi (2013:39) identifies the following four categories of criticism that have been levelled against the weaknesses and the shortcomings of the RBV-theory since its initial formulation:

1. The RBV-theory has no managerial implications and operational validity.
2. The applicability of the theory. The criticism further states that the notion of resource uniqueness denies the theory any potential for generalisation and that insights about the theory are limited to large firms with significant market power only.
3. Sustainable competitive advantage is not achievable.
4. The definition of resource is unworkable. The firm may not adequately address the fundamental differences in how various types of resources contribute in a different manner to a firm's sustainable competitive advantage. The criticism further states that the theory recognises three types of resources and it treats them equally, whereas they may not necessarily be equal.

The researcher holds a different view to the criticism against RBV and opines that there is managerial implication and operational validity in RBV-theory and that sustainable competitive advantage is, in fact, attainable. Superior performance or competitive advantage of an organisation does not mean being at the top at all times, but sustainable, in that it suffices to be one of the top performers among its peers. Applying the RBV-theory in the library environment helps to expose its appropriateness in addressing the challenges faced by libraries, such as limited

budgets and inadequate resources. Resolving these challenges by applying the RBV-theory leads to efficient information services, which, according to the researcher, is evidence of the operational validity and managerial implication of the theory.

By determining resources that predict efficient information services, the researcher attempts to resolve the criticism that the definition of resources is unworkable. Resources are not of equal value: some are more important than others, while some can be easily acquired and others not. The present study intends to determine the predictive value of each of these resources as measures of their influence or impact on the growth of the library or library services. This provides a mechanism to define resources in a workable manner. This should contribute to resolving the criticisms of managerial implications, limited applicability and the unworkable definition of resources. The benefit of the application of the RBV in the public sector and other libraries is that it provides insights that can be applied across the board in strategic management. Using these principles to steer the libraries on to the path of consistent efficient information service provision offers and identifies previously unforeseen solutions. This may also provide fresh ideas/thinking around its increased application in the public sector.

In his study on three companies in the services industry, Smith (2008:361) supported the notion that the application of RBV provides an organisation with a strategic leverage to develop the ability to assemble and exploit an appropriate combination of resources (both tangible and intangible) for competitive advantage. His study determined that not all intangible assets are strategic. The researcher adopts the same understanding as Alan Smith in this study of the GPG libraries, albeit focusing on tangible resources (not all tangible assets are strategic) and, ultimately, on those with strategic value, intrinsically having a positive predictive effect on efficient information services. Therefore, resources with prediction value are critical and require appropriate levels of strategic management to maintain a competitive edge to the libraries.

The opinion is that not all tangible resources are strategic assets. Smith (2008) further notes that, for an intangible asset to be considered as strategic, it must have a reputation value to the organisation. The same holds true for tangible assets, as

reflected in this study. Adequate resources (in this case physical, financial and human capital) potentially lead to effective information services, which impact positively on user satisfaction and, consequently, on the organisational reputation. Contrary to intangible assets, which are relatively hard to copy (Smith 2008:362), tangible assets are relatively easy to copy. In a public services setup and in the case of the special libraries of the GPG, it is beneficial to government, library management and library users to copy and replicate tangible resources as far as it is possible and relevant, so as to enable sharing of these resources and to implement the much needed cost cutting measures without compromising on resource availability and access.

The question regarding RBV lacking operational validity is not new: it is a stance taken by many researchers, who have criticised the theory. The criticism was raised by authors such as Arend and Lèvesque (2010). and was further explored by Wilkinson and Kannan (2013) Arend and Lèvesque (2010:913) conducted aresearch to test the applicability of RBV by focusing on the identification of the firm's critical resources and the identification of the rough functional form of the way in which performance is being driven by those resources. Their study revealed that RBV is partially applicable.

Another study conducted by Mele and Della Corte expanded the RBV and conceptualised a service-dominant logic (s-d logic), which purports that the role of a resource is central to the process of value-creation which occurs when a potential resource is turned into a specific benefit (Mele & Della Corte 2013:193). Resources do not have a given or intrinsic value; they have to be exploited to be valuable. According to Mele and Della Corte (2013:204), the difference between RBV and s-d logic lies in that with the former, resources are instrumental in building a competitive advantage through strategic activities. In contrast, the latter advocates that resources are instrumental in enabling the value co-creation process through use or application.

Although the RBV-theory has received criticism, it is acknowledged, supported and highly regarded by various researchers, such as Barney (1991), Grant (1991), Peteraf (1993), Barney & Clark (2007) and other management professionals. Despite its criticism, the RBV has emerged as an important theory in the strategic management field and it has received equal support and recognition from scholars, the private sector and the public sector.

The researcher uses the two theories to answer questions such as: What is the effect of the internal resources of GPG libraries on service provision? What service opportunities may their existing resources offer the GPG libraries? The answers to these questions contribute to attaining the research objectives of this study. It is also the considered opinion of the researcher that the outcome of the study will contribute to the internal growth of GPG libraries and will provide an opportunity for these libraries to grow over time in terms of inputs (resources), outputs (information service provision) and their quality.

This outcome will also assist in dealing with the challenges of internal growth and competitive advantage of a firm or business unit (in this instance the library). It is envisaged that the process will run from the commencement of the value chain, through the resources stage, towards a positive effect throughout the entire value chain. The results will lead to growth, improved capabilities, efficiency, competitive edge and more value-added services.

Positive levels of resources have a high probability to lead to excellence and quality output, which consequently will have a high probability to result in positive impact and outcome. In this study, the application of the theory of the firm, which is centred on internal growth of a firm, and the RBV-theory, which is centred on competitive advantage, aims at illustrating that the cornerstone of service provision is dependent upon availability, allocation and the exploitation of the resources for sustainable performance. Sustainable performance in GPG libraries can be attained through the availability of and is driven by the exploitation of resources. The idea is to realise the attainment of strategic objectives of the GPG libraries through a resource model that elevates the focus on key resources and the resultant degree/mode of excellence Szymaniec-Mlicka (2014:19) asserts that, due to the socio-economic development challenges faced by the public sector globally, there has been an increase of researchers seeking answers to effective methods and tools for the effective management of public sector organisations.

Szymaniec-Mlicka (2014) further observes that one of the proposed solutions is the RBV, which focuses on the interior structures of the organisation and its resources and capabilities to meet the emerging challenges better. The relevance of the theory

to the GPG library environment cannot be disputed. Bryson, Ackerman and Eden (2007:702) state that "key to the success of public organisations is their ability to identify and build capacity, particularly their distinctive competencies in order to produce the greatest value for key stakeholders". The RBV-theory is used to attain the same for GPG libraries.

2.3   Internal vs external view of resources

The internal growth of a firm, as stated by the theory of the firm, creates a need to look at resources of an organisation from an inward perspective. It is indisputable that, for a library to function and achieve its mandate, it requires a variety of resources – apart from information resources. It requires qualified and skilled human resources and financial and ICT-based resources, to name just the most basic requirements.

Various studies have assessed the adequacy or availability of library resources in support of the library's mission to serve the information needs of its users. The majority of the research has looked at resources from the user's perspective and employed an external view linked to user satisfaction. The term *adequacy* refers to the state or quality of being adequate (*Oxford English Dictionary* 2019). In other words, it can be regarded as an acceptable state of quality or quantity. Some of the research objectives of this study involve assessing the acceptable state of various resources and services of GPG libraries.

The researcher agrees with Aguolu and Aguolu (2002), in that most of the studies conducted claim to measure adequacy, but, in essence, they measure satisfaction. The researcher believes that this is the case, because the source of the data in the studies is library users and usage statistics and not the librarians or human resources in the library. Satisfaction is a measure of efficiency. Arguably, resources can be adequate, while services may remain inefficient or unsatisfactory. In relation to the above, Matthews (2007:18) states that libraries are provided with resources that are organised and transformed into capabilities, in order to provide the required library services. The adequacy of resources provides a library with the capacity or capability to provide efficient services. *Capabilities* refer to the ability of an organisation to

perform a coordinated set of tasks, utilising organisational resources for the purpose of achieving a particular result (Helfast & Peteraf 2003:999).

Resources and capabilities change over time, as they are influenced by the external and internal environment and this triggers changes in the services or the products of an organisation. This represents one of the reasons why it is sometimes stated that competitive advantage is not permanent. The view of the researcher is that adequate physical, human, ICT-based and financial resources provide a library with the ability to deliver efficient and effective services to its users. The adequacy of resources is measured by using a scale ranging from "not adequate" to "highly adequate", whereas efficiency is measured by using a scale of "highly satisfactory" to "not satisfactory". The fact is, in order to measure efficiency, researchers rely on library users/customers, whereas adequacy of organisational resources is measured internally. For instance, a large corporate conglomerate does not ask its customers whether it has adequate human resources, financial resources or goods to produce its core products or services. Instead, the organisation asks its customers whether they are satisfied or not satisfied with the products or services it renders. It may also ask customers if they find its services efficient or not. Regardless of whether organisations are service-based or not, these statements would be applicable to them.

Similarly, a law firm or a consultancy organisation does not enquire from its clients whether it has adequate resources. Customers are generally engaged to determine efficiency of services, which may unearth inadequacy of resources. When library users indicate dissatisfaction with library services, relative to the context and design of each exercise, one of the solutions may be to improve its resources. Effectiveness is measured by looking at outcomes: the impact of the library services provided. Efficiency is measured by looking at processing of the input: the way in which library services are provided. The results of measurement of effectiveness and efficiency are both influenced by the advisability of resources. Therefore, resource adequacy is crucial for attaining efficient information services and intended outcomes.

It is the researcher's view that, when an external perspective is applied and users are the source of data collection for reviewing the resources and services, efficiency instead of adequacy is measured. It is, however, common to find questionnaires

designed for measuring adequacy, whereas the intention is to measure efficiency. The general method of measuring satisfaction would ask questions and allow the respondent to grade the measurement on a scale of 1 to 5, ranging from "very satisfactory" to "not satisfactory". However, this does not mean that adequacy of resources or services is measured. Therefore, the term *adequate* as a rating is more meaningful when measuring adequacy, although it does not project a measure of efficiency. It is also important to note that services are always driven from or through available resources. Therefore, when measuring efficiency, services are the primary factor of analysis; usage statistics is analysed; users are the primary source of data; and satisfaction is measured. When measuring adequacy, resources are the primary factor of analysis, wherein quality and quantity of resources are assessed and the personnel are the primary source of data.

The adequacy of resources should be handled internally by all organisations. Another study that has more similarities to this research was conducted by Ekene, Agbo and Onyekweodiri in 2016. The study assessed the availability of library resources and services in two medical libraries in South East Nigeria. One of the findings of the study is that users rated some of the library services, such as Internet browsing and document delivery services, as unavailable, meaning not available at all. However, the researchers observed that some of these services, which the users assessed as not being available, were, in fact, available.

The researcher's view is that, when measuring efficiency, the unavailability response in the study of Ekene, Agbo and Onyekweodiri (2016) point to a lack of awareness among respondents and the possible inefficiency of library services. When measuring adequacy, unavailability simply means not available or inadequate, therefore, it has no alternative meaning or interpretation. The two scenarios (inefficiency and inadequacy) require different interventions. If users are unaware of the availability of resources or services, user awareness programmes or marketing may solve the problems and reduce inefficiency. When measuring the adequacy of resources, unavailability (inadequacy) of resources can be solved mainly by securing/procuring the required resources.

The key difference between this study and that of Ekene Agbo and Onyekweodiri (2016) is that the latter focuses on the adequacy of resources and information services from the user's perspective, whereas this study focuses on the adequacy of resources from the perspective of library personnel. The other key difference between this study and previous studies – including that of Ekene Agbo and Onyekweodiri (2016) – is that, in essence, the majority of studies measured the efficiency of library services and not resource adequacy, whereas this study assesses the adequacy of library resources as determinants of efficient library services. It is the researcher's view that the results of an assessment of adequacy (perceived from an internal view) has an impetus on efficiency. In order to attain efficiency (external perspective) and achieve a positive response when it is measured, adequacy gaps must be identified and addressed. The adequacy of information services is a predetermining factor for the services that libraries can provide, whether satisfactorily or not.

2.4   Special libraries

Due to the heavy dependency of organisations on information in the knowledge economy, special libraries exist to serve organisational information needs. Organisations acknowledge the need for, and the critical role of libraries, in facilitating knowledge transfer and, therefore, numerous private and public organisations establish and maintain a corporate library. Ahmed and Soroya (2015:27) state that special libraries play an important role in the development of business and research. They are also an integral part of their own growth and success. Special libraries are designed and dedicated to serve the information needs of their parent organisations, which may include a wide variety of small and large organisations, such as ministries, departments, research institutions and private organisations.

Shumaker (2010) observes that special libraries originated in the United States of America and Great Britain in the nineteenth century and have since evolved worldwide. This resulted in the establishment of a professional association for this type of libraries – the Special Libraries Association (SLA), which aims at collaboration and knowledge-sharing ng among special librarians. By 1978, special libraries could be found in almost all countries of the world and the maturity of special libraries as a

division or category of library was officially recognised, leading to the establishment of the division of special libraries within IFLA.

According to the Library and Information Services (LIS) Transformation Charter (Nkondo et al. 2014:83), special libraries are found in the following sectors: national and provincial parliaments, research and science councils, government departments and entities, private business corporations, public organisations (such as hospitals and museums) and non-governmental organisations (NGOs).

Koenig (1999:69) declares that the reason for organisations building and maintaining information services is to enhance the effectiveness and productivity of people and units supported by those services. Special libraries provide specialised and customised information services on topics and areas of significance to a well-defined customer base. They are usually attached to the parent organisation. Their focus is service on a limited subject scope to a limited clientele base. These libraries include law libraries, legislative and executive agencies of government and corporate libraries.

Special libraries share the goal of meeting the information needs of their special clients satisfactorily with other libraries, but their objectives are different and are guided by the strategic objectives of the parent organisation. They acquire resources, in order to provide the required services to their clients. The resources and services of special libraries will be covered in detail in the latter sections of this chapter.

The departmental libraries in the Gauteng Provincial Government are the focal point of this study. The International Federation of Library Associations (2008:5) describes departmental libraries as any library established and fully supported by government to serve government, indicating that they provide information to policy-makers, government staff and employees, as well as the public.

2.5   Resources

The central focus of this study is resources and determining the impact of their adequacy on the attainment of sustainable efficiency and superior performance in GPG libraries. Miles (2012:217) defines the term *resources* as anything that could be

thought of as strength of an organisation, while Wernerfelt (1984:172) defines a firm's resources as those tangible and intangible assets which are tied semi-permanently to the firm. Examples include brand names, in-house knowledge of technology, employment of skilled personnel, trade contracts and machinery.

The RBV categorises resources into tangible and intangible, and Holmen and Pedersen (2012:211) refers to the categories of resources as material and immaterial resources. Material resources include equipment, technical facilities, manpower and raw materials, whereas immaterial resources include skills and knowledge. Mahoney (2005:175) further states that, if resources were completely non-specific, a firm could in principle produce anything. It is important to identify the types of resources that an organisation can/should possess to deliver particular services. This is informed by the different types of quality and volumes of services that may be needed in organisations, they may also move from general to specific categories within one organisation

Penrose (1959:74) asserts that that sub-division of resources may proceed as far as is useful, according to whatever principles are most applicable to the business problem at hand. What is vital is the ability to use or exploit the resources to produce a services or products needed for the growth of any organisations. The RBV asserts that an organisation's achievement of superior performance can be attributed to its resources. These resources need to be valuable and difficult to replicate in order to position a firm on the path of competitive advantage (Schmidt & Keil 2013:206). Tangible resources applicable and usable in libraries will be covered in this study and comprise the following: physical, ICT-based, financial and human resources.

Makadok in (Barney 2007:23) defines *capabilities* as special types of resources that are organisationally embedded, non-transferable firm-specific resources whose purpose is to improve the productivity of other resources. Evident in the definition is that capabilities emanate mainly from intangible resources and not tangible resources. Athough tangible resources are a foundation for intangible resources, the unique experience, organisation culture and intangible resources lead to dynamic capabilities for every organisation.

Public service – government departments in particular – and special libraries can thrive, if they adopt the approach of common tangible resources where possible and apply unique intangible resources for each to develop individual capabilities. The tangible resources can be shared, acquired and managed collectively, but that should not hinder each library to develop uniqueness from its organisational intangible assets. In line with Makadok's statement, Helfast and Peteraf (2003:997) state that dynamic capabilities, which include all organisational capabilities, involve adaptation and change. She further purports that heterogeneity of capabilities and resources in a population of firms is one of the cornerstones of the RBV-theory. The best scenario in GPG libraries is to have greater similarity in terms of strategic assets and build dynamic capabilities from the unique intangible assets.

2.5.1 Physical resources in libraries

Libraries require various tangible and intangible resources, in order to function and provide services to its users. The theory of the firm states that internal growth of a firm is dependent on resources (Penrose 1959:1). Because of this focus, Penrose (1959:24) defines a *firm* as follows in relation to its resources: "a firm is a collection of productive resources, the disposal of which between different uses and over time is determined by administrative decisions".

In the library environment, *physical resources* refer to all materials and equipment that a library requires to function. These include books, journals, computers and printers, reading areas, tables and chairs, workstations and photocopier machines. These resources provide the library with the capacity to achieve its role. Physical resources yield services essential for the execution of the plans/programme of its personnel (Penrose 1959:3). With the development of and increased reliance on technology for service delivery across various industries, libraries have embraced the electronic materials and electronic tools and platforms, which accelerate service delivery turnaround times; address physical space challenges; and facilitate access to information resources and services.

The ICT (electronic) tools are covered later on in this chapter. For the purpose of successfully attaining the research objective of assessing the adequacy of physical

resources in GPG libraries, these resources are divided into three subtypes, because different principles are applied to assess adequacy. These resource types are: information resources; location and facilities; and other resources. According to Barney (1991:29), there are two main arguments in the RBV-theory: the argument that explains the sustainable superior performance of a firm from a market power perspective; and the argument that explains the sustainable superior performance from an efficiency perspective. This study aligns itself with the latter argument, because GPG libraries are part of the public sector and they do not operate in a fully competitive environment, in order to measure superior performance among its peers. What is vital, is that the GPG libraries – collectively and individually – are able to provide an acceptable and sustainable level of superior performance, as they are not in competition with one another.

2.5.1.1 Information resources (Printed media and e-content)

Information resources include anything that can be consulted to obtain information. It can be an object, individual, system or internet (Egbunu & Usman 2013:167). The purpose of information resources is to provide the requestor with knowledge, facts, ideas or opinions on a subject. Egbunu and Usman (2013) further state that any organisation that wants to improve the capacity of its workers, requires a library to facilitate access to information and to manage the information resources.

IFLA (2008:25) lists several factors that government libraries should consider when developing collections, including: the needs of user community; quality of content; relevance; access vs ownership; and the availability of budget and existing resources. In this study, adequacy will be measured in terms of quality, relevance and quantity of library resources of the GPG libraries, which, if adequate, acts as a predetermining factor that creates the ability to provide efficient information services. The resources are studied from an internal perspective, in order to determine their adequacy, engaging human resources responsible for the utilisation and exploitation of these resources to provide the required information services efficiently.

Taking cue from the statements above, adequacy of information resources will mean the acceptable levels in terms of relevancy, currency, quality and quantity. Information materials should be relevant to the information needs of the users and should support

the organisational goals and objectives. If they are outdated, the value of information resources is usually compromised. Currency of information materials is important for the usefulness of the information provided. Quality relates to authoritative and dependable information. Such information should be accurate and in the appropriate format that is both user-friendly and accessible to the user. It is imperative to have the right quantity of resources in relation to the user community being served. This mainly holds true for print resources and, to a lesser extent, for electronic resources. The latter are often affected by access agreements. Electronic information resources include e-books, e-newspapers, e-journals and e-reference sources.

Print sources, such as books and journals, are still the core of most library collections. The adoption of technology, the rapid advancements in technology and the increased use of e-books have not eroded or shaken the reliance on and use of printed books and monographs in favour of their electronic versions. Recent trends show that librarians prefer e-book versions over the print book because of reduced costs, lack of space and easy facilitation of remote access to books.

E-books are not only relatively cheaper compared to printed versions; they also provide libraries with the capability of remote access for users and they require no physical space. Most special libraries operate as hybrid libraries, acquiring some books in electronic format and others in print format. Due to aspects such as budget (affordability), the level of ICT-skills of library users, space considerations and need for remote access, various special libraries are at different levels in terms of the adoption and use of electronic books. The value of books – both electronic and printed books – in any library lies in the relevance and the currency of the collection, which has a direct bearing on adequacy and usage.

Special libraries collect relevant journals and magazines to meet user needs. Journals are critical to the specialised collections of special libraries, because they are the main means of communicating cutting edge research in all disciplines. Unlike books, they are the source of current research content in many subject areas and are highly specialised. The journals are also available electronically, with most of the specialised libraries managing and providing access to electronic content, commonly referred to

as *e-journals*. Electronic journals are easy to maintain; require no physical space; and are relatively cheaper than print journals.

Newspapers are also a type of a periodical, which differs from journals and magazines in that they are published daily or weekly and contain news on current affairs. They cover a wide range of content, such as politics, business, crime and entertainment. Newspapers are also available electronically and most libraries subscribe to the e-newspapers and no longer the print version. The need for newspapers in print may never be completely eroded, but electronic access is attractive because of portability. Depending on affordability, libraries can subscribe to local, regional and national newspapers in print or electronic format. Electronic newspaper platforms enable subscription to international newspapers as well. In the context of globalisation, most special libraries take the route of electronic newspapers, depending on the needs of the parent organisation.

Reference resources are usually sources that are consulted to find specific information. The direct reference sources include materials such as dictionaries, encyclopaedias, yearbooks, atlases and others, which can be general in coverage, subject-specific, statistical, or geographic. User statistics from special libraries indicate a steady increase in the use of and reliance on indirect reference sources such as online indexes and abstracts (online bibliographic resources). They form the core of every library collection, as they provide access to specific information immediately, ranging from general to highly specialised content. The majority of reference sources are available online, thereby providing easily accessible content more speedily than before.

Online databases are the main drivers of access to current content and at present, they form the core collection of most libraries. They provide immediate access to articles/content as required by a library. The cost of accessing content through online databases is high and forms the huge portion of the budget for most libraries. The pricing model used for databases is based on access to information and not ownership. Machet (2012:51) defines an *online database* as a collection of records or data presented in a standardised format that is searchable. Online databases are

accessible through the World Wide Web (WWW) and as part of library offerings, or via the library portal in big libraries, such as academic libraries.

2.5.1.2 Interlibrary loans (ILL)

Due to various reasons, such as financial implications, space and an overwhelming volume of existing information resources, it is not always possible for libraries to obtain all required information resources. As a result, libraries have established interlibrary lending schemes to close the vacuum and to share resources whenever a need arises. Libraries assist one another by sharing the information resources they have among themselves, in order to serve the information needs of their users. The ability of a library to source information materials not available in its own collection from other libraries contributes to the capability to serve the information needs of users.

The setup and management of interlibrary loans (ILL) services vary from country to country or vary according to the consortia to which the libraries belong. The greater number of interlibrary loans are set and managed at national level, while sharing is usually more extended and more effective within a regional context for print resources. This is mainly due to distance and time taken to deliver the materials. A library is required to subscribe to the inter-library loan facility, in order to access and provide the inter-library loan sources to its clients. The availability and use of the ILL facility in GPG libraries are included when looking at the adequacy of the libraries' resources.

2.5.1.3 Location and library facilities

In the electronic era, the consideration of space is no longer as critical as it used to be, because most of the services can be accessed remotely, assisted by technology. However, a library still needs to be located in an accessible area within the organisation, where it is visible to and reachable by its users at all times.

Special libraries increasingly operate in smaller areas than before and are still able to provide all the expected and/or planned services. For special libraries, physical location is still important, as most of them operate as hybrid libraries and very few operate on a fully virtual basis. For both hybrid and traditional libraries, space should be sufficient to provide for walk-in users, reading areas, library services/information

desks, storage and library shelves and for any other resources and services catered for by each library.

According to the draft standards for special libraries in the Philippines, "the library shall be provided a well-designed and adequate space for library users, storage of the collection, workstation for the library staff and information and communication technology (ICT) equipment" (Yap & Ramos 2016:22). Visibility can be looked at from the services perspective; particularly virtual/online services. In order to maintain the perception of high value service and marketing, it is also still vital to look at it from the perspective of resources, so that the physical location of the library can increase visitation and ultimately usage.

The guidelines for Australian special libraries (Australian Library and Information Association 2010) state that space allowance for special libraries should consider the following:

- The space should allow for reasonable expansion;
- Adequate workspace for staff;
- Adequate shelving and storage; and
- Adequate space for library services and activities.

Requirements for Australian and Philippine special libraries are similar and will be used as guidelines for the GPG libraries, when assessing the adequacy of the library location and physical environment.

2.5.1.4 Adequacy of information resources

Various studies were conducted by means of the RBV-theory and most of them focused on the private sector and the impact of resources on performance or competitive advantage in the private sector. This research attempts to address the gap relating to the identification of the resources that are of value in predicting efficient service provision in libraries. In essence, it contributes by identifying the resources that have a positive influence on performance and competitive advantage.

Lee and Whitford (2012) conducted a study on the effects of organisational resources on public agency performance in the United States by using the RBV-theory. They concluded that organisations rely on resources in pursuit of their goals, with the ultimate aim/objective being improved services (Lee & Whitford 2012:705). Their study acknowledges that "we have little comprehensive and empirical knowledge about what kinds of resources exist, how various resources contribute to performance and which resources are more important than others" (Lee & Whitford 2012:688).

The researcher aims at addressing the finding by Lee and Whitford (2012:688) by identifying resources of GPG libraries and determining which resources are responsible for the most positive influence on services in these libraries. For this reason, the focus is on the predictors of information service provision in GPG libraries. The gap closed by this study relates to the determination of the distinct resources that predict service provision and, ultimately, performance.

In their study, Eze and Dike (2016) focused on the identification of various library resources and ascertaining the adequacy of these resources in prison libraries in Nigeria. Human resources, library facilities and information resources were all covered in the study. The Eze and Dike (2016:370) observe that "library and information resources encompass all the facilities and materials at the disposal of the library, through which it can provides needed services to its users". In order to assess the availability and adequacy of library resources and services in the prison libraries, Eze and Dike (2016) used the guidelines of IFLA and ALA (American Library Association) as criteria. IFLA guidelines for library services for prison libraries developed in 2005, and the ALA library standards for adult correctional institutions were used, because they give guidance on the basic requirements for minimum/basic resources and services needed for prison libraries.

What is interesting about the study by Eze and Dike (2016) is that, unlike most studies, neither the library staff nor the library patrons were the main data source. An observation method was adopted and applied, using the checklist from the IFLA and ALA. The study found that the availability of resources (information resources, library facilities and human resources) and services in the prison libraries in Nigeria covered

by the study, were limited and, therefore, inadequate. Because of this inadequacy, the studied prison libraries, were unable to provide needed information services.

Libraries are a resource in themselves (Egbunu & Usman 2013:165), but they need various other peripheral resources at their disposal, in order to operate successfully. These resources vary and include, but are not limited to, physical resources, such as computers and workstations, books, journals, newspapers, budgets and human resources. Libraries derive strength from these additional resources, which, in return, forms a synergy to generate growth and stability for consistent and competitive services. Within the fast-changing pace of information in the current era, the library resources have also experienced a shift. They have advanced from purely traditional/conventional resources to technologically friendly resources that assist libraries to respond to constantly changing information needs.

The effectiveness of library services is determined by the availability of resources. The resources managed by special libraries often are a bundle of potential services in themselves, all applied and used to respond to the library and information needs of the patrons through provision of services and solutions. Originally, long before the advent of information technology, print resources were the main wealth of special, academic, public and other types of libraries. At present, the greater part of the vast spectrum of resources required are technology based.

It is essential for libraries to assess the resources at their disposal, because they need to determine if these resources are adequate/not adequate and if the library has the ability to satisfy the information needs of its clients, so as to identify suitable interventions to address inadequacy, when and where it has been recognised. Because of economic pressure and a need for continuous improvement, the underlying objective is to create and sustain a competitive advantage.

The assessment of adequacy of library resources begins with and goes beyond collection assessment, which mainly focuses on information resources alone. Majid, Anwar and Eisenschitz (1998:35) opine that it is necessary to analyse a library collection to determine the extent of the relevance and adequacy of the collection in terms of meeting the information needs of users. There are two major approaches to

collection assessment techniques: the use-centred and the material-centred approach. The approach of the use-centred technique is to focus on the use of the collection and the extent to which it meets patrons' needs. The approach of the material-centred technique, on the other hand, focuses on the library collection as a basis for the analysis. It includes several methods of which overlap studies is one (Majid, Anwar & Eisenschitz 1998:36). Other techniques used to evaluate collections from a use-centred perspective include circulation statistics, inter-library loan statistics, in-house studies, user surveys and citation analysis.

In this study, only material-centred approaches are considered, because they are suitable for the attainment of the research objectives set out in the first chapter. The use-centred techniques mainly assess the proportional use of the library collection. The researcher believes that the extent of usage of the library collection aligns more with efficiency and with library users. It does not rely on the library staff, as is the case in the assessment of adequacy, which has an internal perspective on library resources and relies on internal resources. The material-centred/collection-centred approach entails the description of a collection in terms of size, age and scope, usually compared to an external criterion or a standard. Techniques used in this process include number of items per user, mean/medium age, visual inspection, expert evaluation and checking lists. The International Federation of Library Associations and Institutions (2001:4) states that:

> Collection centred techniques examine the content and characteristics of information resources in order to determine the size, age, scope and depth of the collection …

Various techniques, such as those indicated above, are used for collection assessment. They carry criticisms, shortfalls, advantages and disadvantages, but their individuality renders them unsuitable for the scope of this study. Most of them are mainly concerned with quantity – not quality – of the collection. They are also not tailored to assess overall library resources. In 1981, a collection assessment manual was developed by the Brigham Young University, aimed at providing guidance to librarians to conduct systematic collection assessment by using both the material and the use-centred approaches. In the *Collection assessment manual* (Hall 1981:12) it is

correctly stated that numerous collection evaluation methods have been developed and can furnish useful data, but no one technique is sufficient in itself for conducting a thorough assessment.

The approach contained *Collection assessment manual* (Hall 1981), albeit easy to implement, is also not sufficient for this study. It supports the measurement of the Dewey shelf list, which provides the number of titles per Dewey Decimal Classification (DDC) number. The problem with this approach is that the GPG libraries are special libraries that inherently collect more books in certain subject areas that support the mandate of the parent organisation and the needs of its users. This specialisation cancels the need to collect across other subject areas in the knowledge universe. This strong subject/topic focus may immediately produce distorted statistical results. Merely looking at the shelf list to determine the adequacy of a collection may further undermine critical aspects such as quality and currency. The measurement of a library collection by using the shelf list approach can be useful, if the size of the collection is of outmost importance.

Conspectus is one of the highly documented collection assessment models that IFLA (2001) recommends. The concspectus model is a tool developed by the Research Library Group (RLG) in the United States to describe collection strengths and collection development policies in a uniform manner. Schmidt (2016:182) describes the conspectus model as a detailed list of subject areas coupled with collection levels. Conspectus uses about 24 subject divisions, which differ from the divisions used in the DDC (International Federation of Library Associations and Institutions 2001:6), and it has the flexibility that allows GPG libraries to select subject areas relevant to the prescribed and formulated mandate of the parent organisation. This advantage is crucial, because none of the GPG libraries has a collection that spans across all the DDC subject divisions – simply because they are special libraries with much narrower focus than that of academic or public libraries. When applying the conspectus model, a library can select a minimum of five to a maximum of ten subject divisions. The importance of limiting the subject divisions to ten for each library in the assessment is to ensure that correct, accurate and useful data is collected, which increases the validity of the data analysis.

In order to ensure that there are no gaps, the ten DDC class divisions can also be used complementarily in the assessment. Using the DDC in this way is useful, because its subject divisions provide more detailed information with increased accuracy. The divisions in the conspectus model (as outlined in Appendix 1) are more practical in an academic or a school library. Refer to Appendix 2 for the DDC subject divisions.

The conspectus model and the DDC are not suitable for the objectives of this study and, instead, the Likert Scale is used in the questionnaire. Although the conspectus model is supported by IFLA and, to a great extent, by Australian libraries, it has received a fair share of criticism. However, Schmidt (2016:185) opines that the praises for the conspectus model far outweighs most of the criticism levelled against the model. She further highlights its benefits in collection analysis at macro level points out that in the instances that the model was used in the Australian library environment, the benefits were achieved.

The assessment of the adequacy of the GPG libraries is executed at macro level. The assessment had to be conducted manually, due to the fact that most of these libraries are not subscribed to the South African Bibliographic Network (SABINET) and, therefore, they are not updating their collection status online. The critical issue is to measure or assess the quality (authority of the content), relevance and currency in relation to scope and size (quantity) in each collection.

2.5.2 Information and communication technology (ICT) resources

Gernand (2006:114) observes that twenty-first century government librarians are grappling with large and small developments, most of which are happening at a pace defying easy assimilation. He further states that these developments are brought about by changes such as increased use of e-books, following the adverse economic conditions; unstable budget allocation to libraries; and new research tools (Gernand 2006). It is critical to the researcher to determine the extent of GPG libraries' usage of ICT-based resources and also the way in which they embrace and internalise ICT to support information service provision. In order to determine the usage of ICT-based resources, the researcher created a questionnaire, bearing Gernand's facts in mind,

the outcome of which contributes to establishing if the ICT-resources are predictors of efficient information service provision in these libraries. It enables internal growth and superior performance in the face of the foregoing challenges identified by Gernand (2006).

Ayob (2011:1) conducted research on the effectiveness of library resources and services in supporting researchers' information needs. She concludes that (2011:1):

> *Technological development does not change the information that researchers need but changes the way in which it is delivered. Changes in information technology have resulted in new formats of resources and have caused a change in the information seeking behaviour of users.*

When Ayob (2011:1) refers to format changes, it encompasses a wide range of sources, such as e-books, electronic databases, increased use of and dependency on emails, multifunction photocopiers, library systems and portals. The delivery and management of information materials depend on the technology resources at the disposal of any type of library. Effectiveness of information services (i.e. management, accessibility and delivery) usually also relies on the technology used. Kumar reiterates the same sentiments as Ayob (Aggarwal 2012:122), stating that the technological revolution has changed the format of information resources and the information-seeking behaviour of users. While Singh asserts that ICTs have impacted deeply on all types of libraries (Aggarwal 2012:4), s/he pointed out that these technologies have provided a shift from standalone libraries to library networks; from printed publications to digital; and from ownership to access.

Olajide and Fabunmi (2011:101) point out that:

> *ICT is heavily utilized in the storage, processing and dissemination of information. It has made the organisation of information very efficient, the delivery of basic information more effective and dissemination of information to users easier.*

The questionnaire designed by the researcher to assess GPG library staff's perceptions of ICT-usage includes detailed questions on critical ICT-resources

currently used in special libraries. The assessment focuses on availability of and usage of ICT-based resources, which are detailed below.

The management of information resources are critical for libraries in terms of accountability of the resources and the facilitation of access and ease of communication with the library users. Libraries are, therefore, capitalising on the availability of ICTs, using them to provide information expediously and exhaustively, and to manage their collections. ICTs are mainly used to automate day-to-day library operations, such as acquisitions, cataloguing, journal management and circulation.

ICTs are a key resource that is used to manage and organise information resources in a library. Large libraries, such as academic libraries, use suitably complex systems, such as Millennium and Sierra, whereas smaller libraries, including the special libraries group, adopt appropriately smaller library management systems, such as Amlib and Inmagic. A further group adopted systems developed in-house by the parent organisations to ensure customised applications. The barcodes and barcodes scanners will be covered under the library system.

Libraries use portals as gateways and single points of entry for accessing information that the library has to manage. Library portals are a resource used to disseminate information and is accordingly organised in a manner that facilitates easy access and information retrieval. Portals are designed to provide easy and timely access to information with search capability and groupware programmes and communication tools functionality (Semertzaki 2011:154). Most library portals facilitate access to books and other monographs, journal articles or databases, newspapers, reference sources and relevant websites. These are referred to as *useful links.* Machet (2012:81) defines a *library portal* as a network service that brings together content from diverse resources, including the library catalogue, online subscriptions, reference material, e-journals and learning and teaching materials. It is the means with which special libraries facilitate remote access to library resources through the use of Internet functionality. Virtual libraries are made possible mainly through library portals.

Within the library environment, equipment such as printers, scanners and photocopiers are needed to provide information services. As a business unit, the

library cannot exist without these machines facilitating day-to-day operations. Printers are required to print information accessed online, including articles, pages from e-books, information from websites and also information from electronic reference sources. Photocopy functionality is mainly used to make copies of information found in print sources, such as books, newspapers and journal articles – in line with the provisions of the South African Copyright Act (No 98 of 1978, as amended). Scanning facilities are required to scan information from print sources and send them via email. Technology advancements now provide for a single machine unit incorporating functionalities such as photocopier-printer-scanner-fax.

Librarians recognise the capability of social networking to make information available and accessible, because of the value derived from engaging in a dialogue with library users and also for library users to engage among themselves (Martin & Hesseldenz 2012:42). Facebook and Twitter are two of the most commonly used social media platforms in business. Murray (2014:521) notes that social media encompass multiple arenas and stretch beyond Facebook and Twitter interactions. Some organisations have powerful internal intranet infrastructures and applications that allow the establishment and management of blogs and chatrooms for employees. The SABC Media Libraries of the South African Broadcasting Corporation (SABC) and the library of the South African Institute of Aquatic Biodiversity run successful library blogs.

Network communication and emails are the backbone to effecting a useful ICT functionality within the library. In the absence of a network infrastructure, the library cannot connect to online resources. It would also prevent management of an up-to-date integrated library system. In recent years, the above is referred to as *infostructure*. Libraries need to be provided with operational server space, as the exchange of knowledge and information would require expanded storage space for transaction records, library management records, organisational records, documentary procurement and information/knowledge transfer. Therefore, access to sufficient storage space on the server, which is critical to library operations, needs to be planned well ahead of implementation of the infrastructure. Tapscott defines *infostructure* as a combination of microprocessors and fibre optic communications that creates an information utility through networks that are regarded as the true drivers of the digital revolution and the new economy (Arabackyj 1996:38). In the article, *The*

power of infosructure, Meeds further defines the term *infostructure* as a mix of hardware, bandwidth, software and government and corporate practices that delivers the greatest possible benefits of IT in ways that dramatically reduce friction (costs and delays).

Emails facilitate communication between library personnel and stakeholders (users, peers, sister units, e.g. ICT and service providers). Emails are an enabling facilitator to all planned and executed achievements of special libraries. They require a network computing that is supported by an advanced robust communication infrastructure, in order to facilitate communication and access. Email strips the barriers to communication away, thereby creating a seamless information-sharing environment.

In many organisations, television sets have become a commonly used source of information on current affairs and global phenomena. They are of benefit to the library users and library personnel, as the rapidly changing information milieu will predict fact-based decision-making and agile organisational change. The GPG is responsible for service delivery to the residents of the province of Gauteng. The library can play a pivotal role by disseminating and providing access to current information (to GPG employees) that relates to the mandate of the province by using television. By including all staff in the knowledge-transfer process, the immediacy of television as medium ensure that value is added by keeping all staff informed at all times.

Computers are important for both the library staff and the library end-users. Special libraries should have computers to enable library personnel to perform their daily tasks. Computers serve as a key resource in the processing and storage of and access to all informational materials in the library. Special libraries need to plan for the allocation of dedicated computers for the use of their end-users. Library users mainly use computers for information retrieval and to access electronic information, such as electronic newspapers, e-books and online e-reference materials. Special libraries operate a back-to-back function by providing the online gateway and direct access to users to search the library catalogue simultaneously.

The library security system is basically an ICT-tool that is used to monitor the books leaving the library. It ensures accountability and helps to prevent unauthorised removal

of books from the library. The system is usually placed at the entrance/exit door of the library to ensure that only authorised materials leave the library. The system is closely linked to the circulation of *library* materials. For the system to function effectively, it requires electronically sensitive security strips or book tags that link the security system with the individual information material leaving a library. Library security systems are fully integrated with the library infostructure.

2.5.3 Financial resources

Financial resources generally refer to the supply of money for something. In the organisational context, financial resources involve making money available to support business activities that translate into the ability of the organisation to finance its strategy.

All libraries require funding for resources to enable business processes. Without financial support, libraries will not be adequately resourced to function. Libraries trade with a highly critical commodity that has more value to its users when it is both relevant and current. In order to be relevant and to serve intended purposes, special libraries need to be adequately financed, so as to be able to acquire and provide relevant, current and dependable information to the organisations they serve. Libraries across all sectors are struggling to compete for financial resources. They increasingly have to do more with less. Within the current global economic constraints, libraries usually are the first to experience budget cuts when organisations have to reduce supply of financial resources, leaving libraries in a constant battle to survive and to remain relevant and of value.

Semertzaki (2011:43) reasons that the funding of a special library depends on the wealth of the parent organisation. When the parent organisation experiences financial misfortune, the library is the first area where the organisation cuts services and subscriptions and, in worst cases, the library may even be closed. Although libraries have developed mechanisms to do more with less over the years (e.g. the establishment of consortia and resource sharing platforms), the need for adequate financial resources provided by their partent organisations can never diminish.

The reality is, budget allocation is required to acquire information materials, such as books, reference materials, journals, online databases and, in some instances, to subscribe to partnerships that enable libraries to share resources with other libraries to provide the required services. Lee and Whitford (2013: 693) state that financial resources help a firm acquire other resources, such as equipment and paying employees. Therefore, it is undeniable that special libraries need the financial backing of their partent organisations upon presentation of a detailed budget proposal. The budget proposal is backed by a library strategy that details what the library intends to achieve in the short, medium and long-term. The library strategy and the budget proposal provide the parent organisation with a clear picture of what the budget seeks to achieve. In this way, a positive budget has a high potential to lead to strategy attainment, while the opposite is true, should the budget allocated to the library be negative.

Financial resources form the core of the value chain of product development or service provision, because it may lead to adequacy of other resources. When the latter are exploited, they can produce efficient services to the users. Alternatively, the opposite is also possible: when a library is not sufficiently supported financially, the situation may lead to inadequate resources and, subsequently, to inefficiency in service provision. Although all resources are important to achieve the mission of special libraries, financial resources are key to the realisations of all other resources. (Refer to the research model in Figure 2).

Financial resources should be made available by the organisation so that physical, ICT-based and human resources can be secured and exploited to produce anticipated service efficiency. Because financial support is critically important to GPG libraries, so as to attain their mandate and to serve their purpose optimally, it wa also important to determine the adequacy of the financial support that the libraries receive from the GPG.

2.5.3.1   Adequacy of financial resources

Financial support depend on various dynamics, such as the financial status of the organisation; the positioning of the library; the support from top management; the value that the library has displayed to the organisation; and, critically, the current

resources the library has in relation to the resources it should have. Special libraries are supported and funded differently. Some receive adequate financial support, whereas many libraries do not receive adequate financial resources. A way has to be found to assess the adequacy of financial resources that a library receives.

There needs to be a balance between existing, available resources and the allocated financial support, so as to close the identified gap between what can be done and what needs to be done to improve efficiency, effectiveness and return on investment (ROI). When there is a huge deficiency in other resources (i.e. lack of qualified personnel, unavailability of current information and books and a need to subscribe to electronic databases), the financial support must be proportional to the need/gaps. If the gap/need is smaller, financial support may be required to address current needs, but more may be needed to fund future needs and growth, as identified in the strategic plan of the library. This demonstrates the intention and effort of the organisation and the library to close the gap and to grow the resources, ultimately strengthening the capability of the library to provide efficient services.

The International Federation of Library Associations and Institutions (2008:26) alludes that the adequacy of a library budget is considered within the context of existing resources. IFLA explicitly states that libraries should have budget for salaries, professional development and collection development. Considering these statements, the adequacy of financial resources of GPG libraries is determined by considering the context of adequacy levels of each of its physical resources and the human capital that enables them.

2.5.4 Human capital and staff development

One of the key arguments of RBV is that, in relation to other resources, human resources (HR) are an equally critical organisational resource. According to Martin (2012:7), RBV emphasises employees being sources of sustainable competitive advantage in organisations. Other resources do not work automatically or transform themselves into outputs or services: human resources are needed to exploit other resources and to produce required goods and services. The services that the

resources yield, depend on the capabilities of the people using them (Mahoney 2005:175).

In order to produce the desired goods and services and to achieve the required efficiency and performance, human resources need to be skilled. This argument simply refers to HR's ability to produce services or products in organisations being influenced by their knowledge and skills. Similarly, the services produced by human resources in an organisation are influenced by the resources at their disposal. Therefore, organisations need both physical and human resources that are capable (qualified, skilled and knowledgeable) to produce the required services. Both are equally important and dependent on each other. Mahoney (2005:198) quotes Porter's argument that (all) resources and activities are in a sense reliant on one another.

Human resource management (HRM) is a common but critical topic in the management disciplines. In recent years, HRM has evolved to the point of no longer being associated with simplicity, the way it originally was. There is an enormous shift in the way in which human resources are regarded; how they are managed; and their strategic positioning in any institution. The knowledge economy and the information age elucidated human resources as repositories of valuable knowledge and skills, which may not always be easily transferred. They are regarded as the cornerstone of intangible assets in any organisation. With the take-off of knowledge management (KM), human resources have become even more of a critical organisational resource than before.

Human capital is one of the knowledge assets of an organisation, which underpin competencies, while competencies, in turn, underpin organisational products and service offerings (Teece 2012:68). The latest developments in HRM emphasise the importance of its role in aligning individuals with the needs of their organisations (Wilton 2016:10). This research focuses on the "human" element of HRM, commonly referred to as *soft HRM,* also known as *human capital.* Human capital is mainly about know-how, which is not static, but changes as trends and advancements in technology and physical resources are experienced. Human capital encompasses the individual capabilities, knowledge, skills and experience of the employees and managers of an

organisation (Dess et al. 2014:108). This statement highlights the aspect of intellectual assets of an organisation.

Wilton (2016:439) defines *human capital* as "an accumulation of competencies, skills, knowledge and attributes acquired through experience, qualifications and learning and possessed by an individual or a group". At the heart of the human capital requirements for libraries, rests the core skills needed to deliver the required library services. This is the reason why libraries must be and are managed by qualified personnel with information professional skills that allow them to adapt, adjust and evolve their services to meet the information needs of their organisations.

To provide required information services, HR (i.e. library personnel in this study) are required to exploit other resources at their disposal. The focus of this study rests on human capital as a resource in relation to other resources and in pursuit of attaining the mandate of the GPG libraries. The adequacy or inadequacy of human resources in GPG libraries cannot be ignored: it is critical, because it determines the capability or incapability of human resources to exploit other resources for the provision of efficient information services.

Given the foregoing information, it becomes inevitable to assess the elements of qualifications, training and development and continuous learning of the library personnel of the GPG libraries. For libraries to deliver efficient services, the exploitation of other forms of assets (e.g. knowledge assets (human capital) are required, in order to attain capabilities and a competitive edge.

2.5.4.1   Adequacy of human capital

IFLA and ALIA provide guidelines in terms of resourcing special and government libraries with human resources. Although they are not prescriptive, the guidelines provide a basis on which the adequacy of human capital in GPG libraries can be gauged. Both associations call for adequate staffing. It is acknowledged that libraries differ in size, services and the number of staff they have. However, the International Federation of Library Associations and Institutions (2008:38) states that, although the above-mentioned diversity does exist, most issues relating to staffing and personnel are similar.

IFLA (2008:38) emphasises the following staffing and human development requirements:

- All professional staff should have recognised library qualifications at an initial degree level or above. (This is applicable to one-man libraries too);
- The libraries should have library support staff;
- Training and development are crucial for continuous professional development;
- Provision of access to books and journals with relevant content for professional development; and
- Staff should be encouraged to participate in professional and networking activities, such as conferences and membership of professional associations.

In its Guidelines for Australian Special Libraries (2010), ALIA states that a library should be regarded as a management unit within the organisation, which has the following implications for staffing:

- A library should have a manager responsible for the provision of all management and professional functions of the library;
- The library should be managed by a qualified librarian;
- Additional staff may consist of librarians, library technicians and assistants;
- Continuing professional development is essential; and
- The library has to participate in the ALIA professional development scheme.

The IFLA and ALIA guidelines are similar, in that they call for adequate staff and human development to ensure continuous provision of efficient library services. This confirms the importance of human resources in realising the goals of a library. Both guidelines were used to gauge the adequacy of human resources in GPG libraries, because they are compatible.

2.5.5 Library services

Libraries mainly exist to serve and meet the information needs of their users. In order to do so, libraries implement various services, based on the needs of their users and the availability of resources. Penrose (1959:25) states that the services yielded by

resources are a function of the way in which they are used. Although resources are important in organisations, they cannot be the basis for competitive advantage on their own. The way in which these resources are collectively exploited provides a key to performance and competitive advantage. The exploitation of the resources yields the services that provide a niche for the special libraries.

Ellis (1994:53) states that every service provided by a library has an outcome that impacts on the users of those services. Measuring the value of such library service is difficult, because it is not easy to quantify the outcomes of library services. Most studies conducted focused on library services from the perspective of the library users, measuring their satisfaction or dissatisfaction with library services. The challenge mentioned by Ellis (1994) relating to the measurement of the value of library services still stands.

This study endeavours to contribute to resolving this challenge by considering the development, nurturing and management of value from the viewpoint of internal resources. The internal resources of a library impact on processing (transformation of the resources into services) and may predict library services. If internal resource levels (relevancy, currency and quantity) are positive, it may lead to efficient library services and positive outcomes. In this way, value is derived from the entire value chain. In other words, efficiency (satisfaction) begins with management and the measurement of the value of library resources (adequacy, which, when exploited, produces the required library services). When these services are used/accessed, they produce a positive outcome.

The foundations for library services show marked similarities. However, despite some uniform basics, the information needs of their parent organisations and their clientele will result in variations from library to library. The core functions and services will remain the same, as those have developed over hundreds of years. Although external factors, such as advances in technology, may have some impact on these functions and services, the uniqueness of each library may still be retained.

The elements that differentiate these traditional information services from one library to the next may include:

- How they are provided;

- How they are influenced by availability of resources;

- How strong the core competencies of the human capital providing them are developed; and

- The efficiency with which these services are rendered.

The quality of services remains a constant concern for libraries. Due to the depth of the subject area/s they cover and the uniqueness in their service offering, the quality of services is an even greater concern in special libraries. The services in special libraries heavily depend on the resources available to the library staff. Additional factors – such as the budget allocated to the library, the expertise and skills set of the staff and the available equipment – add to these concerns (Semertzaki 2011:18).

This study covers the core library services common to special libraries. No particular guideline has been used to determine which services needed to be included. The uniqueness of the GPG group of special libraries lends itself to its own avenues of investigation. This allows for common core library services to be covered, while retaining the individuality of each library, whether linked to vision/mission of the organisation, specialist clientele, rare resources, nature of deliverables required, or creative inputs from internal resources (staff) managing where they are able to measure and gaining control over resource adequacy.

As one of the oldest and most developed library services, reference and information services are the backbone of every library – particularly of special libraries (Semertzaki 2011:21). The value lies within the opportunity it offers to the user and the reference librarian to engage, so that the reference librarian can fully understand the needs of the user and satisfy the expressed need. Traditional reference interviews are still commonly used to facilitate this particular engagement. With the increased use of and dependency on ICT, physical reference interviews are no longer the norm. A reference librarian may engage with the user via telephone, email, chat rooms and instant messaging.

The Reference and User Services Association (RUSA) defines *reference services* as reference consultations in which the library staff recommend, interpret, evaluate and/or use information resources to help others to meet particular information needs (Cassell & Hiremath 2013:5) Advancement of technology has enabled libraries to provide e-reference services as a means of facilitating remote and quick access to reference services. Various reference resources are available to facilitate e-reference services, such as reference wikis, Wikipedia and reference blocks.

A variety of resources can be used to answer information requests from library users. The key role of library professionals is to conduct these searches on behalf of the users or to facilitate the search for highly skilled users. The library staff have the knowledge and skills to conduct information searches by using appropriate search terms and to search from relevant resources, which saves time for the user. Information retrieval services may include long searches involving more facts and several hours to finalise; literature surveys, which are generally more comprehensive in nature and focus on a particular subject or topic; and the identification of citations that may, in some instances, include inter-library loans. A variety of information resources are used to answer information requests, ranging from electronic databases, to books and sometimes reference materials. The Internet is also used for information searches.

The term OPAC is used to refer to an online public access catalogue of a library. It is the finding tool for a library collection. Martin and Hesseldenz (2012:34) conducted a research study on library resources and services in the 21st century. In the area of online education, which was the main focus, they regard the OPAC as the primary way to search a library's holdings and to determine what is available. In her study, Ayob (2011:12) concluded that the high scores recorded in the domain of access to online resources, OPAC and online databases reflected the way in which the advancement of technology has helped the library in improving its services.

OPAC is the end-user platform of the library system used to manage the collection of a library. It provides a web-based platform for library users to access and search the library collection. Technological advancement has enabled library users to access the OPAC remotely, so as to identify the materials they need; check their availability; and

reserve them before physically collecting them from the library. In big academic libraries, materials can be requested for delivery to the user, either to a postal address or to the nearest collection centre available.

Circulation services usually project the front end/face of a library and form the cornerstone of information access. Recent developments in library services and technology enable remote circulation of library materials in the form of e-books. These developments in the virtual information environment have effectively surpassed the "only print" circulation, which required users to visit the library physically to borrow the required materials. Regardless of the nature of materials to be circulated or systems used to do it, circulation services still take centre stage in the library management system used.

Because of the enormous volume of information sources available and the cost and the value of keeping/storing versus the usage rate, no library is able to acquire all information materials it requires. Interlibrary loan (ILL) services allow libraries to make a significant part of their collection available to users of other libraries, while simultaneously ensuring that they themselves also have access to holdings of other libraries for their own users (Martin & Hesseldenz 2012:34). The National Library of South Africa manages the national inter-lending services and has outsourced the electronic processing of interlibrary loans to the South African Bibliographic Network (SABINET).

Libraries usually partner to assist one another whenever necessary. A library can request an item that it does not have in its collection from another library for a certain period.

Matthews (2007:99) states that

> *No library is going to be able to build a collection that will meet 100% of the needs of its customers. Therefore, the sharing of resources called inter-library loan has existed for a considerable period of time to assist the libraries in bridging the gap of unmet needs.*

Keeping users informed of developments in their fields or subjects of interest is the core and traditional roles of special libraries. Current awareness services (CAS) make it possible to make users aware of the content of a large number of publications, which is valuable to employees executing their work, while maintaining visibility of the library and facilitating access (Kreizman 1999:80).

CAS may include one or more of the following: tables of contents of journals; lists of new books acquired by the library; news alerts; and selective dissemination of information (SDI). SDI, which is one of the most common CAS processes of the special library, entails the collection and dissemination of information to users according to their field of work, expressed needs and expertise (Semertzaki 2011:160). SDI is used to keep users updated of new developments in their specific discipline(s), which means that the success of this service depends on library staff being familiar with user needs and expectations.

Although they refer to different services, CAS and SDI are used interchangeably by most users. CAS involves keeping track of particular subjects or areas of interest and letting library users know about the information. SDI is essentially the distribution of specific information to specific individuals according to their individual interests. Whereas CAS is broad and generic to the organisation, SDI focuses on specific individuals and their interests.

There are some materials in libraries that are not made available for loan to users. These materials are mainly constituted by reference materials and journals. Therefore, it becomes necessary to make copies of the required information. Printer functionality is needed to print required information from electronic resources, such as e-reference sources, articles from online databases and articles from electronic newspapers. A special library cannot function effectively without a photocopy machine and a printer. They are also required for the general day-to-day operations and administrative functions of a library.

Libraries include a group of services referred to as *technical services,* which are services that are not rendered to library users, but that are critical, so as to ensure that the library is able to provide all other services intended for its users. The main aim of

technical services is to make available and to prepare the library resources for use by users. The main focus of library technical services is on acquisition of relevant information materials and the processing of acquiredmaterials in the library system (i.e. cataloguing, classification, indexing and abstracting) to facilitate management and accessibility of the library information materials. Matthews (2007:183) regards technical services as services that are important, because they support the services with which the library users interact.

2.5.6 The relationship between resources and services in libraries

The resources available to an organisation bear fruition through the products and services it renders. The resources available to GPG libraries are mirrored in the services that these libraries provide, reflecting a close link between the resources and the services.

RBV states that resources provide an opportunity to produce required services as a function of the way they are exploited. Determining the relation between the current resources and services is vital. Foss (1997:31) says that, "Strictly speaking, it is never resources themselves that are the inputs to the production process, but only the services that the resources can render".

In order to extract more meaningful information from the study, the resources with more value and those that can predict efficient information services are identified and they form the basis for the resourcing model developed thereafter. The resources with higher prediction value undoubtedly assist in tracking value from the internal level (i.e. the internal esources' perspective) to the external level (i.e. the more external services perspective). The value of library resources can be as good as the services they can provide, while the opposite may also be true. The assessment of internal resources is far-sighted when approached from the perspective of library personnel, instead of library users, because internal resources have a direct link to input and processing, which leads to achieving an output and, subsequently, to the desired outcome.

The RBV is used to determine which productive resources to secure for GPG libraries, so that, when used, they yield sustainable, efficient information services. These

resources need to provide the GPG libraries with the capacity to achieve their mandates efficiently. From the pool of resources that the GPG libraries currently have, the question arises as to which of those are predictors of information services? Differently stated, in order for the GPG libraries to provide efficient information services and attain internal growth from their own resources, it is crucial for them to focus only on those resources that actually provide a production opportunity and extra mileage. – When these resources are identified and exploited, they should yield sustainable performance and value.

This study contributes to the application of RBV by looking inward from the perspective of internal human capital to achieve growth. The RBV uses a resource product matrix (RPM), which is used to analyse the importance of a resource in product and *vice versa* (Foss 1997:25). The RPM is not suitable to use in this study to determine the relationship between the services and resources variables.

Answering the questions as to whether resource adequacy impacts on efficiency and which resources predict efficient information services have never been as important as it is now. Factors such as the fast pace of change; the tough economic environment; and the need to remain relevant and do more with less have increased the need to get solutions exponentially. This aligns with the main hypothesis of the RBV-theory, namely that "more" of the resources have a positive influence on the growth and performance of a firm (Lee & Whitford 2012:687). Therefore, this study will identify these resources and design the resource model to ensure sustained availability of crucial resources to GPG libraries. The main reason behind the identification of resources with a high influence on library services is to inform the resource model and to ensure that the provision of critical resources is addressed and that service provision remains sustainable.

2.5.6.1 Information as a resource in academic institutions

Because information and knowledge have become highly significant organisational assets in the knowledge economy, most organisations rely heavily on these commodities for survival. This has resulted in the sustained relevance and importance of information access (through libraries) and organisations increasingly being focused and invested in information management, knowledge management and information

services. In his study on information as a resource in academic institutions, Raphela (1998:9) stated that, as an economic resource, information should be managed at the same level as labour and capital and that it is of strategic importance in institutions – particularly academic institutions.

Although Raphela's study focused on information as a resource in academic institutions, the same fact about information as a resource holds truth for all organisations that are active in the economy. In managing information as a resource, the aspect of information services/library services and their importance in organisations is crucial. Information is contained in various information resources, such as books, journals and online databases, which form part of the library collection, as covered in this chapter under physical resources.

One of the findings of Raphela's study (1998:73) was that "information centres play a very important role in the management of external information resources in academic institutions". The researcher believes that special libraries play a similarly critical role in the provincial departments of the Gauteng Provincial Government. The external information resources refer to sources such as books, reference materials, information databases and materials loaned from other libraries on interlibrary loans. Another crucial finding of Raphela's study (1998:74) was that an information centre is a major source in the provision of information.

2.5.6.2 Resources and information services of government ministerial libraries in Lesotho

In 2004, Keta conducted a study that focused on government ministerial libraries in Lesotho. The purpose of the study was to investigate the status of the government ministerial libraries in Lesotho and to assess the adequacy of their information provision (Keta 2004:5). In her study, Keta (2004:1), pointed out that Silungwe (1996:180) asserts that

> *Information in libraries is a life-giving force for efficient and effective performance in all service sectors, without which both the individual and the service are at immediate disadvantage.*

Keta (2004) applied the descriptive survey method research methodology for her study, with a research population of libraries in 14 ministries in the capital city Maseru. Interviews with structured questionnaires were used to collect the data. Due to the small size of the population (14 libraries), there was no need to sample. All the staff members in the libraries formed part of the target population. The main findings of Keta's study (2004:71) were that the majority of government libraries had no budget to acquire library materials, while a few had limited budgets that were not enough to meet the libraries' requirements; the government ministries provided no support to the libraries in recruitment and training of staff; continuing education was not supported; and a few libraries had required equipment, such as tables and chairs. Less than 35% of the ministerial libraries in Lesotho received financial support to purchase materials (Keta 2004:57) and that lack of support and recognition from government resulted in a generally poor state of these libraries (Keta 2004:69). In this case, support is believed to refer to financial support. Therefore, Keta's study (2004) confirms that lack of resources, including financial resources, in libraries lead to poor information services. Furthermore, the study also found that most libraries had no catalogue.

This study on resources as predictors of information services in GPG libraries has various similarities with Keta's study. – Both the studies focus on special libraries in government departments, albeit at different levels of government. Keta focused on special libraries in government ministries, which, in the South African context, will be national government departments, whereas this study focuses on special libraries in the provincial government departments. No sampling was done due to the small size of the research population. Both studies investigate the tangible resources (which Keta refers to as *library materials*) and the information services provided by the special libraries. Keta's study established that the libraries were poorly resourced – a situation that has since been compounded by the global unfavourable economic conditions. This is exactly the problem that this study aims to resolve by developing a sustainable resourcing model for the special GPG libraries that can be replicated in the special libraries in the national government departments. Keta's study is relevant and the findings are useful, because GPG libraries provide services to primary users, who are government officials, and are funded by the government. Keta's study is relevant to all the research objectives involved in this study, highlighting the fact that the challenges have been there all along, and that a solution is required.

2.5.6.3 Intangible resources and information services in Polish libraries

Wojciechowska (2016:91) conducted a study to assess the intangible resources in Polish libraries, which is crucial from the view of library effectiveness and quality of resources. She emphasises the evolution of a library as an organisation, arguing that the intangible resources of a library are, therefore, critical.

The libraries involved in her study varied and included public, scientific and academic libraries, although it excluded the school libraries. Following the survey research methodology, Wojciechowska (2016) used a questionnaire, which was distributed electronically to a population that included Directors and Managers of Polish libraries. The study involved a total of 375 respondents across all libraries (with the exception of school libraries). The findings of the study by Wojciechowska's included (2016:109): there was a growing interest in and use of intangible resources in library activities; and libraries were moving from static institutions to more flexible organisations that cooperated more with the communities. Wojciechowska's study (2016:108) also found that Polish libraries regarded human capital as the most important intangible resource.

Both the study of Wojciechowska (2016) and this study assessed the influence of resources on library services, although the studies differ, in that Wojciechowska's study focused exclusively on intangible resources, whereas this study focused on tangible resources, with both studies applying the RBV-theory. One of the purposes of Wojciechowska's study (2016:98) bears close similarities with one of the purposes of this study – i.e. to determine which of the intangible resources of libraries are the most valuable and considered as essential to management. It has implications on one of the objectives of this study, which is to identify resources of GPG libraries and determine the resources that are particularly responsible for the most positive influence on services in these libraries. The focus on the predictors of information service provision in GPG libraries and determining which of the information resources have higher influence on the provision of efficient information services are crucial for special libraries and their organisations. This will allow the organisations to pay closer attention to those resources and their related financial resources. It will further assist in positioning libraries better to serve their role successfully and to attain growth.

Another striking similarity between the two studies is that the data was collected from the library personnel – not the library users – and that both studies acknowledged the importance of resources and applied the RBV-theory. Furthermore, both studies contribute to the application of the RBV-theory in the public service and in the library environment. In addition, this study contributes to the deepening of discussions around resources for competitive advantage within the public service context.

2.5.6.4 Collection adequacy and information services in Malaysian agricultural libraries

A study conducted by Majid, Anwar and Eisenschitz (1998:40) on the adequacy of collections in Malaysian agricultural libraries determined that the purchasing power of the libraries under study had decreased, due to budget cuts and depreciated currency. The purpose of the study was to explore the adequacy of library collection in the five major agricultural research institutions in Malaysia. The study also found a direct relationship between scientists' assessment of the adequacy of different library materials and their perception about effectiveness.

Questionnaires were used to collect the data, following the survey research methodology. The population consisted of 328 scientists, who were users of the five agricultural libraries. Proportional stratified random sampling resulted in 25% of the population sampled. Majid, Anwar and Eisenschitz's (1998) main finding was that the agricultural libraries provided adequate information support to scientists, but observed inadequacy in terms of some of the library materials. One of the recommendations was to implement library cooperation, so that the libraries could partner and share their collections, in an effort to sustain the adequacy of the support they provided.

In the researcher's opinion, Majid, Anwar and Eisenschitz's approach of assessing the adequacy of library materials from the library users' perspective has limitations, unlike assessing the adequacy of library materials from the view of library personnel. The assessment of library materials yields useful results when library personnel are the source of data, whereas the assessment of satisfaction and efficiency of library services yields better results, if the library users are the primary source of data. Therefore, this study collected primary data on the adequacy of resources from the library personnel of the GPG libraries. The researcher does agree with the

recommendation of libraries establishing library cooperation to strengthen their collections and their purchasing power. The resource model for the GPG libraries developed in this study encourages cooperation among the libraries, with the premise that cooperation has more power than an individual library when negotiating purchase prices; access to information is widened; and the collection richer.

2.5.6.5 Library resources and services in medical libraries in South-East Nigeria

Ekene, Agbo and Onyekweodiri conducted a study in 2016, with the purpose of assessing the available library resources and the library services provided in two medical libraries in South-East Nigeria. The main aim of the study was to ascertain the extent of availability and the level of adequacy of the available resources (Ekene, Agbo & Onyekweodiri 2016:1). A descriptive survey research methodology was used, with a population of about 1089 undergraduate students being involved in the study. A 20% sample size was used, resulting in a population size of 217 undergraduate respondents. Structured questionnaires and an observation checklist were used to collect the data. The findings of the study (Ekene, Agbo & Onyekweodiri 2016:5) included: some of the resources were found to be inadequate, although they were available; the libraries were not in partnership with one another to benefit from cooperation with regards to resources; respondents indicated some of the services as not available, although the services were, in fact, provided by the libraries involved in the study; and some of the resources (such as books) were not current (i.e. outdated).

The researcher opines that some of the findings of the study conducted by Ekene, Agbo and Onyekweodiri (2016) would have been more robust if the view of staff had been captured. That is, data on the adequacy of resources was collected from library personnel and not library users. Library users are suitable to address the question of satisfactory and non-satisfactory, wherein interventions such as marketing, training, awareness and communication can be used to address such a finding. The use of library users to address the question of adequacy resulted in available services and resources being regarded as unavailable and, consequently, inadequate.

The resource model developed in this study inherently encourages the GPG libraries to cooperate, so as to improve the availability and adequacy of required resources, which would improve the information provided. It is the opinion of the researcher that

research findings are greatly influenced by the target population – i.e. library users vs library personnel – in that the responses of different populations would require different interventions.

2.5.6.6 Library resource and service adequacy in a Malaysian academic library

Ayob (2011:1) conducted a study to assess the effectiveness of library resources and services in an academic library from the perspective of users or researchers. One of the key objectives or focus areas was to assess the adequacy of resources in the library. A questionnaire was used to collect data from researchers across 17 faculties in a university in Malaysia. Random sampling was used, resulting in a total population of 220 researchers. Some of the major finding of Ayob's study included (2011:12): there was a need to improve some of the library services, such as ILL and new acquisitions; and resources were fairly adequately provided. The study highlighted the use of ICT-resources to provide library services in the changing environment and the importance of the adequacy levels of the resources.

In her study, the usage of ICT-resources was assessed to determine their influence on information service provision. The major ffindings indicate a relationship between the adequacy levels of resources and the efficiency of the services provided, in that farly adequate resources were found to be available/provided to the libraries. This corresponds with the finding that there is a need to improve some of the library services namely; ILL and new acquiaitions.

2.5.6.7 Effects of financial constraints on library service provision

The financial crisis and its effect on financial resources pose a challenge to numerous organisations and most organisations are developing strategies to cope better under the financial constraints. A study conducted by Guarria and Wang (2011) aimed at revealing the way in which libraries coped with the financial constraints to meet the needs of the users. The scholars' study on the economic crisis and its effect on libraries revealed that the majority of libraries experienced reduced budgets, which affected their collections, professional development, equipment, personnel and hours of operation (Guarria & Wang 2011:212). The practical lessons drawn from Guarria and Wang's study will be of assistance to other libraries facing a similar predicament, allowing for libraries to share and implement necessary measures to survive and

develop future plans. In the surveyconducted on the library community in the United States and the Association of Research Libraries (ARL), the research population consisted of librarians from a variety of 295 libraries and university librarians in the ARL. The questionnaire was completed by librarians, who were involved in library budget-related transactions on a daily basis.

One of the critical elements in the study of Guarria and Wang (2011) was that libraries needed to find ways and means to cope under financial constrains, in order to continue service provision to their library users. The resource model developed for the GPG libraries in this study was designed to cope better in a challenging economic climate, since economic constraints have become a global phenomenon.

As stated by Agha (1988:71), it is widely acknowledged that "appropriate funds should be allocated for the purchase and processing of library materials as the effects of under-provision to libraries can result in their closure".

2.5.6.8 Utilisation of ICT-based resources in public libraries

In 2013, Mamafha (2013:8) conducted a study assessing library users' utilisation of ICT-based resources in the Ekurhuleni Metropolitan Municipality (EMM) public libraries. The mixed method research methodology was applied in which a questionnaire and interviews were conducted. The population included registered users of the EMM public libraries and the Control Librarians in each of the libraries. The stratified sampling technique was used to sample the population.

The key findings of Mamafha's study were that ICT was highly utilised by the library users in the EMM public libraries. The mostly used ICT-tools included computers, the Internet, DVDs, scanners, printers and photocopiers. Although the focus of Mamafha's study was on public libraries and the usage of ICTs by library users, it did highlight the importance of ICT-based resources in libraries to provide information services that meet user needs. This study assesses the usage of ICT-resources by library personnel in GPG libraries to provide information services.

2.5.6.9 Library resources and research productivity in Nigerian health research institutes

A study conducted by Ugwuona and Dike (2015:21) established that the relationship between library resources and research productivity in five Nigerian health research institutes was positive, but not strong. Apart from determing that there were significant gaps in library services, the study also found resources such as e-books, manuals, abstracts and conference proceedings to be inadequate.

Ugwuona and Dike (2015) conducted the study to investigate the relationship between library resources and research productivity in five Nigerian health institutes. A descriptive survey was used and the population of the study included 198 researchers of whom 166 responded. A questionnaire and the observation check list were employed as data collection tools. The study by Ugwuona and Dike is relevant in that it highlighted the relationship between research productivity and library resources, which shares the same context with the research question in this study that seeks to determine the relationship between resources and information services in GPG libraries and, by implication, informed decision-making and improved service delivery.

2.5.6.10 Library and Information Services Transformation Charter Technical Team

Information and knowledge are commodities that can determine the success or failure of organisations, depending on how these commodities are managed and exploited. The commodities are expected to facilitate processes that manage the organisational knowledge assets, which requires new sets of tangible and intangible assets and, as such it places pressure on the library and information profession and professionals. In order to position the libraries to deal with the pressures, the National Council for Library and Information Services (NCLIS), established the Library and Information Services Transformation Charter Technical Team, constituted by knowledgeable individuals within the library profession. The assignment given to the Team was to "… define the challenges facing the sector and to provide a clear framework of principles and mechanisms for effecting the changes needed …" (Nkondo et al. 2014:5).

Apart from the challenges facing libraries in general, the LIS Transformation Charter Technical Team also identified specific challenges relating to special libraries, including: special libraries not being recognised as valuable by their parent

organisations; and filling of library positions with candidates without appropriate qualifications (Nkondo et al. 2014:85). These findings have obvious negative consequences on library services. If parent organisations do not value libraries, they will inevitably not provide adequate financial support, resulting in inadequate information resources. Unqualified staff do not have the required knowledge and skills sets required for a library to function effectively, which, in return, weakens the functioning of other resources.

Other findings by the LIS Transformation Charter Technical Team included the following (Nkondo et al. 2014:114):

- Libraries often operated in silos and this practice affected the services they provided; and
- Uneven development and disparities between sub-sectors of libraries resulted in uneven development and inequalities, undermining the quality of services for all.

The LIS task team made recommendations to the LIS sector on widening access to library and information services in the most cost-effective manner. The current financial crisis serves as a reminder that past models can no longer be used for the future development and management of library and information services (Nkondo et al. 2014:11).

Other recommendations provided by the LIS Transformation Charter Technical Team include:

- The establishment of provincial platforms or forums for libraries to share resources, expertise and services across sectors; and
- The development of a funding model, which is the ultimate aim of this study.

Up until this point, the discussion has related to the scarcity of resources and the way in which this should be overcome in the dispensation of unfavourable economic conditions, so as to ensure consistency, efficiency and sustainability in information services across all library sectors in South Africa. The study of the LIS Transformation

Charter Technical Team was predominantly qualitative and covered the entire LIS sector.

The findings and recommendations of this study relate to most of the research questions that this study aimed at resolving through a resourcing model. Fundamental to the model, is the response to the recommendations of the LIS Transformation Charter Technical Team and how to ensure that a cost-effective approach is adopted. Situating all aspects already discussed within the total GPG special libraries environment, the importance of resources and their effects on services provided by a firm is clear. Other resources in an organisation, such as physical, ICT and financial resources, have an effect on the capabilities of human resources in that organisation. This illustrates the inter-relationship between physical resources, financial resources and human resources and services.

2.5.6.11 Concluding remarks

Similar to this study, the studies reviewed in the foregoing sections – i.e. those of Wojciechowska (2016), Majid, Anwar and Eisenschitz (1998), Ayob (2011), Guarria and Wang (2010) and Ugwuona and Dike (2015) – mostly followed the survey research methodology and used questionnaires as the primary data collection tool. These studies collectively highlight key elements such as the need for library cooperation; the importance of the adequacy of library collections or resources; the provision of efficient library services in an unfavourable economic climate; the relationship between library resources and library services; and budget cuts in all types of libraries being a reality that affects libraries. All these are also key elements that this study aims at addressing by means of a resource model for GPG libraries.

Some of the reviewed studies – such as that of Wojciechowska (2016) – applied the RBV in libraries. In the investigation of previous studies conducted by Gernand (2006), Lee and Whitford (2012), the LIS Transformation Charter (2014), Guarria and Wang (2011), the reality of the unfavourable economic climate has been clearly highlighted, as well as its impact on organisational resources. For example, Guarria and Wang (2011:212) found that libraries need to explore ways to maintain quality services with less funding.

The literature review revealed other studies – such as those of Sheikh (2014) and Rehman, Kyrillidou and Hameed (2014) – which were conducted with the objective of measuing the quality of services and user satisfaction in libraries, with the further aim of measuring and improving service quality in libraries. Tools such as SERVQUAL, LibQUAL and SERVPREF were developed to measure the quality of services, including library services.

SERVQUAL, was developed by three American Professors; Parasuraman, Berry and Zeithmal in 1985 to serve as a diagnostic methodology for the identification of the strengths and weaknesses in a company's service quality (Sheikh 2014:52). Although it was widely used in business and retail industry to assess service quality, it has proven to be useful in the library industry over the years. Serviqual is a 22-item instrument based on five dimensions possessing different service quality attributes (Sheikh 2011:52).

SERVQUAL later developed into LibQUAL for application in libraries – to solicit, track, understand and act on users' opinions of service quality (Sheikh 2014:52). It is predominantly used by academic libraries to measure service quality. Much later, SERVPREF was developed as a subset of SERVQUAL and as a tool to measure customers' expected service levels (Jayasundara et al 2009:182).

The studies by Sheikh (2014) and Rehman, Kyrillidou and Hameed (2014) focused on some academic libraries in Pakistan, where students and staff were the source of data and the survey research methodology was applied. In both studies, the population was randomly sampled and questionnaires were used as the primary data collection tools. The main findings of the studies included: the libraries studied were not lacking in quality of services; the library users were satisfied with the library performance; and that there was still room for improvement in some areas, such as policy review.

Contrary to the studies of Sheikh (2014) and Rehman, Kyrillidou and Hameed (2014), the current study does not focus on the quality of services but on the resources, which are input into libraries' capability to perform. The studies by Sheikh (2014) and Rehman, Kyrillidou and Hameed (2014) highlight the researcher's argument that measurement of adequacy of resources in libraries should not be measured in the

same way as user satisfaction and/or quality of services. The assessment of quality is associated with the measurement of the efficiency of services. In both studies, the library users were correctly used to measure the service quality/satisfaction by using Libqual, which involves three levels of service quality, namely: minimum, perceived and desired.

2.5.7 Research model

The key variables for this study are resources, which are independent variables, and the information services, which are dependent variables. The independent variables include: physical resources, financial resources, ICT-based resources and human resources.

Figure 2 represents the research model for this study, which proposes the hypothesised relationship between the constructs of the independent variables and the dependent variables, as itemised under the hypotheses that guide this study. This research model was developed to answer the research questions on which this study was based.
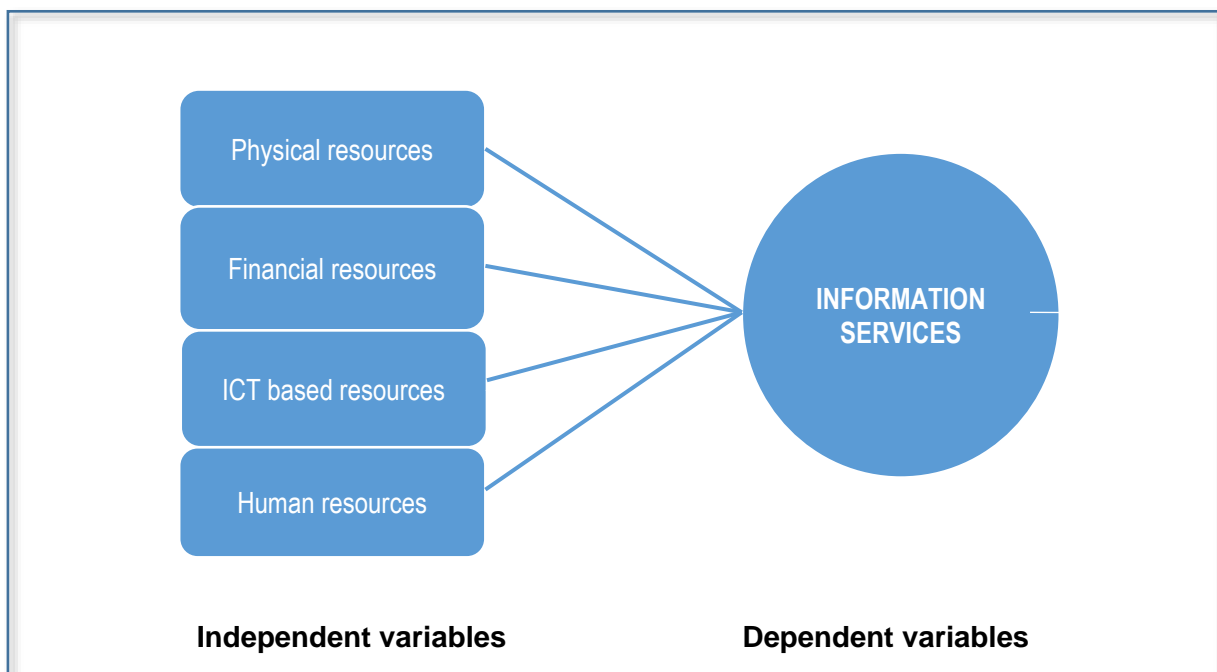
Figure 2: The research model

2.6   Summary

The theoretical framework of this study was presented in this chapter, followed by the review of relevant literature. Library resources and library services, which are the main variables involved in this study, were outlined in detail in this chapter.

It is evident in the literature that internal growth and competitive advantage are key to the theory of the firm and the RBV-theory is. Both theories proclaim that, although a company is viewed as a collection of productive resources, the production processes of inputs are not the resources themselves: the services they render are (Takahashi 2015:127). This means that organisations need to look internally first, in order to solve manifestations of universal problems in an intra-organisational mileu. They need to survive and sustain competitive advantage, contrary to the common approach of seeking opportunities for growth in the external environment of the organisation.

Whether applied in the public or private sector, RBV contributes to strategic management. The big leap noted is that studies focusing on resources as a medium for competitive advantage no longer focus on a particular resource, but on a collection of various resources, while acknowledging the causal effects and interdependency of resources. Libraries need to be resourced adequately, so as to have the capacity to provide the services that meet the information needs of their users. Libraries that achieve their targets and deliverables are valuable to those they serve, while making a meaningful contribution to the organisations to which are attached.

The literature reviewed on similar studies indicates the following main and common findings: libraries generally operates in silos, which leads to compromised capability to acquire adequate, satisfactory levels of resources; financial resources affect all other resources; increased usage of ICT-resources to provide library services; and there is a relationship between resources and satisfactory levels of library services. Althrough the observation that emerged is that all these studies agree on the necessity of resources – adequate funding for libraries in particular – none of these studies have identified resources with a higher positive bearing on library services. They could not indisputably list the resources that have the highest incidence of predicting efficient information service provision. According to the researcher, this constitutes the missing

link – i.e. where the identification of the resources that will have the greatest impact on information service provision is clear-cut and unquestionable. Once they have been identified, these resources can be used as predictors of efficient information service provision and, most importantly, the limited funding can be prioritised for such resources.

The researcher believes that this will assist libraries in attaining a competitive advantage and internal growth. The researcher also opines that the main reason for many libraries and other initiatives in the public sector lacking resources is the isolated development, acquisition, exploitation and management of resources; that is, while this sector actually calls for more collaboration than the private sector. A collective and collaborative approach will contribute to cost savings and will reduce the depletion of individual departmental financial resources. Collaboration in resource development and management in the public sector presents an opportunity and capability for internal growth.

The study developed a resourcing model that aims to provide the GPG libraries with the ability to fund the critical resources that are required to provide efficient library services. The assumption is made that the model currently used to allocate the financial resources to the GPG libraries is not effective: it leads to a negative and rippling effect on the physical and human resources, and, subsequently, also on the information service provision. The available resources do not yield desired information services reflecting the intended impact or attaining the required resources including financial resources outcome. A different approach to allocating and managing resources may yield far better results in terms of accumulation; access to; and management of physical resources. This would be mainly applicable to information resources that are valuable and are regarded as strategic assets that predict information service provision.

CHAPTER 3: RESEARCH METHODODOLGY

3.1   Introduction

This chapter outlines the research methodology used to obtain the data required to respond to the research questions. It also details the research methods, research site, population of the study and the sampling techniques adopted. The research methodology used is largely influenced by the research questions and the type of data that needed to be collected to respond to the identified research questions adequately.

3.2.   Research paradigm

Scientific research is grounded on the world's view about knowledge and reality. Research paradigm refers to the dominant framework within which research takes place (Hammond & Wellington 2013:116). Babbie (2016:30) refers to *paradigm* as a framework for observation and understanding, which shapes both what we see and how we understand it. This framework defines what is to be studied; how it is to be studied; and the nature and value of the knowledge generated.

There are three significant types of philosophical frameworks (research paradigms) that are used to view knowledge/truth in the world, namely positivism (realism), interpretivism (constructivism) and pragmatism (multi-paradigm). As a research paradigm, positivism assumes that the truth or reality exists eternally to the individual and that there is only one reality. The interpretivist research paradigm assumes that the truth is constructed and that knowledge is subjective to an individual, which results in relative truth. Lastly, the pragmatist paradigm combines positivism and interpretivism, which means that the truth is viewed pragmatically and, as a result, there are multiple truths. The philosophical foundation for this study is based on positivism as a research paradigm, intrinsically following from the purpose and the research questions involved in the study. The positivist research paradigm begins deductively with a theory; hence the use of hypotheses in this study.

Apart from the research paradigm, social research is underpinned by and guided by a particular ontology and epistemology. Constructivism is centred in the ontology of constructed truth/relative truth and the epistemology that knowledge is subjective and,

therefore, starts inductively wherein theory emerges from the data, which is why it is not suitable for this study. Constructivism is based on human perception (what is perceived to be the truth) and its inferences are, therefore, subjective in nature, whereas the pragmatist paradigm can apply both the positivist and the constructivist paradigms in addressing the research problem. Pragmatism is centred on the ontology and epistemology that says absolute certainty is unattainable; that there are multiple realities and that a knowledge statement is provisionally true (Six & Bellamy 2012:304). This implies that there are multiple truths to a phenomenon at any given time. Pragmatism is a combination of positivist and interpretivist paradigms.

The main components of a research paradigm are ontology and epistemology, which essentially means that a research paradigm is grounded in its ontology and epistemology. Neuman (2011:92) defines *ontology* as concerning itself with the issue of what exists in the fundamental nature of reality, whereas *epistemolog*y is defined by Babbie and Mouton (2011:642) as the study of the nature and origins of knowledge or the study of logic. In this study, the ontology and epistemology that intrinsically follow from the adopted positivist research paradigm are grounded on objectivity and one reality. In research, what is claimed to be true is supported by a belief that it is real (realism) or it is constructed (constructivism).

The study is guided by the paradigm of positivism; adopted the positivist ontology; and follows the epistemological position of realism – a deductive realm. Bryman (2012:711) defines *deduction* as the approach to the relationship between theory and research in which the latter is conducted with reference to the hypothesis and ideas inferred from the former. Whereas Leedy and Ormrod (2013:17) cite that deductive reasoning begins with one or more premise and proceeds logically from that premise to the conclusion by using a hypothesis. The philosophical position of realism adopted in this study is suitable, in that it makes inferences from which the real world can be observed – the GPG libraries (reality) – and that what is observed is correlations and associations of phenomena.

In order to answer the research questions adequately and address all relevant research objectives relating to this study on resources as predictors of information service provision in the GPG libraries, the research takes place in the real world and

the knowledge that will be extracted resides or exists in the real world and, therefore, external to the individuals. Furthermore, in order to test the hypotheses reflected in Chapter 1 rigorously and measure different variables (physical resources, ICT resources, financial resources and information services), data from the real world is required. Therefore, the realist paradigm is the suitable position to adopt, rather than constructivism, which advocates that experience with the real world always occurs through the lens or science of interpretation, which implies that an inner subjectivity exists (Neuman 2011:93). There are multiple interpretations and meaning from those involved in the social activity in constructivism. This assumption will not assist to test the hypotheses in this study rigorously, as it is highly dependent on human interpretation and, therefore, subjective.

The adoption of realism as research paradigm also paves the way for the development of a useful, dependable and sustainable resourcing model for GPG libraries that is responsive to the one truth or reality about the situation.

3.3   Research approach

A research approach guides the way in which the research questions are to be answered. It is a procedural plan adopted by the researcher to answer research questions validly, objectively, accurately and economically (Kumar 2005:94). Research approaches are plans and procedures that span the steps from broad assumptions to detailed methods of data collection, analysis and interpretation (Creswell 2014:3). There are three main research approaches: qualitative, quantitative and mixed method approach. The difference among these approaches is rooted in the type of data they produce (numerical and non-numerical) and the form of analysis employed. Also, they are informed by and flow directly from the research paradigm (i.e. the ontology and epistemology). A study that adopts a positivist paradigm implements a quantitative research approach, whereas research that adopts an interpretivist paradigm implements a qualitative approach. It is noted that there are various authors, such as Onwuegbuzie and Leech (2005:375), who argue for a shift from this traditional approach to use both the qualitative and quantitative approaches, irrespective of the paradigm used. The selection of a suitable research approach is also informed by the research problem, research objectives and the research questions,

because they inform the nature of data to be collected and the method of analysis that will be applied. The various research approaches are detailed in the following paragraphs.

3.3.1   Qualitative research approach

The qualitative research approach flows from the interpretivist paradigm and constructivist epistemology. Leedy and Ormrod (2015:388) define *qualitative research* as an approach that yields information that cannot easily be represented in numbers. Information or data collected in qualitative research relates to variables such as behaviour, attitudes and experiences. The focus is on the identification of the unique configuration of diverse influences in a particular setting. In qualitative research, research participants are the subject of analysis, with the view understanding or finding meaning of their qualitative variables. There are five major types of research designs used in qualitative research, which are: phenomenology, ethnography, case study research, grounded theory and content analysis research.

The qualitative research approach is not suitable for this study and is, therefore, not applied. This study does not focus on behavioural or attitudinal aspects and requires no use of qualitative data as the main type of data. The qualitative research approach is used to answer questions about the complex nature of phenomenon, often with the purpose of describing and understanding the phenomena from the participants' point of view (Leedy & Ormrod 2005:94). This research approach will, therefore, not autonomously assist in resolving the research questions of this study, because the variables under study do not involve behaviour or attitudes of the participants.

3.3.2   Mixed methods research approach

The research problem and the research questions may necessitate the use of both the qualitative and quantitative research approaches in a study, which is referred to as the mixed methods research approach. The use of the mixed method research approach flows from the pragmatist research paradigm and the ontology that there are multiple ways of knowing/multiple truth at a given time. Mixed methods research combines both the qualitative and quantitative research approaches: it is a research approach in which the qualitative research paradigm is used concurrently or sequentially for one phase of the study and the quantitative research paradigm for another phase of the

study (Godwill 2015:16). The mixed methods research approach consists of various research designs, including the convergent design, exploratory design, explanatory design and embedded design. Given the nature, purpose and questions involved in this research, the mixed methods research approach is also not suitable for this study.

3.3.3 Quantitative research approach

The quantitative research approach, also referred to as the *traditional, experimental or positivist approach,* is described by Leedy and Ormrod (2005:94) as a research methodology used to answer questions about relationships among measured variables, with the purpose of explaining, predicting and controlling phenomena. Leedy and Ormrod (2015:154) refer to the *quantitative research approach* as descriptive research.

Bryman (2014:107) defines *survey research* as a "research that comprises of a cross-sectional design to collect data, mainly by questionnaires and structured interviews on more than one case at a single point in time to collect a body of quantitative data in connection with two or more variable". In descriptive research, the situation is analysed as is: there is no need to codify the situation to produce research results (Leedy & Ormrod 2013:184). Habib, Pathik and Maryam (2014:8) regard the quantitative research approach as an inquiry into an identified problem, based on testing the theory; measured with numbers; and analysed means of the statistical technique. The main aim of the quantitative research approach is to determine whether the prediction generalisation of a theory holds true.

Studying the relationship between library resources and library services in GPG libraries is concentrated on the relationships between two variables, with the aim of using one variable to predict the other. Therefore, the quantitative research approach is suitable for this study, in that it entails relationships of various variables and the way in which they predict the assumption captured in the hypothesis.

Although the study is quantitative it was necessary to adopt qualitative elements to corroborate and validate the research findings. Considering the population under study, which includes participants in library leadership roles and those involved in day-to-day library operations, triangulation was of great benefit. Therefore, it is justifiable

to use two types of data sources for the study to maximise the validity through convergance of qualitative and quantitative data. The use of the two data sources assisted in fully understanding the status of resources and library services in GPG in relation to the research questions.

The theory of the firm and the resource-based view theory are applied in the study, using the hypotheses and testing if they hold truth in relation to the identified research problem. The main focus with the quantitative research approach is to identify a single cause at a time and then measure its effects across many other variables (Habib, Pathik & Maryam 2014:62). Furthermore, the rationale for using a quantitative research approach is that, in order to answer the research questions, qualitative data (such as behaviour and perception) is not suitable when used autonomously. Instead, data collected from the real situation represented in numerical form is suitable for answering the research questions identified in this study. All variables relating to the resources in GPG libraries and information services will be represented in numeric form to make sense of the findings.

3.4   Research design

The main purpose of a research design is to provide a structure that guides data collection and analysis as informed by the research approach. It is critical to identify and adopt a research design suitable for the research objectives and that aligns with the philosophical assumptions and the research approach identified. The research designs used in quantitative research approach are collectively referred to as *descriptive research,* because they yield quantitative information that can be summarised through statistical analysis (Leedy & Ormrod 2015:154).

3.4.1   Descriptive research designs

Leedy and Ormrod (2015:154) list four types of descriptive research designs that can be used in a quantitative research approach, namely: survey research, observation studies, developmental design (which comprises longitudinal and cross-sectional studies) and correlational research.

Survey research design involves acquiring information about one or more group of people and tabulating the information or answers. It is often used when people (either informants or respondents) are units of analysis.

Observation studies is a design that also focuses on other species such as animals, plants, rocks and the weather. It entails observation of the way people interact or other species act and interact, which is recorded and analysed to construct a picture of how they live or spend their time (Leedy & Ormrod 2013:185). It is often referred to as *experimental research design* in which control is exercised over all factors that may extend causal influence on the outcomes (Six & Bellamy 2012:69).

The development research design consists of longitudinal and cross-sectional research designs. They differ in that the longitudinal research design focuses on one group of people, monitoring and capturing the development or changes relating to the characteristics under study, whereas the cross-sectional research focuses on more than one group. The development research design involves the comparison of a group of people with a condition and its primary aim is to determine the importance of suspected causal agent or to examine possible outcomes (Godwill 2015: 21).

3.4.2 Correlation research

The research design suitable for and applied in this study is correlation research, which examines the extent to which differences in one characteristic or variable are related to the differences in one or more other variable. Data is collected to determine whether and to what extent a relationship exists between two or more variables.

Correlational research is designed to analyse the relationships between two or more variables, normally through the use of correlation coefficients (Joyner, Rouse & Glatthorn 2013:76). In order to understand the relationship, a correlation coefficient is used to express the degree of relationship between any two variables. With this type of research design, investigating the relationship between variables provides insight into the nature of the variables themselves, as well as an understanding of their relationships. Where the relationships between variables are substantial and consistent, predictions can be made (Godwill 2015:20). In correlation research, the strength and direction of a relationship between two variables are measured (Habib,

Pathik & Maryam 2014:262). It is used to show direct relationship between two factors but cannot prove causation. Kumar (2011:10) indicates that "the main emphasis on a correlational study is to discover or establish the existence of a relationship/association/interdependence between two or more aspects of a situation".

The core of this study involves determining the relationship between resources and information/library services in the GPG libraries and, therefore, correlational research design was chosen for this research. The differences or changes in the resources (in GPG libraries) as a variable are measured in relation to the information services the libraries are able to provide. In the end, data collected and analysed is used to make a prediction or to identify the variables that have prediction value or effect on other variables. This is particularly significant, because, in order to predict the information services provided by the GPG libraries, the changes in one variable, such as financial resources or physical resources, will automatically relate to the changes in human resources capabilities and service provision.

3.4.3   Variables

Kumar (2005:63) regards a variable as a concept that can be measured and that can take on different values. Creswell (2014:52) defines the various variables as follows:

- Independent variables, which are also referred to as *treatment, manipulated, antecedent or predictor variables*, are variables that cause, influence or affect outcomes.
- Dependent variables are those variables that depend on the independent variables – i.e. they are the outcomes or results of the influence of the independent variable. They are also called.
- Lastly, confounding variables are the risk factor for the dependent variables and associated with independent variable. In this study, the risk factors are not part of the intended hypotheses being tested, but it does have some effects on the dependent variables.

In this study, financial resources, human resources and the physical resources are the independent variables or the predictors of information services, whereas the information services provided by the GPG libraries are the dependent variable.

3.5   Area of the study

The research site entails all libraries of the provincial departments of the Gauteng Provincial Government at the time of study. As one of the nine provinces in South Africa, Gauteng is the smallest in land size, but with the highest population in comparison to other provinces. The provincial government is the second sphere in the government system in South Africa, the other two spheres being the national and the local government.

The provincial departments for the Gauteng Province are: The Office of the Premier; the Provincial Departments of Agriculture and Rural Development; Community Safety; Corporate Governance and Traditional Affairs; Economic Development; Education; e-Governance; Health; Human Settlements; Infrastructure Development; Roads and Transport; Social Development; Sports Arts, Culture and Recreation; and the Gauteng Provincial Treasury. The provincial departments are responsible for delivery of services to the citizens of Gauteng in the allocated portfolios. Most of the provincial departments in Gauteng have libraries, collectively referred to in this study as *GPG libraries.* Each library is established to serve the information needs of the provincial department to which it belongs.

3.6   Population of the study

A population for a study is defined by Babbie (2016:116) as a group (people or animals) about whom a conclusion is to be drawn. The population for this study consists of the personnel of the GPG libraries. Data will be collected about the resources and the information services of these libraries from the personnel. Personnel in the GPG libraries include: directors, managers of the libraries, librarians and support staff. The total number of the libraries in GPG is ten, while the total number of the identified personnel is 38 Refer to Appendix 3 for a list of the GPG libraries.

3.7   Sampling and sampling techniques

When conducting research, it is often impossible to study all elements in the population and, therefore, sampling is used to ensure that a reasonable number (sample) of the population is selected in an unbiased way. Sampling is a process of selecting a few

(i.e. a sample) from the sampling population (Kumar 2014:229). A sample needs to reflect and represent the whole population adequately. There are three types of sampling designs: non-probability (non-random); probability sampling (random); and mixed sampling designs.

The GPG library personnel is not a large population (ten libraries consisting of 38 officials) and, therefore, it does not require sampling to increase accuracy of the research fndings. Due to the small number of respondents in the target population, all the identified GPG officials were included in the study, so as to accommodate for instances where there are no responses to data collection methods. The identified target population accommodates participants for quantitative and qualitative data. Details regarding the population is found in Appendix 4.

3.8   Data collection instruments

In all research approaches, various data collection tools/instruments are used, as informed by the adopted research design; the purpose of the study; and the research questions to be answered. The most commonly used data collection tools are questionnaires, interviews and observation. Other data collection tools include oral history and narratives. Quantitative research uses standardised data collection instruments such as structured questionnaires and formal interviews, whereas qualitative research employs unstructured questionnaires and informal interviews (Leedy & Ormrod 2013:96).

Kumar (2014:173) defines an *observation data collection t*ool as a powerful, systematic and selective way of watching and listening to an interaction or a phenomenon as it takes place. This tool is not appropriate for collecting data on resources and services in GPG libraries and is, therefore, not used. The other reason for not using observation for data collection is that GPG libraries are not a natural or a controlled environment.

Questionnaires and interviews are used as data collection instruments in this study, with the GPG library personnel as respondents, due to their knowledge of the the

research site and the variables involved in the study. In other words, the respondents are the sources of primary data for this study.

Both the questionnaire and the interviews were self-managed by the researcher. The questionnaires were either submitted to the respondents at their offices by hand or via email. This was done to reach all the respondents; increase the response rate; and facilitate the audit process of the questionnaire. The questionnaires were each allocated a unique number to ensure the confidentiality and seamless management of completed qestionnaires. The interviews were recorded, so as to capture all the responses and to ensure that they were accessible for data analysis.

3.8.1   Questionnaires

According to Kumar (2014:178), a questionnaire is a document containing a list of questions that are answered and recorded by the respondents. Babbie (2016: 248) describes a questionnaire as a document containing questions and other types of items, designed to solicit information appropriate for analysis. Questionnaires can be structured or unstructured. Quantitative research usually embraces structured approach and qualitative research embraces unstructured approach to questionnaire design. The structured questionnaires used in quantitative research use closed ended questions, which are easy to interpret and that provide a great sense of uniformity.

For the purpose of the study, a structured questionnaire was developed as the main data collection tool. Information from the literature review was used to develop the questionnaire, entitled *Resources as library service predictors (RLSP) questionnaire.* The questionnaire is appropriate to the research objectives and designed to enable the collection of relevant primary data from the library personnel (as detailed in Appendix 4).

The RLSP questionnaire consists of the following six sections:

- Section A captures the biographic information of the respondents.
- Section B contains questions that gauge the level of adequacy of available physical resources for each of the GPG libraries. Responses to the questions are measured

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on a scale of 1–4, with 1 representing inadequate; 2 adequate; 3 partially adequate; and 4 representing highly adequate.

- Section C measures the extent of financial resources provision to the libraries and the questions in this section are measured the same way as those in Section B – i.e. from inadequate to highly adequate.

- Section D, which collects data that gauges the extent of the usage of ICT-based resources by the GPG libraries. Responses in this section are measured from 1–4, which 1 being very low usage; 2 low usage; 3 high usage; and 4 very high usage.

- Section E assesses the level of staff development in the GPG libraries. The responses to the questions are measured on a scale of 1–4, with 1 indicating no effort to develop staff; 2 indicating low levels of effort to develop staff; 3 indicating sufficient levels of staff development; and 4 indicating high levels of staff development in the GPG libraries.

- As the last section of the RLSP questionnaire, Section F measures the extent of library services that each of the GPG libraries provides by using the available resources. The data collected from this section will assist when responding to the research question that seeks to determine the relationship between resources and information services in the libraries. The responses to the questions are measured on a scale of 1–4, represented as follows: 4 as very high efficient services and 1 representing very low efficient information services.

The Likert scale employs an ordinal measuring scale, which is a summated rating scale that uses standardised response categories to determine the relative intensity of different items (Babbie 2016:175). The Likert scale does not measure attitudes *per se*, but the intensity of the respondent's view towards an issue in relation to that of another respondent Kumar (2014: 204). The Likert Scale is applied to measure the resources available in GPG libraries and the services they are able to provide. These are the main phenomena involved in the study. The questions in the questionnaire used a rating scale of 1–4. Refer to Appendix 5 for the full questionnaire.

3.8.2   Interviews

In order to improve the quality and validity of the data collected, interviews were also used as a data collection instrument. An interview is a person-to-person interaction, mostly face-to-face, between two or more individuals with a specific purpose in mind

(Kumar 2014:176). An interview can be either structured or semi-structured. In structured interviews, the researcher asks a specifiec set or a standard set of questions only. In semi-structured interviews, which are useful data collection tools to extract such kind of data, the researcher can follow up on respondents' answers with more tailored questions to obtain more clarity (Leedy & Ormrod 2013:190).

In addition to the RLSP structured questionnaires, semi-structured interviews were conducted to collect data from Directors, Deputy Directors and Assistant Directors in GPG libraries. These personnel, who may be qualified librarians/library professionals, are not involved with the day-to-day running of the library. They were able to provide valuable information from a management and strategic perspective relating to resources and services of the library they oversee.

In this study, the use of both semi-structured interviews and structured questionnaires from different data sources in GPG libraries is not a mixed research approach, but triangulation, in an effort to strengthen the validity of the data collection from the respondents that direct the library functions and are involved in the daily running of the library. Although triangulation is commonly used in qualitative and mixed method approaches, it is used in this study to corroborate the findings. Semi-structured interviews are used to triangulate and thus corroborate the research findings for some of the research questions, in an effort to strengthen the validity of the data collected.

Semi-structured interviews were conducted with the Director, Deputy Directors and Assistant Directors of the GPG libraries in the form of face-to-face interviews with one interviewee at a time. A minimum of one representative of management in each of the GPG libraries were interviewed. (Refer to Appendix 6 for the interview guide).

In quantitative studies, data collected through questionnaires needs to be quantified or represented numerically to prepare it for analysis. There are two techniques of quantifying data: the check list and the rating scale. Leedy and Ormrod (2013:192) define the check list as a list of characteristics and a rating scale (also referred to as the *Likert scale*) as a scale used when a phenomenon is evaluated on a continuum of inadequate to excellent. The check list is not used in this study, because it is not a

suitable method to numerically represent the data collected on the resources and the library services variable in the GPG libraries.

3.9 Validity and reliability of the instruments

The validity of a measuring instrument refers to the extent to which an instrument accurately measures the characteristics it is meant to measure, so as to enable justifiable inferences about the characteristics (Leedy & Ormrod 2015:114) There are four types of validity measurements: face validity, content validity, criterion validity and construct validity.

In this study, the researcher used the face validity method to increase validity levels of the data collected and analysed. The researcher sought assistance from experts in the field to conduct the face validation of the instrument. Furthermore, the questionnaire was put to test prior to the actual data collection process. This afforded the researcher an opportunity to modify some of the questions that yielded unreliable data. Face validity is essential for ensuring there is reasonable way to estimate the targeted constructs, which, in this case, are the physical resources, financial resources, ICT-based resources and the human resources.

Reliability essentially means that the numerical results an indicator produces do not vary because of the characteristics of the measurement process (Neuman 2011:208). As asserted by Leedy and Ormrod (2005:29), reliability is the consistency with which a measuring instrument yields a certain result when the entity being measured has not changed. There are three types of reliability measurements: stability reliability, representative reliability and equivalent reliability. In this study, the researcher used the representative reliability to indicate reliability across sub-populations or different types of cases, as it is the case with the population of the library personnel across the GPG libraries. To ensure that reliability is achieved in this study, the Cronbach alpha procedure was used to obtain the internal reliability, consistent coefficient of the instrument. The reliability analysis is outlined in Table 2.

Table 2: Reliability analysis

Variable	Factors	Number of items	Cronbach's alpha
Independent variable	Information resources	12	0.88
	Financial resources	17	0.93
	ICT-based resources	13	0.84
	Human resources	8	0.87
Dependent variable	Information provision	16	0.83

As shown in Table 2, Cronbach's alpha was used to measure the reliability of the items in sections B, C, D, E and F of the questionnaire. According to Sekaran (2003:308), alpha values greater than 0.70 are acceptable for basic research. As reflected in Table 2, the alpha values are greater than 0.70, which indicate that the items are acceptable.

3.10   Data analysis

In a quantitative study, the collected data is codified and presented in numerical form by using charts, graphs and tables, so as to provide a picture or extract meaning from the data. The numbers represent the value of variables, which measure the characteristics of subjects or respondents (Neuman 2007:248). This study followed the quantitative research approach and adopted a correlation study design, because it measures the relationships between library resources and information services as variables. Therefore, it was logical to use the following data analysis tools: mean and standard deviation; multiple regression and Pearson's product moment correlational coefficient; and multiple regression analysis. This was done to provide an understanding of how a set of variables explains a dependant variable (information services in this case) and to measure the effect of each variable on a dependant variable.

Mean and standard deviation was used to describe the variation of score distribution, whereas the correlational coefficient was used to describe how the distribution of scores between resources and information services in GPG libraries are related. These three data analysis tools were computed by means of the Statistical Software for Social Science (SPSS). To analyse the qualitative data, prefixes were used to code

the data into categories that provide meaning and align with the research questions. Descriptive codes were drafted, as per the research questions, in a pre-cycle that gave rise to a code book. Two coding cycles enabled the data to be grouped, based on clustered structural codes that were informed by the research questions and the theories. Atlass ti™ 8 was used to analyse qualitative data, enabling the integration of data and tracing overall parttens of the empirical reports.

3.11   Ethical considerations

There are numerous ethical issues that should be considered when undertaking research. Research ethics is concerned with the researcher's responsibility to be honest and respectful to all individuals affected by and/or participating in the research (Gravetter & Forzano 2009:72).

In this study, the researcher ensured that all ethical aspects, as guided by the UNISA ethical protocols, were adhered to. The respondents were made aware of the purpose of the study by means of a covering letter accompanying the questionnaire and verbally during the interviews. Refer to Appendix 9.

Before agreeing to participate in the study, all participants were provided with all the information regarding the research (i.e. the nature, procedure, risk, purpose and benefits of the research) and their roles. The participants were then provided with the informed consent forms that they had to complete and sign (Refer to Appendix 7).

A special introductory letter and an informed consent form were submitted to the Office of the Premier of Gauteng Provincial Government and the Heads of the Directorates within which the libraries are structurally located, in order for them to authorise participation in the research and the data collection exercise.

3.12   Summary

In order to guide the way in which the research questions were answered, the quantitative research approach chosen as the research design for this study. The research design suitable to address the research questions and test the hypotheses is the correlation research design, mainly because of its ability to answer questions

about relationships among measured variables with the purpose of predicting a situation – in this instance, the resources of the GPG libraries as predictors of information services. The population of the study was limited as follows: for the quantitate data, the library officials of the GPG libraries; and for the qualtitative data, the library management. Because of the small population size, no sampling was required. A structured questionnaire was used as data collection tool for the quantitative data and semi-structured interviews were conducted to collect qualitative data. The aim of using more than one data collection was to increase the validity of the research. Reliability testing was conducted to ensure the reliability of the tool.

The next chapter presents the data collected and analysed.

CHAPTER 4: DATA ANALYSIS AND PRESENTATION

4.1   Introduction

The purpose of this study is to determine the extent to which tangible resources can predict information service provision in GPG libraries, with a view of developing a model or strategy for sustainable internal resource development and enabling effective information service provision. In the previous chapter, details of the research methodology were presented. Having applied the methodology, this chapter presents the data collected from the structured questionnaire and the semi-structured interviews. Creswell (2014:44) asserts that data analysis is mutually inductive and deductive and ascertains patterns or themes. Graphs, tables and written description are used to present the data collected.

This chapter commences with the description of the research participants, followed by presentation of collected quantitative data; findings of the hypothesis testing; the presentation of the collected qualitative data. The data findings are interpreted and structured according to the research objectives outlined in Chapter 1. Data analysis for each section of the questionnaire and each question in the questionnaire are provided.

4.2   Characteristics of the respondents

Participants targeted for quantitative data collected included librarians in the ten Gauteng Provincial Government Departments that participated in the study, namely; The Office of the Premier; Provincial Departments of Agriculture and Rural Development; Community Safety; Corporate Governance and Traditional Affairs; Economic Development; Education; e-Governance; Health; Human Settlements; Infrastructure Development; Roads and Transport; Social Development; Sports Arts, Culture and Recreation; and the Gauteng Provincial Treasury. Because the Departments of e-Governance and Provincial Treasury operate under one umbrella and share a library, they were treated as one for the purpose of data collection.

The participants were targeted, in order to provide quantitative data for the study. All ten GPG departments participated in the completion of the questionnaires. The levels

of the librarians across the departments were as follows: Assistant Director, Principal Librarian, Senior Librarian, Librarian and Library Assistants. Out of 28 questionnaires administered to respondents, a total of 21 copies were retrieved. Seven copies of the questionnaire were not returned due to vacant positions at the time of collating data for the study. Table 3 presents the categories of positions of respondents who completed the questionnaires.

Table 3: Descriptive analysis of respondent characteristics

Levels of participants	Frequency	Percentage
Assistant Directors	6	28.57
Principal Librarians	7	33.33
Senior Librarians	0	0.00
Librarians	4	19.05
Assistant Librarians	1	4.76
Library Assistants	3	14.29
Total	**21**	**100**

Table 3 shows the characteristics of the respondents. A total number of 21 staff participated in the study. Those below the rank of Principal Librarians constituted 33.33% of the entire staff, whereas 28.57% of the staff were mainly Assistant Directors – i.e. slightly above 33% of the staff were Principal Librarians. There was no single staff in the Senior Librarian's position, while staff in lower positions, such as Librarians (19.05%), Assistant Librarians (4.76%) and Library Assistants (14.29%) participated in the study.

Another set of qualitative data was collected through interviews that involved the management GPG libraries. These respondents comprised of Directors and Deputy Directors. Some of the Departments have both a Director and a Deputy Director categories overseeing the library functions, whereas have one of each. GPG libraries consists of 14 department. The Department of e-Government and the Department of Treasury operate as one and, because they also share a library, they were treated as one, resulting in a total of 13 departments. Among these, there are three departments in the GPG that do not have a library. The researcher conducted nine interviews with three Directors and six Deputy Directors across the ten GPG departments that do have

libraries. The total number of targeted participants for both quantitative data (28 questionnaires) and qualitative data (10 interviews) was 38. The retrieved questionnaires are 21 whilst 9 interviews were conducted, bringing the total number of respondents to 29. The profiles of the qualitative data participants are reflected in Figure 3.
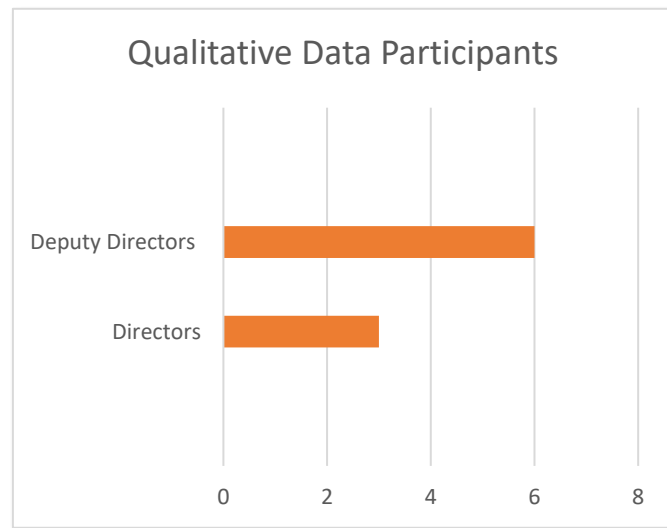
Figure 3: Profiles of qualitative data research participants

The data collected was aimed at answering the research questions identified in Chapter 1, which are:

- What is the level of adequacy of the available physical resources of GPG libraries?
- What is the extent of financial resources provision to GPG libraries?
- What is the extent of use of information, communication and technology (ICT)-based resources in GPG libraries?
- What is the level of staff development in GPG libraries?
- What is the extent of services provided by the GPG libraries?
- What is the relationship between resources and service provision in GPG libraries?

4.3 Quantitative data findings

The quantitative data collected for the study was analysed by using the SPSS and as shown in the following sections.

4.3.1 Adequacy of available physical resources in the GPG libraries

Research question 1: What is the level of adequacy of available physical resources in GPG libraries?

As shown in Table 4, Section B of the research instrument was used to answer this research question.

Table 4: Mean scores of the adequacy of available physical resources in GPG libraries

S/n	Statements	N	Mean	Standard deviation (SD)	Decision
1	Books (print) status in library	21	2.57	0.811	Accept
2	Books (electronic) status in library	21	1.38	0.669	Reject
3	Periodicals (print) status in library	21	1.81	0.750	Reject
4	Periodicals (electronic) status in library	21	1.95	1.161	Reject
5	Newspapers (print) status in library	21	1.24	0.539	Reject
6	Newspapers (electronic) status in library	21	1.95	1.203	Reject
7	Subscription to online databases status in library	21	2.24	1.091	Reject
8	Research reports, monographs, manuals, conference papers, etc. status in library	21	1.57	0.811	Reject
9	Abstracts and indexes status in library	21	1.19	0.512	Reject
10	Dictionaries (electronic or print) status in library	21	2.57	1.121	Accept
11	Encyclopedia (electronic and print) status in library	21	2.24	1.044	Reject

S/n	Statements	N	Mean	Standard deviation (SD)	Decision
12	Other reference materials (atlases, yearbooks, etc.) (electronic or print) status in library	21	1.86	0.910	Reject
	Overall mean		**1.88**	**0.89**	

Table 4 shows the level of adequacy of physical resources of the libraries involved in this study. The overall mean of 1.88 indicates that the physical resources of the libraries are grossly inadequate. The standard deviation of 0.89 is also an indication of the participants showing great variability in their opinion as to the level of adequacy of physical resources. Of the 12 physical resources listed for evaluation, only books (mean = 2.56, standard deviation (SD) = 0.81) and dictionaries in different formats (mean = 2.57; SD = 1.12) were found to be adequate.

Hypothesis 1: Physical resources will predict library information services.

Multiple regression analysis was performed to test the hypothesised relationship between the physical resources and library information services. The results are summarised in Table 5.

Table 5: Quartile regression predictors of physical resources

Physical	Coef.	St.Err	t-value	p-value	Sig.
Financial	1.591	0.292	5.45	0.000	***
Staff development	0.116	0.289	0.40	0.693	
ICT	-0.621	0.246	-2.53	0.022	**
Services	0.111	0.313	0.35	0.727	
Constant	8.539	13.982	0.61	0.550	
Mean dependent var	62.857	SD dependent var	18.736		

*** $p<0.01$, ** $p<0.05$, * $p<0.1$

Table 5 shows the predictive values of physical resources. The results reveal that physical resources do not significantly predict library information services ($\beta = 0.111$,

t = 0.33, p > 0.05). However, both physical resources (β = 1.591, t = 5.45, p < 0.05) and ICT-based library resources (β = -0.621, t = -2.53, p < 0.05) do predict financial resources significantly. Based on these results, Hypothesis 1 is rejected. Therefore, physical resources do not predict library information services significantly.

4.3.2   Adequacy of financial resources provision to the library

Research Question 2: What is the extent of financial resources provision GPG libraries?

Section C of the research instrument was used to answer this research question, as shown in Table 6.

Table 6: Mean and scores of the adequacy of financial resources in GPG libraries

S/n	Statements	N	Mean	Standard deviation (SD)	Decision
1	Funds/budget allocation for acquisition of new books (electronic or print)	21	2.14	1.236	Reject
2	Funds/budget allocation for subscriptions to journals (electronic and print)	21	1.38	0.669	Reject
3	Funds/budget allocation for subscription to newspapers (electronic or print)	21	1.81	1.078	Reject
4	Funds/budget allocation for acquisition of reference materials (electronic or print)	21	1.95	1.161	Reject
5	Funds/budget allocation to subscribe to electronic databases	21	2.24	0.995	Reject
6	Funds/budget allocation for inter-library loan facility and transactions	21	1.95	1.203	Reject
7	Funds/budget allocation for library furniture and equipment	21	1.71	0.784	Reject

S/n	Statements	N	Mean	Standard deviation (SD)	Decision
8	Funds/budget allocation for acquisition of a library management system	21	1.57	0.811	Reject
9	Funds/budget allocation for maintenance and licenses for library management system	21	1.57	0.870	Reject
10	Funds/budget allocation for computers	21	2.57	1.121	Accept
11	Funds/budget allocation for television sets	21	1.33	0.658	Reject
12	Funds/budget allocation for multi-purpose machine (photocopier, printer, scanner and fax facility)	21	1.95	1.024	Reject
13	Funds/budget allocation for library security system including security strips/tags	21	1.38	0.740	Reject
14	Funds/budget allocation for maintenance of the library security system	21	1.19	0.512	Reject
15	Funds/budget allocation for library personnel to attend conferences	21	1.38	0.805	Reject
16	Funds/budget allocation for library personnel to attend workshops and training	21	1.71	0.845	Reject
17	Funds/budget allocation for library staff to further their studies (bursary allocation)	21	2.33	1.017	Reject
	Overall mean		**1.77**	**0.99**	

Table 6 shows the extent of financial resources in the libraries studied. The results reveal that the libraries are funded to a very low extent (mean = 1.77; SD = 0.99). However, it was found that there is a budget or fund allocation for purchase of computers in the libraries (mean = 2.57; SD = 1.12). Surprisingly, there are no fund

allocations for the acquisition of either new books (mean = 2.14; SD = 1.24); reference materials (mean = 1.95; SD = 1.16); subscriptions to journals (mean = 1.38; SD = 0.67); subscriptions to newspapers (mean = 1.81; SD = 1.08); or to subscriptions to online databases (mean = 2.24; SD = 0.99). Furthermore, the results show no fund allocations for library automation (mean = 1.57; SD = 0.81) or for continuous professional development of staff in the form of either conference attendance (mean = 1.38; SD = 0.80) or workshop attendance (mean = 1.71; SD = 0.84) and/or for formal education of staff (mean =2.33; SD = 1.02).

Hypothesis 2: Financial resources will predict library information services

Multiple regression analysis was performed to test the hypothesised relationship between financial resources and library information services. Table 7 reflects the results of Hypothesis 2-testing.

Table 7: Quartile regression predictors of financial resources

Financial	Coef.	St.Err	t-value	p-value	Sig.
Physical	0.509	0.115	4.43	0.000	***
Staff development	0.068	0.183	0.37	0.715	
ICT	0.416	0.140	2.98	0.009	***
Services	0.023	0.209	0.11	0.912	
Constant	-12.293	8.972	-1.37	0.190	
Mean dependent var		44.381	SD dependent var		13.185

*** $p<0.01$, ** $p<0.05$, * $p<0.1$

Table 7 shows the predictive values of financial resources. The results reveal that the predictive value of financial resources over library information services is not significant ($\beta = 0.023$, $t = 0.11$, $p > 0.05$). However, financial resources and ICT-based library resources ($\beta = 0.406$, $t = 2.98$, $p < 0.05$) do predict physical resources ($\beta = 5.09$, $t = 4.43$, $p < 0.05$) significantly.

Based on these results, Hypothesis 2 is rejected: financial resources do not significantly predict library information services.

4.3.3 Extent of the usage of ICT-based resources in the library

Research Question 3: What is the extent of the usage of ICT-based resources for information service provision in GPG libraries?

Section D of the research instrument was used to answer this Research Question. The results are summarised in Table 8.

Table 8: Mean scores of the extent of usage of ICT-based resources in GPG libraries

S/n	Statements	N	Mean	Standard Deviation	Decision
1	Computers for library personnel	21	3.14	0.910	Accept
2	Computers for library users	21	1.86	1.236	Reject
3	Scanner	21	2.00	1.095	Reject
4	Photocopier	21	2.48	1.209	Reject
5	Internet	21	2.90	0.995	Accept
6	Email	21	2.95	0.973	Accept
7	Library management system	21	1.90	0.944	Reject
8	Library security system	21	1.38	0.669	Reject
9	Library portal	21	1.52	0.873	Reject
10	Social media (work related)	21	1.57	0.746	Reject
11	Television sets	21	1.48	0.750	Reject
12	CD/DVD	21	1.48	0.750	Reject
13	Interlibrary loan facility	21	1.76	1.044	Reject
	Overall mean		**2.03**	**0.94**	

Table 8 shows the ICT-facilities that are used for information service provision in GPG libraries. The overall mean of 2.03 indicates that ICTs are used to a low extent for information service provision.

The results of the study reveal that, of the 13 ICT-facilities, only three – computers for staff (mean = 3.14; SD = 0.91), the Internet (mean = 2.90; SD = 0,99) and email (mean = 2.95; SD = 0.97) – are used to an extent for information service provision. The least used of the ICT-resources are library security systems (mean = 1.38; SD= 0.67), television sets (mean = 1.48; SD = 0.750) and CD/DVD (mean = 1.48; SD = 0.750).

Hypothesis 3: ICT-based library resources will predict library information services.

Multiple regression analysis was performed to test the hypothesised relationship between ICT-based library resources and library information services. The results are shown in Table 9.

Table 9: Quartile regression predictors of ICT-based resources

ICT	Coef.	St.Err	t-value	p-value	Sig.
Physical	-0.886	0.316	-2.81	0.013	**
Financial	1.826	0.457	4.00	0.001	***
Staff development	-0.091	0.344	-0.26	0.795	
Services	-0.121	0.376	-0.32	0.751	
Constant	31.023	15.866	1.96	0.068	*
Mean dependent var	44.000	SD dependent var			13.221

*** p<0.01, ** p<0.05, * p<0.1

Table 9 shows the predictive values of the ICT-construct. The results of regression analysis reveal that the predictive value of ICT-based library resources over library information services as not significant (β = -0.121, t = -0.32, p > 0.05). However, ICTs were found to predict physical resources (β = -.0886, t = -2.81, p < 0.05) and financial resources (β = 1.826, t = 4.00, p < 0.05) significantly. Based on these results, Hypothesis 3 is rejected. Therefore, ICT-based library resources do not significantly predict library information services.

4.3.4   Level of staff development in GPG libraries

Research Question 4: What is the level of staff development in the GPG libraries?

Section E of the research instrument was used to answer Research Question 4. Table 10 summarises the findings in terms of Research Question 4 and shows the level of staff development in GPG libraries.

Table 10: Mean scores of the level of staff development in GPG libraries

S/n	Statements	N	Mean	Standard deviation (SD)	Decision
1	What is the level of staff development regarding the formal training?	21	2.29	1.102	Reject
2	What is the level of staff development regarding the workshops?	21	1.95	0.921	Reject
3	What is the level of staff development regarding on-the-job training?	21	2.24	0.995	Reject
4	What is the level of staff development regarding the conferences?	21	1.33	0.658	Reject
5	What is the level of staff development regarding short courses?	21	1.57	0.811	Reject
6	What is the level of staff development regarding the coaching/mentoring?	21	1.90	0.625	Reject
7	What is the level of staff development regarding seminars?	21	1.29	0.463	Reject
8	What is the level of staff development regarding the technology-based learning (TBL)?	21	1.48	0.750	Reject
	Overall mean	**21**	**1.76**	**0.79**	

The overall mean of 1.76 suggests that staff development only existing in principle, but not in practice. The total rejection of the item measures further indicates that priority attention is yet to be paid to staff development. It is surprising that, although mentoring was ignored (mean = 1.90; SD = 0.63), it is neither remedied through short courses (mean = 1.57; SD = 0.81) nor through formal training (mean = 2.29; SD =

1.10). These results show that the GPG libraries do not have staff development programmes.

Hypothesis 4: Staff development will predict library information services

Multiple regression analysis was performed to test the hypothesised relationship between staff development and library information services. The results to Hypothesis 4-testing are shown in Table 11.

Table 11: Quartile regression predictors of staff development

Staff development	Coef.	St.Err	t-value	p-value	Sig.
Physical	-0.027	0.358	-0.07	0.942	
Financial	0.106	0.576	0.19	0.856	
ICT	-0.187	0.332	-0.56	0.581	
Services	0.386	0.333	1.16	0.264	
Constant	31.775	13.215	2.40	0.029	**
Mean dependent var		47.238	SD dependent var		10.188

*** $p<0.01$, ** $p<0.05$, * $p<0.1$

Table 11 shows the predictive values of staff the development construct. The results of the regression analysis reveal that staff development does not significantly predict library-based information services ($\beta = 0.386$, $t = 1.16$, $p > 0.05$). The results also show that all the predictive values of staff development are not significant.

Based on these findings, Hypothesis 4 is rejected. Therefore, staff development does not predict library information services.

4.3.5   The extent of services provided by the GPG libraries

Research Question 5: What is the extent of services provided by GPG libraries?

Section F of the research instrument was used to answer Research Question 5. The findings are reflected in Table 12.

Table 12: Mean scores of the extent of library services provided by the GPG libraries

S/n	Statements	N	Mean	Standard deviation (SD)	Decision
1	What is the extent of provision of the reference services in your library?	21	2.38	0.921	Reject
2	What is the extent of Information retrieval services / information searches in your library?	21	1.38	0.669	Reject
3	What is the extent of provision of the internet browsing service in your library?	21	2.24	1.136	Reject
4	What is the extent of provision of Online Public Access Catalogue (OPAC) in your library?	21	1.95	1.161	Reject
5	What is the extent of provision of the lending / circulation services in your library?	21	2.52	0.928	Accept
6	What is the extent of provision of Inter-library loans services in your library?	21	1.95	1.203	Reject
7	What is the extent of provision of the current awareness service in your library?	21	2.05	0.973	Reject
8	What is the extent of provision of Printing service in your library?	21	1.57	0.811	Reject
9	What is the extent of provision of the photocopy service in your library?	21	2.00	1.304	Reject
10	What is the extent of provision of Inter-library loans service in your library?	21	2.57	1.121	Accept
11	What is the extent of provision of the remote access to library portal service in your library?	21	2.05	1.024	Reject

S/n	Statements	N	Mean	Standard deviation (SD)	Decision
12	What is the extent of provision of the remote access to library portal and OPAC service in your library?	21	1.24	0.539	Reject
13	What is the extent of provision of the new book request service in your library?	21	2.19	1.167	Reject
14	What is the extent of provision of the new journal request service in your library?	21	1.86	1.062	Reject
15	What is the extent of provision of the acquisition of new library materials service in your library?	21	2.48	1.123	Reject
16	What is the extent of provision of the cataloguing, classification and indexing of materials service in your library?	21	2.57	1.076	Accept
	Overall mean	**21**	**2.06**	**1.01**	

Table 12 shows the information services provided by the GPG libraries. The results of the study reveal that services provided by these libraries – to a high extent – include inter-library loan services (mean = 2.57; SD = 1.12); cataloguing, classification and indexing services (mean = 2.57; SD = 1.08); and lending/circulation services (mean = 2.52; SD = 0.923). The overall mean of 2.06 indicates that many services are not provided and that new services are yet to be articulated.

The standard deviation of 1.01 suggests heterogeneity in the opinions of staff on the level of information service provision by the GPG libraries. This means that the opinions of staff are polarised, thereby showing a wide variability of responses on the level of library services provided. These findings show that GPG libraries do provide services, but to a low extent. It is critical to note that the provision of a cataloguing service is more of a technical function and not an actual service that is provided to the library users.

4.3.6 Results of correlation analysis

Research Question 6: What is the relationship between resources (e.g. physical resources, financial resources, ICT-based resources and human resources) and service provision in GPG libraries?

The results of the Pearson's pairwise correlation test, which was applied, are reflected in Table 13.

Table 13: Pearson's pairwise correlations for RQ1 to RQ5

Variables	(Q1)	(Q2)	(Q3)	(Q4)	(Q5)
(Q1) Physical	1.000				
(Q2) Financial	**0.851*** **0.000**	1.000			
(Q3) Staff development	0.320 0.157	0.257 0.261	1.000		
(Q4) ICT	0.321 0.157	**0.624*** **0.002**	0.086 0.711	⎮1.000	
(Q5) Services	0.679* **0.001**	**0.687*** **0.001**	**0.501*** **0.021**	**0.489*** **0.025**	**1.000**

The results displayed in Table 13 show that library information services correlate positively and significantly with physical resources ($r = 0.679$, $p < 0.05$); financial resources ($r = 0.687$, $p < 0.05$); staff development ($r = 0.501$, $p < 0.05$); and ICT-based library resources ($r = 0.489$, $p < 0.05$). Of all the library resource variables, financial resources have the strongest significant correlation with library services, followed by physical resources. It is also clear that a very high significant and positive correlation occurrs between financial resources and physical resources ($r = 0.851$, $p < 0.05$). There is also a positive and significant correlation between ICT-based library resources and financial resources ($r = 0.624$, $p < 0.05$).

4.5 Qualitative data findings

The interviews were recorded on audio and each was transcribed for analysis. The researcher conducted the interviews personally, which made it possible to collect reflective notes, which were used during analysis. The transcripts were loaded into the Computer Assisted Qualitative Data Analysis Software (CAQDAS), ATLAS.ti™ 8 first

for coding and categorisation of data accordingly, after which they were analysed. The research questions provided the initial codebook (Hruschka, Schwartz, Cobb, Picone-Decaro, Jenkins & Carey 2004:311), which evolved inductively during the iterative cycles, as the qualitative data was analysed – a good practice for qualitative data according to Tracy (2013:191). Conducting the interviews also assisted the researcher to locate herself in the research context during analysis. A summary of qualitative data arranged according to five of the research questions it answere, is presented in the sections below.

4.5.1   Level of adequacy of physical resources

From the qualitative data analysis using ATLAS.ti™ 8 (see Appendix 8), the majority of the participants viewed the level of physical resources in the libraries as low, meaning inadequate. Participants responded to the question by asking whether the resources are adequate, as indicated below.

I feel that the resources that we have as a resource centre could never be enough really … So, they will never be enough, in my view'. While another participant provided a straight and emphatic response; 'No'. Another participant also supported the above and responded to the same question as follow; Exactly … but definitely in terms of the physical resources we are struggling …

Another participant stated the following:

The resources that we are having one is human capital anyway, because you need that. Two, is that we have got books, albeit limited. Of course, as we indicated there are journals. Newspapers, we don't get them anymore because of cost containment; and the newspapers, in my view, they assist in staff members having a clue or knowledge of current topical issues; for instance, I bought my City Press …

The foregoing statements clearly indicate low levels of physical resources in GPG libraries and validate the findings of the quantitative data. Also, the participants provided reasons for the reported low-level development of physical resources in GPG libraries. These reasons include: unclear vision and mission; no distinctive library service provision; lack of interest in and management support in GPG libraries; and library users' dependence on other libraries, such as academic and municipal libraries.

4.5.2   Extent of financial resources

As revealed from the results of the qualitative data analysis, the extent of financial resources provision in GPG libraries is very low. The finding substantiates that of the quantitative data. Most libraries in GPG experience very low financial support. The statements of the participants explicitly painted a picture of the reality of the extent of financial resources provision. One participant stated the following:

But you understand if the library here a priority was, remember it is not a core, so the department essentially prioritizes core services … Even the money that we get normally when we buy books is probably three or two thousand bi-annually. It is not a whole lot of money. So, that in itself limits because the money goes more into core services. It (library) is just an auxiliary, a by-the-way kind of thing … It is not a core. It is essentially not core.

Other participants shared the status of financial resources provision as follows:

Yes. That is exactly how it is. I think the biggest issue, again, is that whenever the department says there is no money, whether we had budgeted for items doesn't matter. When they say they don't have money they don't have money; so, then it means there is nothing. What I am trying to say is that there is no guarantee. We do our operational plans, we actually cost our plans and all that, but it is possible that we could actually be told that there is no money …

And you see, the other thing that is compromising is the fact that it is difficult for us to procure books, so they see us as slow spenders in terms of books. So, you know, there is nothing motivating them to say we are spending so much and … because normally we take the whole year to buy books because, I don't know, in this department it is difficult to buy books. We start buying and submitting, making submissions in May, and we can only get our books in January; the order from procurement; and also, remember that after that order has been issued we still have books that are outstanding …

All participants shared the same sentiments in terms of financial resources: none of the GPG libraries indicated adequate levels of financial resources. Other participants, who maintained similar views, stated as follows:

For what I know is that for this current year it has decreased from what it used to be. I think the factors that have contributed for the budget to decrease is that, because they look at your

spending during the previous years, so somehow, they have noticed that the money that was allocated in the previous year, for example, was not fully utilised.

So, because of that and because of all these financial situations that are taking place, and other priorities, the budget has decreased; and I think the problem that has made us to be in the position we are finding ourselves in is that we are experiencing some difficulties with our procurement system.

Sometimes we try and procure something, you send whatever memos, whatever requirements that are needed by the procurement, but because of the system, things don't get to be approved on time until such time that the budget for that particular financial year\ has collapsed. So, you end up that the money that you were supposed to spend you did not even spend half of it because there were just procurement system problems that delayed us procuring the information services, things that we wanted.

So, basically this is more or less what has been happening for the past three years. So, I would say it has increased to R112 000 in the past three years, and this is informed by the need for legal products; let me not even say Juta Law. Subscription to online legal products.

Based on this information, it is undeniable that the GPG libraries are in a financial distress. The participants implicitly and explicitly shared the reasons for the low extent of financial resources, which include: negative competition for budget within department; non-consultative process of cutting funds; internal departmental inefficiencies; and lack of strategic value associated with libraries and/or library services within the departments.

4.5.3   Extent of use of ICT-resources in GPG libraries

Analysis of the quantitative data reveals that GPG libraries use ICT-resources to a low extent. This finding substantiates that of the qualitative data. The ICT-resources mainly used by the GPG libraries to provide library and information services are: computers for staff, the Internet and emails. The qualitative data indicates that scanners and printers are used, even though they are shared resources and not allocated for sole use by the library services in the departments. One participant's response was particularly precise, which stated that:

To be honest with you, there has been attempts to acquire formal library (ICT) resources, but it hasn't materialised because we didn't have (Financial) resources. As we speak now, I am only aware of a spreadsheet. They simply record you on a spreadsheet that you came and requested a specific (book) resource. It is a book in and out kind of a system.

Other participants responded as follows:

Yes. We have the printer, we have the hardware, the computers even if they are not enough because what happened is that whenever our users want to loan books they must do it electronically under the library portal. So, the computers are not all working in the resource centre. We have few that are currently functional. So, it is a problem. It would be nice to have more; and then something like a scanner, we have to get because we are sharing some of these resources within the department. So, other resources like the scanners that we have are not necessarily owned by the library. They are departmental resources.

Yes. Those hardware resources are there but just for purely office administration and not linked to any library system.

Another participant's response echoed the foregoing views:

The cataloguing part – yes, we can but it is not like an advanced cataloguing like that you will find in your normal library system like your Inmagic and so on because this was designed specifically for this resource centre. You are able to somehow link your books, link the code or whatever accession number that you wanted to align with the book; but it is not really the best cataloguing that will find in other normal libraries. It is just a system that we use. It does not even answer some of the challenges. It doesn't even help us but it is just a system that we have because there was nothing, just to make sure that somehow we manage the resources of the library.

Based on the foregoing results, it is possible to conclude that the qualitative and quantitative data reveals the same finding in terms of the low use of ICT-resources by the GPG libraries in providing services to its users.

4.5.4   Level of staff development

The results of the qualitative data analysis reveal a low or poor level of staff development in GPG libraries, which supports the results of the quantitative data analysis. As reflected in their statements, some participants said that:

We try, but like said earlier on, if the value of something is not seen, even when you come up with training interventions people tend not to prioritise the training intervention because remember, the training budget of the department is centralised, it sits with Human Resource Development Unit. So, those guys, if you identify a training programme; let me say this is a training programme, I want to do one, two, three, four, you must justify extensively so. They might reject it. On a number of occasions there would be a conference, and I say there is this conference or workshop taking place, I would like two of our staff members to attend, draft a memo, then the person who must look at it has got other priorities, takes a week or two, and the conference doesn't wait for you. By the time this chap attends to your memo it's late; they have closed. It's so frustrating, I am telling you. It's so frustrating.

Another participant responded that:

From time to time there would be conferences, there would be this and that. You approach them, they don't respond, so much so that I tell myself that you know what, even if there is a conference I am not going to bother because I know it's not going to win, you know; but maybe what one would probably need to do is to set up a meeting with the HRD director and say you know what, you guys are inhibiting development, and subsequently KM and so forth; can we come up with a workable mechanism.

Sharing this view, other participant stated as follows:

We stopped because it was just like a good budget then, you know, your submission would actually not be approved. So, we stopped, we just stopped. So, as a result ... I belong to the (Name of the professional association), so I do attend their conferences. I pay for myself. I even take my own days from … I pay for the costs, I take my annual leave, and then I go. It's for my own development. I come back and don't write any report because it's for my own.

No, it is not (adequate), because you are only looking at the free things that are coming whenever, so because of that, because of the budgetary constraints that are there we cannot

attend the training that we feel that our members will really be taken maybe to the next level in their field.

The statements above from participants directly and indirectly provide reasons for the low level of staff development in the GPG libraries, such as: a lack of support from the Human Resources Development Units that drive the training and development programme; departmental budgets; and inefficiencies in the HR processes.

4.5.5   Extent of library and information service provision by GPG libraries

The results of the qualitative data analysis corroborate those of the quantitative data analysis, which indicate that the GPG libraries are unable to provide most of the required library and information services. One participant responded to the question regarding the services provided using the current resources in the following way:

There is nothing else. They just give us books.

A second participant responded that:

… establish the books that are there, request the book; we respond to you saying it's available, come and take it in two days, all those things. So, that is basically what we are currently doing.

Responses such as the following also support the foregoing claim:

… our officials are able to loan books, are able to access the databases because we have 'got the login details. So, those are the services that we provide; and we also have book clubs where we sit together as a small team just to discuss whatever books that are available in the resource centre and then we do book reviews, we do exhibition of databases that are available so that we keep on creating awareness and making sure that our users, because you know people come and go, when you have got new people they are also aware of the databases that the library is subscribing to.

Library programmes, and we do also the books, the issuing of books, the loaning and issuing of books, also there are newspapers and magazines services working very well, and also our electronic resources are working very well.

For now, because we are introducing this electronic system like your virtual library and so forth, so we haven't focused much in terms of your interlibrary loans on books and the like, so much so that even the borrowing of books by staff members we have not … I am sure we are getting few requests because of awareness of the library itself.

So, we felt once we create awareness then the books will go, but for now there is not much of an activity apart from wanting to establish that KM Portal and the virtual library, and thereafter we market and then we start to provide a full bouquet of services.

All these statements from participants clearly indicate that the extent of the services provided by the GPG libraries is low. Only a few services are provided and, in some instances, even the critical services, such as lending of books, are not rendered.

4.6   Summary

Quantitative data collectes from the questionnaires and qualitative data collected from the interviewes was presented in line with the research questions. Each data set provided adequate information for analysis, which is presented in the next chapter. Mayor findings include that; physical resources at the GPG libraries are grossly inadequate, GPG libraries are funded to a very low extent, ICT-resources for library information services are used to a low extent, staff development programmes are inadequate and library information services are provided to a low extent.

CHAPTER 5: DISCUSSION OF FINDINGS

5.1   Introduction

This chapter contains the interpretation of and discussions on the research findings, which were presented in Chapter 4. Leedy and Ormond (2015:351) state that the interpretation of data is the essence of research, without which a solution to a research problem will not be realised. Creswell (2014:178) asserts that, by interpreting data, a researcher is addressing whether the hypotheses or research questions have been supported or not.

Critical in this chapter, is the discussions on key findings in relation to the seven research objectives; the literature review covered in Chapter 2; the meaning of the findings; and the implications for the GPG libraries. Also critical in this chapter, is the presentation of the proposed model the GPG libraries can use (Research Objective 7) to optimise the resources at their disposal and increase usage and efficiency of the library and information services.

5.2   Revisiting the research objectives and hypotheses

Congruent to presenting the interpretation and the discussions of the research findings, it is vital to recap the research objectives underspinning and guiding the execution of the study and the corresponding hypotheses.

The seven research objectives are:

1. Determine the level of adequacy of the available physical resources of GPG libraries;
2. Determine the extent of financial resource provision to GPG libraries;
3. Determine the perceived extent of use of information, communication and technology (ICT)-based resources in GPG libraries;
4. Determine the perceived level of staff development in GPG libraries;
5. Determine the extent of services provided by the GPG libraries;
6. Determine the relationship between resources and service provision in GPG libraries; and

7. Develop a suitable resource model that will assist libraries to improve their resource capacity and subsequently their services.

The study was also guided by the following hypotheses:

H1: Physical resources will significantly predict library and information services.

H2: Financial resources will significantly predict library and information services.

H3: ICT- based library resources will significantly predict library and information services.

H4: Staff development will significantly predict library and information services.

5.3   Physical resources of GPG libraries

Physical resources are the main driver of information services. Without physical resources, any library is intrincically incapacitated and, therefore, challenged to deliver services. The findings of studies conducted by Keta (2004) and Guarria and Wang (2011) are in congruent, in that libraries experience collection (physical resources) deficiencies mainly due to lack of financial support.

This study found the physical resources in GPG libraries – which include periodicals, newspapers, reference materials, both online and print, and online information resources (databases) to be inadequate. Of the many physical resources required by a library to achieve its role and covered in this study, data indicates that the GPG libraries have adequacy levels of books (excluding e-books) and dictionaries only. Therefore, the findings of Research Question 1, is that the physical resources at the GPG libraries are entirely inadequate. These libraries have a few and outdated physical resources at their disposal, which implies that the GPG libraries do not have resources required to be able to deliver on their role and functions.

This finding and interpretation are supported by Penrose (1959:3), when she says that ".... Physical resources yield services essential for the execution of the plans /programme of its personnel". According to the findings, the physical resources required to yield the plans or programmes of the libraries are inadequate. Furthermore, the plans/programmes of the GPG libraries are not clear.

Penrose (1959:24) states that the theory of the firm defines a firm in relation to its resources: "a firm is a collection of productive resources". These productive resources in the form of the physical resources are lacking in the GPG libraries and, therefore, the positioning, reputation, definition and value proposition of the GPG libraries in relation to what they are supposed to achieve is linked to the inadequacies found in its physical and other resources. There is a convergance of quantitatie and qualitative data collected and analysed. The qualitative data unearthed the factors that contribute to the current state of physical resources.

The factors behind the inadequate physical resources are outlined in the following sections.

5.3.1 Unclear mission and vision of libraries

Most of the GPG libraries do not have a formal or documented mission and vision statements, which would give the libraries a sense of purpose and help drive and inform the acquisition and availability of physical resources are not formalised nor clear. The vision and mission statements can also assist the libraries to envision and, thefore, plan as to how they can contribute to the attainment of the overall strategy of the departments they serve. The libraries are, therefore, disempowered to have value in themselves and their contribution to the performance and growth of the departments is poor.

The lack of formalised or adopted missions and visions for the GPG libraries has a direct and indirect impact on their physical resources. The existence of visions and missions informs the information services that need to be provided and, in turn, informs the physical resources required to attain the reason for the existence of the libraries and attainment of the identified goals. Furthermore, the lack of a mission and vision creates a disconnection between the libraries and the departments they serve.

The collected data also confirmed that libraries are not regarded as core: they are seen as an auxiliary function. This exposes how the GPG departments do not see the important role of information in an organisation, the information society and in the digital information age. It further exposes that the departments do not rely on

information for decision-making. A learning organisation is underpinned by the free flow of and access to information, which cannot currently be fostered within GPG.

5.3.2   Lack of departmental interest in libraries

The study established that most of the libraries simply exist without the departments seeing any value in their existence. They are not regarded as core and, therefore, inevitably not supported. The theory of the firm, as detailed in Chapter 2, concerns itself with growth and performance. The GPG libraries' probability lacking growth and efficiency in performance are heightened by the inadequate physical resources.

The libraries are generally not regarded and nothing much is expected from them. Very few departments see the actual value of their libraries, such as the Department of Infrastructure and Development and the Department of eGoverment. It is is evident in the strides taken to provide them with physical resources and the support needed, albeit limited. The libraries of the Department of Education and the Department of Sport, Recreation, Arts and Culture do receive limted support because of their broader scope, which includes school libraries and community libraries. As a result, the resources of these two libraries are more geared towards school libraries and community libraries and not the immediate employees of the departments. Most of these libraries exist because of a decision made in the beginning of the democratic dispensation that each department shall have a library. In this way, their existence is purely due to the fulfilment of such decision.

5.3.3   Libraries being overshadowed

In most of the departments, libraries are clustered with peer or sister functions, such as Records Management, Knowledge Management and Research Services. In all these instances, the library function is given less priority or preference. The funds are allocated to sister functions at the expense of library function. The negative competition/inequality manifests itself greatly in the financial resources and human resources allocation, which advertently and unavoidably affects the physical resources of libraries.

The collected data also confirms same for filling of vacancies. It is common to find Researchers, Communicators and Records Management officials managing a library,

whereas they have no knowledge of the field and its practice. The data also confirms that most effort is put into knowledge management and that there is no understanding of the difference, similarities and relationship between the two areas. Library functions/needs are resolved by using a general KM approach, which will undoubtedly lead to library services not thriving or flatly fail.

The above is substantiated by some of the participants' responses such as:

… but for a layman and other people they see that as one thing. Even when you talk about the KM Portal they say why this. You talk about virtual library, why this. They think it's one and the same thing. That is basically the way they are looking at it and the way we are looking at it; but, as I say … So, one would need to create a much more awareness around KM, even at management level, and that in my view can be dealt with, as I said, through a policy and knowledge management strategy.

Another participant responded as follows:

I have tried that, by the way. I have a position available for knowledge management and I said can I not make this two, for an assistant director: library services and assistant director knowledge management. I did try. I tried to pick the level up. I thought, maybe if I have someone of a senior level here (library) we would be able to…….. Unfortunately, again, they said no, there is not enough work there; so, we would rather use that resource somewhere else.

Another respondent stated the following:

Yes, but at the moment, essentially, they don't really go to … there isn't any sufficient training that is being provided to them. There isn't really. We don't have a training budget for the library. Actually, the guys that are managing the library are my Researchers who are mainly Researchers because it (Research Function) falls under us. They are kind of assisting. Well, they stay in the library, they are about three. They get in and out when the other one is not there. They assist, but there isn't any specific training that they get. They get specific training for what they have been hired for, research.

These statements indicate that, in terms of budget allocation, human resources and also training, the library services are seen as less important than their sister functions. This is symbolic of the eroded value of library services by departments and the result of no efforts to resuscitate the function being made.

5.3.4   Poor performance and lack of competitive edge

The root cause of poor performance is not always the lack of or inadequate resources. Based on the collected data, the lack of resources cannot be ruled out as one of the main reasons for poor performance; limited services being provided by the libraries; or the lack of growth in GPG libraries. The qualitative data collected corroborates the quantitative data, in that the physical library resources are limited and, further, acknowledges that GPG libraries are already experiencing poor performance. Apart from the retardation of growth in some of the libraries, the cancelation of subscriptions to electronic journals and replacing them with subscription to same in print form is evidence of such.

One participant mentioned that:

… Some are in print form. They were initially under Sabinet, but since then we are moving to a place whereby we are going to try and get them in print form – the ones that are recommended by divisional heads within the department'. Most of the performance concerns and shortcomings identified in this study are self-evaluation by the libraries themselves and not a concern from the departments they serve. The libraries/ library officials are aware of the predicament, they know how much more they can do and make a difference in the departments if the status quo of physical and other resources were different, that of positive levels.

According to the RBV-theory, the internal resources are considered the ultimate source of sustainable competitive advantage (Wilkinson 2013:38). The findings on physical resources for the GPG libraries indicate inadequate levels of physical resources, which are assets that should drive competitive advantage. The libraries are intrinsically in a compromised position in terms of what they can achieve. The core driver of performance, according to the theory is tangible assets, which are lacking in the GPG libraries. The tangible assets (physical resources) are either not available or,

in some libraries, outdated. The libraries indicated, although physical resources are, indeed, critical assets for them, they do not have them at their disposal. These physical resources/assets include: online information resources, which led to instances were the GPG library users rely on other libraries for their information needs.

Due to the poor drive of strategic value proposition by GPG libraries, they are unable to acquire the required physical resources, while, on the other hand, there are libraries that are unable to retain or sustain the provision of resources already availed to them. They cannot recognise the value that can be added by some of the existing resources, such as electronic information resources. This resulted in non-funding and cancellation of critical resources, such as subscriptions to the South African Bibliographic Network (Sabinet), which is important for the survival of a library. The GPG libraries are, therefore, unable to gain a competitive advantage from their resources – simply because they are inadequate.

According to Wilkinson (2013:38), the RBV-theory is founded on various premises including that "resources are the inputs into the production process, which includes equipment …" and that "resources are the main source of a firm's capabilities and capabilities are the main source of the firm's sustainable competitive advantage". The finding of this study is that the input into the production process of the GPG libraries is lacking and that their capabilities emanating from internal resources/assets to drive sustainable competitive advantage is eroded. Therefore, they will not be able to perform or provide information services that are *on p*ar or can compete with those of their peers.

Although physical resources do not predict library information services and their efficiency, they do predict the financial resources. Therefore, when the physical resources are found to be inadequate, as is the case with GPG libraries, it can be forecasted that the financial resources are also inadequate. The opposite applies in a situation where physical resources are adequate. In order to correct the *status qu*o of physical resources, GPG libraries require a high extend of financial support, in order to acquire the needed resources that will iltimately improve the information services the libraries provide. However, the financial support to GPG libraries is in a critical

situation. With the exception of one, studied elements were inadequately funded. This information is detailed in the following section.

5.4   Financial resources available to GPG libraries

Financial resources are essential in libraries, in order to provide for other resources that enable library service provision. The study revealed that the GPG libraries are poorly funded.

In her study, Keta (2004) found that special libraries in the Lesotho ministries had no budget for libraries services – a situation that appears to have persisted across many types of libraries throughout the years, perpetuated by a phenomenon such as global financial meltdown. In the study conducted by Guarria and Wang (2010), the researchers reached the same finding and they recommended libraries to find solutions to cope with the financial constraints for their continued survival and provision of services that are relevant to the needs of the users. One of the aims of the resource model for the GPG libraries proposed in this study is to present a solution for GPG libraries to have sustainable financial support from the provincial government, so they can achieve adequacy levels of other resources and, ultimately, attain growth and competitive advantage.

With the exception of the acquisition of computers, al elements studied in GPG libraries are inadequately funded. The finding is that there is inadequate financial support for libraries to acquire new books, journals, newspapers, reference materials, online information resources, inter-library loans facilities, library furniture, a library management system and a library security system. There is an undeniable convergance of quantitative and qualitative data analysed that provides factors constributing to poor financial support to GPG libraries such as: the lack of urgency; the lack of recognition of the need to allocate funds for filling of vacancies. The same applies to the allocation of funds for training and development of library officials. Vacancies filled speedily are those regarded as core and training also is prioritised for those. As Lee and Whitford (2013:693) observe, financial resources help a firm acquire other resources. Therefore, it is not surprising that the physical resources and resources such as training and development are equally inadequate in GPG libraries.

Economic and financial pressures in the country and globally cannot be ignored. However, there is a fundamental difference between organisations that see value in providing financial resources and make an effort to do so, within the existing constraints, so that they can have access to credible, reliable and dependable information and those that fail to see a need to provide financial resource to access information needed to realise the organisational strategic objectives. The rippling effect of the latter position is inevitable. The library officials in GPG libraries have tried to present their value proposition to the departments they serve, but almost none of them succeeded. They have given up and the libraries exist merely for the reason of existing.

All the above means that the GPG libraries are expected to operate without a budget, which is impossible. The fact that some of the GPG libraries buy books once in two years signals several challenges such as: the library is unable to respond to information needs of the institution immediately; when books are procured biannually, it will respond to only few of the information needs at that time; when the books are received/delivered, the need is no longer there.

Based on the research results, it is possible to identify the following factors, which cause the dire situation of GPG libraries:

1. Selected funding, such as funding to cover information needs of legal nature and not the information needs of the entire department. The information needs of the legal divisions/business units in the departments are generally supported by subscription to online legal resources.
2. In instances where a budget is made available to support the library function, other departmental inefficiencies, mainly supply chain management (SCM), inhibit the use of such funding by the end of the financial year. The results in reduced funding in the following years.
3. There exists a negative competition for budget allocation between business units within departments. Some mandates are more valued and inclined to be given financial support at the expense of library services. In most of the departments, library services are not regarded as core services. What is concerning about this

is the fact that GPG departments do not value information in this digital age and do not recognise the value of using information to support their mandates.

4. Administrative inefficiencies are also to blame for inadequate funding. Some of the library initiatives remain unattained, due to administrative inefficiencies (bureaucracy) leading to withdrawal of funding because of under/non- spending of the allocated funds.

5. GPG Departments do not recognise the strategic value of their own libraries. The libraries exist in a vacuum and, therefore, they are disconnected from the strategies of the departments and, in this way, they are not regarded as contributors towards the strategy realisation.

These factors are discussed in more detail in the following sections.

5.4.1 Selected funding particularly to meet the legal information needs only

Funding is always made available to meet legal information needs. This is linked to library work or functions in as far as subscription and access to online legal information resources are concerned. The bulk of the funds relate to the need for legal information resources, due to the inherent risk of the departments not responding appropriately to legal matters.

In some departments, there are instances where the library function reports to or is part of functions such as Legislation and Research or even the Legal Unit. Therefore, they share a budget. In these cases, the budget will be made available for other functions, but not library services – except for subscription to online legal information resources. In essence a department, will make funds available to cover information needs of the legal division and not the information needs of the entire department. The information needs of the legal divisions/business units in the departments are generally supported by subscriptions to online legal resources and, in many libraries, those are the only database subscriptions they have. The few available physical resources (mainly books) are acquired on a need basis and the requesting library avails funds to procure such. Other than that, most of the GPG libraries operate without an annual budget/funding.

5.4.2 Internal departmental inefficiencies leading to budget challenges

In instances where a budget is made available to support the library function, other departmental inefficiencies – mainly in SCM and HR training and development – inhibit the use of such funding by the end of the financial year, leading to unattainment of plans. This is a common occurrence across many of the departments.

There are challenges in buying books and other resources: either no budget is allocated to library services or the budget available cannot be expanded, due to inefficient SCM processes. SCM process usually take long and, in many instances, by the time the library takes delivery of the books, the need is no longer there. At other times, the SCM processes do not result in procured resources, which means that the budget remains unused by the end of the financial year. The fact no budget is allocated to the library fuction in some cases indicates inefficiencies, in that departments do not invest in library services and, therefore, the GPG libraries in GPG will not yield efficient information services. This, in turn, results in information needs not being met and the libraries not achieving their set missions. Therfore, no confidence among library users of the library satisfying their information needs. All these disadvantages lead to the under-utilisation of the library, which most libraries indicated as a challenge.

Some of the library initiatives remain unattained because of administrative inefficiencies (bureaucracy) resulting in the withdrawal of funding because of the under-spending or non-spending of the allocated funds. If the spending history is used to determine the budget allocation for the following year/s – without considering the reasons for the libraries' non-spending or for having poor spending patterns – another problem occurs. Administrative inefficiencies are also to blame for inadequate funding, non-approval of memoranda motivating for budgets or late approval of requests. Libraries cited that it is difficult to procure physical, ICT-based and administrative library resources and that SCM inefficiencies are disregarded when spending patterns are analysed and considered in the budgeting process.

5.4.3 Negative competition for budget among deparatmental business units

The study established that the poor financial resources in GPG libraries are also the result of a negative competition between departmental business units for budget allocation. Some mandates are regarded as core, valued and inclined to be given

financial support at the expense of library services. In most of the departments, library services are not regarded as essential, compared to what the departments refer to as "core services". Operational plans for library services either remain unfunded over years, or they are funded for only a short while only, before the reprioritisation process kicks in. The lack of effort and interest in funding library services and improving their physical resources to the point that library services actually meet departmental information needs is transparent in the participants' responses. What is concerning about this situation, is that GPG departments do not value information in this digital age and that they fail to: recognise the potential strategic value of library services; and to enhance and institutionalise the use of information to support the attainment of departmental mandates.

5.4.4   No strategic value being associated with GPG libraries

GPG departments do not recognise the strategic value of their own libraries and, therefore, the libraries are not given the financial support they desperately need. This was also a challenge identified by the LIS Transformation Charter Technical Team (2014), which points out that special libraries are not treasured by their parent organisations. The GPG libraries exist in a vacuum and, in this way, they are disconnected from departmental strategies and not regarded as contributors to the realisation these strategies. This scenario is a consequenc of a lack of understanding of the role of special libraries and how GPG libraries should be integrated into core departmental processes to derive value from the services they provide. As a result, the departments have hampered the growth of the libraries within GPG.

The belittled strategic value has been perpetuated by various elements, such as the misplacement of the library function/reporting lines. Library managers, who do not understand the LIS-space and who have to take responsibility for functions that they prioritise, result in unfunded library operations and day-to-day operations under the steership of professionals other than librarians. In some of the departments, the libraries report to the IT Directorate and, even though there is an appreciation of the library, they do not understand why there is a need for books, as they believe information on the Internet to be adequate and physical books less required. Unfortunately, the needs of the maturity of the departments are such that the physical books are more appropriate, although e-books even more affordable and present less

risks. The relationship between the IT-function and the library function should be designed in such a way that the library services are not hindered, but rather enabled to flourish, through relevant and appropriate ICT-tools. Participants articulated that it is common practice for library services within their respective departments to be considered last on critical organisational essentials, such as funding, training, filling of vacancies and the allocation of ICT-tools.

Two of the findings of the study are that financial and physical resources predict financial resources, which means that the two resources mutually exist and feed off each other. The understanding is that, wherein physical resources are poor, so shall the financial resources be, and when financial resources are inadequate, the same shall apply for physical resources. To this extent, the current status of both physical and financial resources could not be avoided for the GPG libraries, as both are mutually dependend on each other. The libraries' efforts to secure financial resources, in order to change the status of the physical resources, yielded no positive results; instead, the libraries feel defenceless. It is critical to find a sustainable solution that can operate within the constraints of the global financial crisis and that will address both resources. This solution is proposed in Section 5.9.

5.5 ICT-resources of GPG libraries

The digital economy dominates all aspects of our social, political and economic lives. Organisations inherentlly rely on technology to drive processes, and communication and globalisation are underpinned by information. Consequently, the use of ICT-resources in organisations has increased by phenomena, such as digitisation and artificial intelligence (AI), as the world moves into the Fourth Industrial Revolution. ICT has refined the way processes flow and how services get delivered.

The study by Ayob (2011) emphasises the need for libraries to use ICT-resources to provide resources in the changing environment. Ayob (2011) further highlights the influence of ICT-resources on library services. Arguably, if there are poor physical resources, there is likely to be poor financial resources and the poor use of ICT-resources. One of the findings of the study by Mamafha (2013) highlights the importance of using ICT-resources to drive the delivery of library services. Even

though the usage of ICT-resources in Mamafha's study was assessed from the perspective of users (user satisfaction), the finding indicates the importance of the use of ICT-resources in delivering library services and resonates with the findings of this stady, albeit the latter was conducted from the perspective of library officials.

5.5.1 Low usage level of ICT-resources by GPG libraries

This study measured the extent of the usage of ICT-resources by the GPG libraries. Out of 13 ICT-facilities studied, ten of them were found to be used to a low extent in the delivery of library information services. GPG libraries' use of ICT-resources – such as the library security system, library management system, computers for users in the library and library portal – is very low. The libraries are unable to reap the benefits associated with use of ICT-resources due to unavailability of ICT-resources or the unreliability of those available. Most of the GPG libraries do not have the facilities. The high extent of usage of email, Internet and computers for staff, which has been recorded, corroborates the findings in respect to physical resources and services.

5.5.2 Lack of ICT-tools to manage library collections

The low extent of usage of ICT-resources by the GPG libraries is of great concern – even more so is the absence of a library management system (LMS) and a library security system in most of the GPG libraries. A library requires a LMS, which is used to manage the collection, including the circulation of the materials to users. In the absence of such a system, it becomes impossible to manage the collection and its movement/s. The qualitative and quantitative findings in terms of the low extent of ICT-usage by GPG libraries also reveal that very few libraries, such as the Department of Sport, Arts, Culture and Recreation and the Department of Roads and Transport, have a reliable LMS. Most libraries have an unreliable LMS or a LMS that is unsuitable for a special library. There are also libraries that do not have such systems at all and rely on spreadsheets to record their holdings and circulation activities.

If a LMS is used, a library is able to provide access of such to all its users, regardless of office location. Library users can search for and determine the availability of the information or materials they require. Also, the department can provide departmental delivery service between various offices of the department and the library for hard copy resources, whereas electronic resources (such as online journals and reports)

can be remotely accessed from any office. In this way, the library can become the first point of contact for information needs, instead of officials relying on other deparatmental libraries. It is logical that, if the basics of ICT-resources are put into place (e.g. LMS and online physical resources, such as databases and ebooks), the GPG libraries will be able to improve on its services and, thereby capitalise on ICT in general, so as to provide timely library and information services that reach every user in the province, regardless of office location.

The low usage level of ICT-resources by GPG libraries is, to a certain extent, inevitable, given the fact that the physical and financial resources are inadequate. Limited availability of fundamentals (such as LMS, the library security system, etc.) cannot lead to a different finding. These libraries' inability to manage library books and the loss of books can also be ascribed to the absence of a LMS a library security system. Furthermore, not all GPG libraries have and use ICT-based resources, such as scanners and printers, and most of these resources that are available are available are either obsolete or they are not maintained.

Although the ICT-resources do not predict the library information services, they do have a predictive value on physical and financial resources. This means that there is a strong correlational relationship between the physical resources, financial resources and ICT-resources. The argument that can be deducted from this finding is that an organisation that do not find value in investing in physical and financial resources will inevitably not find value in investing in ICT-resources. ICT-resources are an integral part of the exploitation of physical resources to yield intended production. Therefore, if physical resources are compromised, as is the case with the GPG libraries, the need or quest for the use of ICT-resources cannot be heightened, because ICT-resources cannot exist and used successfully and meaningfully in isolation from other resources to provide goods and services.

5.6   Human capital and staff development in GPG libraries

According to the theory of the firm and the RBV-theory, an organisation's of growth and competitive advantage depend on its internal resources, which include the human resources. The organisation's employees are responsible for exploitation of other

resources to produce goods and services and, similar to other resources, they are also a source of competitive advantage and internal growth of a firm. The capabilities of employees (who are themselves resources) is important in the production process. Mahoney (2005:75) states that the services the resources yield depend on the capabilities of the people using them.

The employees of the GPG libraries need to have the capabilities to use resources to produce the required goods and services. An assessment to determine the level of investment by GPG departments into training and development of library officials in GPG formed part of this study. The study established that there is no investment in the training and development of library staff in GPG. Workshops, formal and informal training, conferences and seminars are not available to GPG library staff, with the exception of those who are free and within the province. This state of affairs indicates that library officials are not continuously capacitated, so as to keep abreast of developments in their practice and developments in ICT-platforms relevant to libraries.

This is contrary to the IFLA (2008:38) requirements, which state that training and development are crucial for continuous professional development; and that staff needs to be encouraged to participate in professional and networking activities such as conferences and professional associations. The *status quo* in GPG libraries is also contrary to the RBV, which emphasises employees being sources of sustainable competitive advantage in organisations (De Juana-Espinosa, Fernandez-Sanchez, Manresa-Marhuenda & Valdes-Conca 2012:7). In the absence of funding, the above requirements are not realised.

The other challenge with GPG libraries is that most of them have only one person in the library service, who is expected to provide services to thousands of employees and perform all library collection management functions. This is obviously an impossible task. These statements corroborate the findings of the LIS Transformation Charter Technical Team (Nkondo et al. 2014), which identified one of the challenges of special libraries in Sotuh Africa as filling of library vacancies with candidates who do not have appropriate qualifications, which negatively affects the library services rendered. Also, Keta (2004) found that libraries in Lesotho ministries were not provided with support in recruitment and training of staff. An indication that the challenges of

special libraries with regards to human resources and development have been existing for many years. The reasons for lack of funding for training and development, as cited by the GPG library staff, are reflected in the sections below.

5.6.1 Distinct HR gaps and inefficiencies in departments

Training and development take place once such an intervention has been identified for human resources/staff performing a particular role. Most of the GPG libraries have vacancies that are not filled. It appears that the filling of library vacancies is not prioritised or treated with urgency, because focus is afforded to vacancies in sections that are regarded as core services. Also, on average, it takes more than 18 months to fill library vacancies. Departments such as Education, Social Development and Community Safety have long standing vacancies that have not been filled. The frustration by many GPG libraries regarding the pace of filling vacancies is piercing.

Various participants have acknowledged that the library services have been inefficient, either due to the absence of a dedicated resource (librarian), caused by unfilled vacancies, resulting in officials in the capacity of Communicators, Researchers, or Records Managers manning the library services. Other contributory factors include the disparity in the lelvels of library resources responsible for library services throughout the GPG departments. While other libraries are managed by qualified librarians at the levels of Assistant Directors, officials in other libraries vary from Senior Librarians to Librarians. There are some departments in which the officials responsible for day-to-day operations of library services have no LIS qualifications or qualification in related fields. This situation obviously creates disparities in terms of the services, management controls and positioning of the library services across the departments in the provice. No uniformity or standardisation exists.

This is a signal of HRM inefficiency and a lack of support by the Departments in the appointment of resources responsible for the library, resulting in human resources being appointed at inappropriate levels and with inappropriate qualifications and/or training. This is very common in many of the GPG libraries. They operate from a disadvantaged position and shall, in effect, disadvantage the Departments they serve. Most participants indicated that efforts to correct this situation did not yield any positive response from the departments affected and, as such, the *status quo* prevails.

If vacancies are not filled or if the level of the position responsible for library services is not at a professional level, there will be challenges with other resources; particularly physical resources and financial resources. (No one is capacitated to determine the actual need and defend the required financial support). It takes a resource qualified in Library and Information Science or in a related field, who is abreast with the latest trends and developments in the field, to determine the information needs of an organisation; identify the gaps; and defend the financial requirements to address the gaps and to provide the services. The current combination (i.e. no training and development funding provided; high vacancy rate; librarian positions being filled at the level of Admin Officer, etc.) in the GPG libraries is of great concern.

5.6.2 No effective training and development support for libraries

Some of the libraries – such as those of the Departments of Agriculture and Rural Development and the Office of the Premier – indicated that they have adequate training and they do receive support from the Human Resources of the Department. However, the experience of other libraries proves the contrary. Funds and support for training and development are not availed, because preference is given to staff involved in core services.

Most the libraries have indicated that the departments they serve do not see the need for the training and development of library officials, based on the failed attempts to receive approval and support required to attemd the identified and desperately needed relevant training and development programmes. Training and development plans are developed; relevant training programmes and conferences are identified; and HRM processes are followed, if a form or motivation is completed and submitted. However, the study reveals that the requests are either not approved in favour of the staff providing core services, or the response/approval is granted too late – long after the training programme has been offered. This also signals inefficiencies within HRM in terms of atteneding to requests on time. In other instances, only free training is attended, which generally is not focused and, therefore, does not help library staff much. Participants have accepted the situation and have stopped identifying relevant training programmes and conferences, while some library officials identify, self-fund and take annual leave to attend conferences they deem as important and contributing to their professional growth.

The *status quo* of training and development of library staff is in agreement with findings of other resources, such as physical and financial resources, in that they are inadequate. It is safe to conclude that the overall status of resources in GPG libraries is dire; that it incapacitates internal growth; and that resources are, therefore, not in a position to be the source of competitive advantage, the way they should be. Based on the foregoing information, the research finding is that staff development does not have any predictive value on any other resource, nor the library information services.

5.7 Level of service provision at GPG libraries

The provision of library and information services is the main reason for the existence of libraries. Physical resources, financial resources and human resources are required to deliver library and information services using ICT-resources. Therefore, the services of special libraries depend on the resources available. To this end, the study exposed that the GPG libraries provide library and information services to a low extent, which signals service gaps. Of all the services studied, those that the GPG libraries are able to provide to a high extend are: inter-library loans (ILL) cataloguing, classification and indexing services and lending/circulation services only. Cataloguing, classification and indexing are, in fact not a service geared towards library users, but rather functions that a library has to perform to manage the library collection and to facilitate access to the collection through retrieval and circulation services to its users.

Based on the high extent to which lending/circulation services are provided, it is evident that the library services that actually can be provided rely on the books that GPG libraries have at their disposal. These books are catalogued and classified upon receipt and then issued on loan to library users. Due to the inadequacies of physical resources (with the exception of books and dictionaries), the libraries have to rely on borrowing books and sourcing journal articles from other libraries (inter-library loans) to supplement their library collection and to attend to user needs. The lack of current and relevant information materials and budgets leads to libraries having to find other means to achieve their goals. The study by Ugwuona and Dike (2015) found that there is a relationship between library resources and library services, furthermore, gaps in library services were found to be as a result of inadequate resources. Although the focus of this study was on the relationship between library resources and research

productivity, the researcher believes that due to the resources not being able to influence productivity on their own, and need to be exploited to produce services which in retrn influences/ impacts research productivity, they arrived to the findings of gaps in library resources. The researcher believes that the gaps in library services is related to inadequate resources.

The LIS Transformation Charter (Nkondo et al. 2014) highlights that the challenges faced by special libraries manifest themselves in the deficit library services that are being rendered. This study confirmed the existence of such challenges, e.g. some of the GPG libraries provide KM services (e.g. knowledge-sharing sessions) and regard those as library services. Due to the status of other resources, the GPG libraries services are highly limited. Even though a few libraries indicated that they do have a reasonable number of current resources and believed they have adequate resources, the usage of library services remains a challenge. The library is used by approximately less than 50% of the departmental staff complement. The capacity of GPG libraries to provide efficient and dependable information services eroded years, due to the lack of resources, e.g. old collection of books; the unavailability of electronic information resources; dependency on Google for information searches, due to the absence of online information resources providing access to journal articles, etc. The study identified various reasons for the low extent of library and information services by the GPG libraries which are detailed in the sections below.

5.7.1 Resources-based view (RBV) in theory only

Some of the GPG libraries understand the importance of information and knowledge and the management and use of these resources. However, not much is in place to make this possible. The status of the resources in the GPG libraries and the lack of the mission and vision statements of the libraries make it evident that elements of RBV are not embraced. Furthermore, the libraries are able to provide to high extent only three of the 16 library and information services that have been studied. Where there is no value attached to financial resources, human resources, physical resources and attempts to secure those resources to enable the attainment of set goals, the benefits/advantages of RBV and theory of the firm cannot be realised. Special libraries provide an array of services, but the GPG libraries can only provide these to a low extent. Basic resources, such as suitably qualified library staff, a LMS and online

information resources are not adequate. Some of the library users resort to using other libraries to fulfil their information needs. The situation is magnified by the lack of support for training and development of library staff.

5.7.2 Lack of strategy in GPG library and information services

Collected quantitative data reflects a lack of strategy in GPG to realise successful, growing, dependable, resourceful and integrated library and information services in the departments. These special libraries exist in a vacuum and there is a disconnection between what the department does; what the library should be doing; and what the libraries actually do. The lack of a library and information services strategy leads to a devaluaton of the libraries, as well as under-resourcing; poor performance; a lack of drive; fewer library and information service offerings; and under-utilisation of library and information services. In many ways, the GPG libraries are incapacitated to deliver on their mandates.

Management, access and use of information and knowledge distinguish a successful from an unsuccessful organisation. Internal and external growth and the ability of organisation to learn require the use and management of information and knowledge to support organisational processes. Moreover, the rapid changes and dependency on information is so high in the digital age that access to information and the use of ICT to drive the flow of information is inevitable. While some of the GPG departments have acknowledged this by establishing a KM function and LIS functions, they lack in implementation. In some instances, KM even overshadows the library function, whereas its existence and success should be built on a strong foundation of library and information services. In various GPG libraries, KM solutions are used to address the LIS challenges/problems. Most of these libraries do not have access to online information resources that provide credible and up-to-date information, such as journals and research reports and they mainly has some outdated books in their collections.

Although the library services are compromised, there are a few positives to acknowledge. – Some libraries provide adequate support; anchor research, and there are developments towards a virtual library that should increase access and flow of information within the departments served. With increased focus and resourcing, these

libraries have the capacity to grow and reach their potential, mainly because of their strong foundation. GPG departments with such libraries include: Road and Transport and Infrastructure and Development. The libraries of the Departments of Sports, Recreation, Arts and Culture and Education coexist with and owe their survival to other types of library services that the departments are required to provide, such as Community libraries in the case of the Department of Sports, Arts, Culture and Recreation and school libraries in the case of the Department of Education. The libraries take advantage of the resources that the departments make available to provide services to community and school libraries. In essence, the focus and support of the department is more on those libraries than on the special libraries that exist to provide library and information services to the employees in the department. Because the niche for the special libraries (GPG libraries) and those of community (public) libraries and school libraries are not the same, the resources are usually not compatible with the information needs of staff in the department and do not support the attainment of the vision and mission of the (special) libraries.

The current status of resources and services in GPG libraries is also the result that most of the senior managers interviewed do not understand the LIS environment. They do not have qualifications in Library and Information Science, Information studies or related qualifications and, therefore, they are unable to steer the library in the right direction. Senior management is not knowledgeable of professional practice and trends and developments in the LIS environment and, coupled with unqualified officials running the day-to-day operations of the libraries, spells disaster. They are mostly treading on thin ice and are unable to put a case for LIS, as they are not eloquent in the space. They also turn their focus to other functions for which they are responsible, which, ultimately, overshadows the library services and erodes their value.

5.7.3 Lack of integrated library services

A library and information services that is integrated into core processes of the department is enabled to make a positive contribution into the attainment of the strategy, success and growth of an organisation. Therefore, it is important that the library's role is clear, and its contribution embedded into organisation processes. This is not the case with GPG libraries. Most are not in touch with the core processes of the institution and thus exist in isolation. Although the vision and mission are centred

on the information needs of officials to make informed decisions in their professional spaces, more and more there seem to be focus on servicing the needs that arises because of officials studying. Library services are not integrated with core functions. There is also a lack of understanding of what the library should do and what peer function should be doing: they all exist in isolation.

One participant mentioned the following:

The role of the department in terms of making its clients or stakeholders aware of what we do. So, the awareness part of it, instead of it being part of our library, it sits more within communication, and there is no sort of … there is a disjuncture between what communication focuses on as information that has to go to the client. So, our communication sort of focuses more externally whereas our library focuses more internally on what can we provide for our officials and so on; but in my view I once addressed and raised it with Communication to say but why can't we work together because you (Communications) are more of a driver of information than us as IT, but it didn't work.

I thought maybe Communication, because they have this role to constantly communicate and also always being aware of what needs to be communicated, should form, part and parcel of the library services, but in this department, it didn't work out. So, the strategy that I would propose is basically to link up information …

5.7.4 Other casualties caused by low extent of information service provision

Most of the GPG libraries do not market their services in the departments due to the status of resources and services. There are usually less or no new information materials to market the library with and even if library services are marketed, there are no resources to meet the information needs of the department. The deficit is way too much to attract interest and expectations which will not be met. Most of the libraries indicated that they have decided not to market the library services whilst knowing that the needs of the library users will not be met. Furthermore, the staff in the GPG libraries are despondent, helpless and frustrated. They know what they need to do, understand what is required for them to achieve the goals of their respective libraries, however they feel the departments fail them in multiple ways such poor levels of physical resources, unavailability of funds to improve the physical resources, poor support interms of trining and development, lengthy and unreliable SCM processes

and unrealiable or unavailable ICT-resources required to provide efficient library and information services that meets the information needs of the department they serve. The environment in GPG is not that which natures the growth library and information services within departments but enables the contrary to happen.

Library services are predominantly reactive and not proactive in nature due to lack of resources. They acquire what the users request for and not proactive based on identified need. There is no ability by the libraries to anticipate certain requirements because user needs analysis is not done and there are no financial resources. This is validated by the finding that the libraries provide to a high extent, inter-library loan services to its users. It means the libraries rely on resources of other libraries to meet the needs of their users. The libraries mostly provide book loan (circulation service) and lacks capacity to provide other library and information services.

5.8 Predictors of library and information services

By using regression analysis, the study determined that:

1. Physical resources do not significantly predict library and information services, but significantly predicts financial resources and ICT-resources;
2. Financial resources do not predict library and information services but significantly predict physical resources and ICT-resources;
3. Staff development does not predict library information services; and
4. ICT-based resources do not predict library and information services, ICT-based resources do predict physical and financial resources.

The research model showing the predictors of library and information services is illustrated in Figure 4.
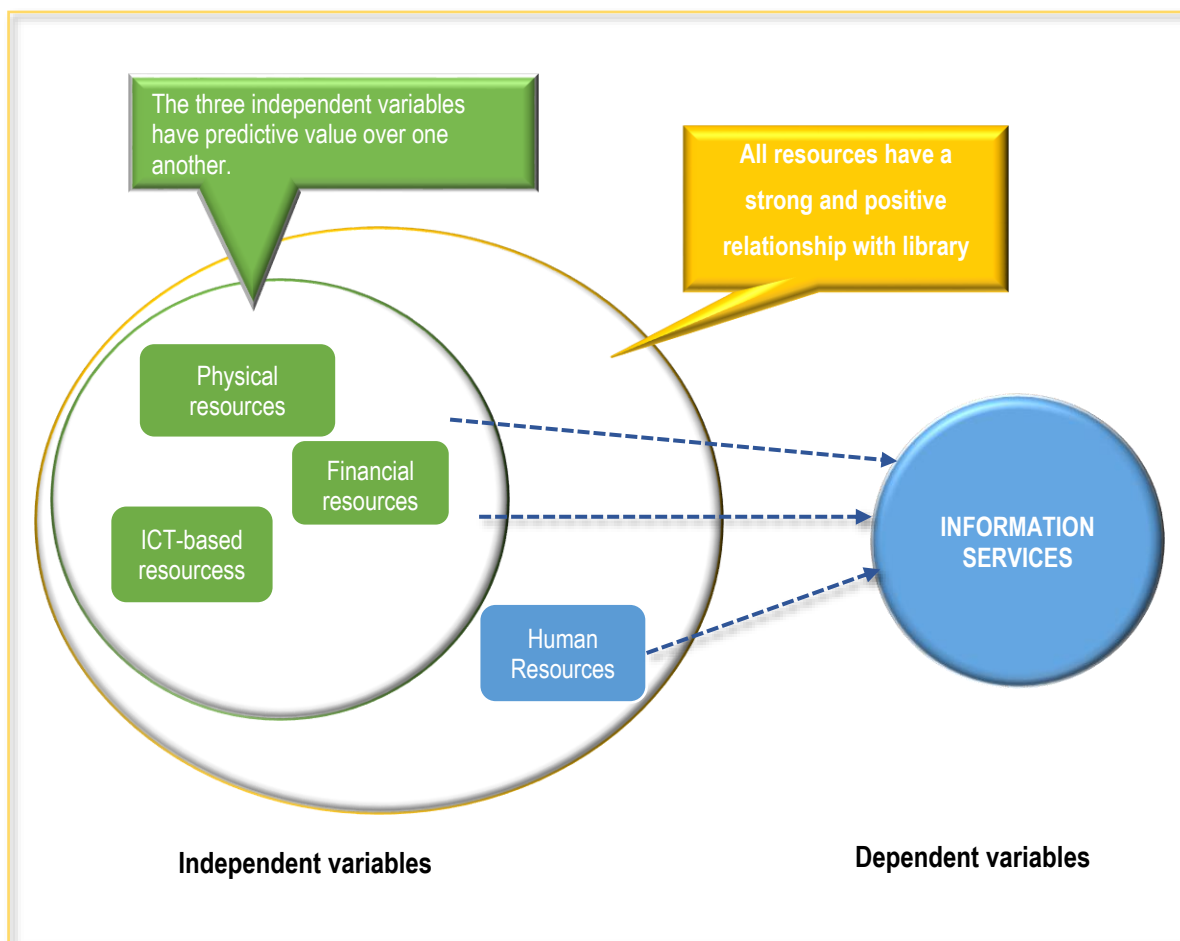
Figure 4: Research model showing the predictors of library and information services

One of the objectives of the study is to determine the relationship between the three types of resources and service provision in GPG libraries. It is clear from the above that physical, financial and ICT-based resources have predictive value over one another. There is a dependency and a mutual and close link between the three types of resources. Through a Pearson's pairwise correlation test, it was determined that the resources and the library and information services in GPG have a positive and strong relationship. This is true to the claim of RBV, in that resources alone are not the inputs into the production process: the services that they render are the actual inputs (Foss 1997:31). Although resources cannot predict library and information services in GPG, they cannot exist and be useful in isolation of one another. Therefore, it suffices to say that, for their value to be unleashed, resources and library and information services require one another.

The financial resources were found to have the highest correlation value with library and information services, followed by the physical resources, staff development, whereas ICT-based resources have the least correlation value with library and information services. The GPG libraries require adequate financial resources so as to create a positive effect across all other resources and, ultimately, library and information services. The fact that the GPG libraries receive very low financial support/resources signals a critical need to find a solution; to curb the negative effect that will inevitably cut across all other resources because of their predictive nature over one another. In order to have competitive library and information services, there will be value for GPG library in addressing the provision of financial resources, which will ultimately influence all other resources positively. This should happen with consideration of the financial constraints in the public service as a whole and in the Gauteng Province in particular.

IFLA's assertion (2008:26) that the adequacy of a library budget is considered within the context of existing resources is vindicated by the finding of financial resources having the strongest relationship to library and information services and that financial resources can predict physical and ICT-based resources. Therefore, finding a solution to resolve financial resources for GPG libraries is critical – with the understanding that such will also resolve the challenges with physical resources, considering that the two types of resources have the strongest correlation value with the library and information services. The understanding is that, once the solution has been implemented, the capabilities of the GPG libraries will be improved and, ultimately, the intended and responsive library and information services will be realised. In this way, growth from internal resources and competitive advantage by the GPG libraries will be enabled.

5.9   Critical resources for GPG libraries

The study did not stop at determining that the resources have a positive relationship with the library and information services: an effort was also made to identify the physical resources that are critical for the libraries realising their mandates. This was done to ensure that the proposed solution for the provision of financial resources focuses on the critical resources required by GPG libraries, since it may not be realistic to focus on all resources, given the financial constraints experienced globally. The

GPG libraries have had little success or not much progress in acquiring resources they need to capacitate themselves to deliver on the library and information services. This compromised the services they are able to render with the resources at their disposal. Participants identified various critical resources that are required for the successful provision of library and information services. The critical resources identified include: access to journals through online databases such as Sabinet, Emerald, Ebsco; current and relevant books (including e-books); online legal resources (e.g. Lexis Nexis, Juta Law, etc.); and online newspapers. A library management system is also one of the resources regarded as critical by these libraries.

Other critical resources that were identified are: budget allocation; skilled and qualified librarians in the department, who are trained and afforded development opportunities; and an adequate number of staff in each department. This list of critical resources identified by GPG libraries forms the backbone of a library. Taking cue from the theory of the firm and the RBV-theory, if these resources are provided to the GPG libraries, they will function and have a chance succeeding, in that they would be given a lease that propels them to achieve internal growth and competitive advantage. They will be able to serve the needs of the organisations they serve. The resources listed by the respondents as critical are similar to those used by special libraries, as detailed in Chapter 2, which include journals, books, library staff at the right level, online information resources, library management system, reference materials and newspapers.

5.10   Resource model for GPG libraries

The resources of the GPG libraries are at an unacceptable level and the libraries' efforts to improve the levels of resources have yielded little or no success. The dire state of some of the libraries renders them not useful to the departments they should be serving. The strong relationship between library resources and services has been proven in this study.

The challenges that the GPG libraries are facing in terms of the resources are mainly rooted in the inadequate availability of financial resources, which, according to Plosker (2004:33), has been an issue for libraries for many years. Therefore, a solution to

these challenges lies in enabling sustainable provision of adequate financial resources, which will have a positive effect on all other resources and, subsequently, on the provision of library services. The study established financial resources to have the highest correlation value with library and information services compared to other resources. Therefore, the main aim of this model is to ensure sustainable provision of financial resources, as the most critical resources, to the libraries. This, in turn, will be used to acquire the physical resources needed to serve the information needs of the primary users of GPG libraries adequately.

The findings also confirmed the existence of a strong relationship between financial resources, physical resources, ICT-based resources and the information services that the libraries are able to provide. There is also the existence of the mutual predictive value between the financial resources, physical resources and the ICT-based resources in the GPG libraries. The argument is that, if financial resources are availed or adequately provided, it will have a positive effect on all other resources and, eventually, on the information services – due to their high predictive value on physical and ICT-resources and their strong correlation with other resources.

Although the solution is focused on the provision of adequate financial resources, management and governance aspects cannot be ignored. Whereas the crux of the solution is financial resources, the governance and management of the other resources have been embodied in the model, in order to sustain a holistic and standardised approach to provision of resources and library and information services in the GPG libraries.

Their respective departments expected each GPG library to have adequate financial, physical and ICT-based resources provided for. Due to various reasons mentioned in the preceeding sections of this chapter, this approach has yielded inadequacies in most of the critical resources that the libraries require to function and add value to their departments. The researcher believes that the solution lies in collectively sharing the cost of resources, in order to strengthen the financial muscles of all GPG libraries and to improve management of the GPG library and information services through a centralised hub, while optimising the use of the available resources – i.e. to take the route of collaborative consumption.

Furthermore, the model responds to the findings of the LIS Transformation Charter (Nkondo et al. 2014:114) in terms of libraries operating in silos and the uneven developments of special libraries. The model will break the uneven development between GPG libraries and collapse them into one capable information hub for the entire Gauteng Provincial Government. The model also provides a solution to the following recommendations of the LIS Tranformation Charter: the establishment of a provincial platform on which libraries can share resources, expertise and services; and the development of a funding model.

5.11 Resource provision and management model

Based on the findings of this study, a resource provision and management model is proposed for the GPG libraries. The model is illustrated in Figure 5.
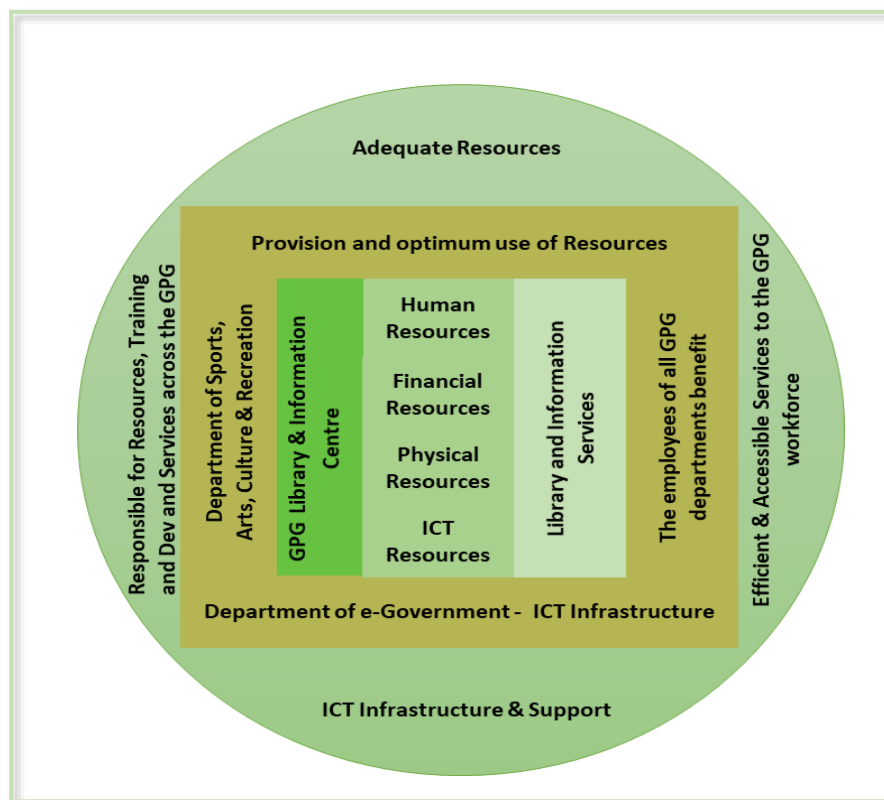
Figure 5: Resource provision and management model for GPG libraries

Figure 5 provides a pictorial view of the resource provision and management model for GPG library and information services.

The significance of the model rests in the following provisions and foundation:

1. **Shared resource accountability**

   Due to the niche and proficiency of the Department of e-Government and the Department of Sports, Arts, Culture and Recreation to provide resources based on their scope of mandate. The niche areas/competency areas are restored to their professional and mandated custodians.

2. **Collaborative consumption**

   Available resources are shared for the benefit of the entire GPG.

3. **Improved resource availability**

   The model provides a basis for improved availability of required resources for library and information services in GPG. In return, ability to provide of efficient library and information services is created. The model resonates with the goal of inclusive growth of the Gauteng Province. All the departments will receive the same library and information services offerings, a vast improvement from the current situation using the same pool of resources.

   Shared resource accountability + Collaborative consumption = Inclusive growth.

4. **Breaking of silo walls**

   The model breaks the existing silo walls for the same service offerings within the province. It taps into resources that currently exist in silos and are of less value on their own, and brings those together to make a collective difference. This improves on resource availability and, consequently, improves service offerings and access to information by all in GPG. The model advocates seamless access to all required resources through the use of ICTs.

5. **Grounds for the public sector embracing the shared economy**

   The model sets the grounds for the public sector to embrace the shared economy as a mechanism for the practical implementation of resource-based view theory. In this way, the model provides a mechanism that enables government libraries to share on resources and enables collective growth from internal resources.

6. Capitalisation on ICT-based tools

The model creates an environment that capitalises on ICT-based tools and is conducive to embracing the Fourth Industrial Revolution positively.

In addition to the foregoing information, the GPG resource and management model is significant in that it sets the province on the path to respond to some of the challenges identified in the LIS Transformation Charter, produced in 2014, and the recommendation of the National Policy for Library and Information Services in South Africa, which was developed to address the identified challenges. The final draft policy was produced in 2018, with the main goals of strengthening the capacity of the LIS sector to build a literate, informed, knowledgeable and innovation nation (Republic of South Africa. Department of Arts and Culture 2018:1). The Policy makes provisions such as: the integration and coordination of structures; uniformity in the use provincial directors to supervise the execution of policies and programmes; and the transformative and developmental role of LIS in an open democracy and a knowledge-based economy. However, the Policy does not indicate how the provinces should implement the policy provisions. The researcher believes that the GPG resource provision and management model answers, to a great extent, the way in which the GPG will implement the provisions of the Policy.

5.11.1 Principles of the resource provision and management model

The proposed model is based on the principles and concepts involved in collaborative consumption. *Sharing economy, collaborative consumption, peer economy* and *access economy* are some of the common terms that are used interchangeably in this context, even though insignificant differences may exist. Correspondingly, various definitions of these concepts or terms exist. For the purposes of this study, *sharing economy* and *collaborative consumption* will be used interchangeably.

According to Gareau-Brennan (2018:35), *collaborative consumption* is a model in which resources and services are shared – not owned – by peers. Figueroa (2016:21) defines the *sharing economy* "as a socio-economic ecosystem built around the sharing of human and physical resources, which includes shared creation, production, distribution, trade and consumption of goods and services by different people and organisations." Ganapati and Reddick (2018:77) regard the *sharing economy* as a

recent phenomenon that is characterised by peer-to-peer exchange of goods and services by using Internet platforms. The scholars (Ganapati & Reddick 2018: 78) also state that a sharing economy uses Internet platforms to establish connections between people and organisations across time and space. The key common factor in the definitions is that, in the sharing economy, there is no ownership, but rather shared access to resources among peers through the use of Internet platforms, digital economy of technology platforms. Internet platforms are the driver of access to goods and services and are the engine of collaborative consumption.

Although the concept of shared economy has originated in the private sector – in the transportation (e.g. car sharing) and accommodation industries particular in – it has spread to other industries, such as residential and commercial workspace and labour (e.g. part-time assignments). Because of the opportunities it presents, the shared economy is increasingly being considered in the public sector, which sets a tone for government-funded libraries as well. Libraries have shared resources for many years, but what is different with collaborative consumption is the lack of ownership but access by means of technology platforms, such as Web 2.0. In essence, the shape and form of the sharing economy solely depends on the goal of collaborative consumption. In the environment of GPG libraries, the goal of collaborative consumption is the availability of and accessibility to resources required to provide efficient library and information services in the Province. This is the reason for the differences between sharing though collaborative consumption and the traditional approach to sharing that has been used by libraries for years.

The three pillars of collaborative consumption are; access; a sharing platform provided by technology; and the community that shares the resources. Access and online sharing at peer level are facilitated by a technology platform. There have been various reasons for collaborative consumption in the recent years, such as reducing production costs; diminishing the barriers of access to goods and services; peer-to-peer sharing; and optimal use of resources. In recent years and with the advancement of information technology, sharing of resources has taken a new form and has opened new ways of sharing among organisations and peers.

The GPG libraries are funded by their respective departments, which receive their funding from the Provincial Treasury. In essence, they are all being funded from the same source – i.e. the Provincial Treasury. The researcher asked the question as to why the funds should be divided into various small, insignificant amounts for individual departments, thereby losing buying power in the process? The financial resources are meant to acquire the same productive resources for the GPG libraries. When financial resources are pulled together, financial muscle is developed to buy more and to attain the economies of scale. The current state of the resources in GPG libraries clearly show that, when funds are divided and allocated to individual libraries or departments, it results in serious inadequacies that have far reaching implications if not addressed. The approach of ownership of resources has resulted in inadequate levels of resources and has incapacitated most of the libraries. It is hoped that this model will help the GPG libraries to attain adequacy levels, – not only of financial resources, but all other resources as well.

5.11.2 Elements of the resource provision and management model

The model brings to the fore two critical departments that need to work together to address the information needs of the GPG as a whole. In order to address all the findings, the fundaentals of the proposed model are detailed below.

5.11.2.1 Establishment of a GPG LIS Centre

Most of the Departments in the GPG faileto provide the necessary resources that their respective libraries require to perform their mandate and to deliver library and information services that meet the needs of the library users. The findings of this study are that GPG libraries' resources are inadequate; and the libraries are unable to provide proper library services. The study established that the libraries are generally managed by officials, who have no knowledge of the LIS-field; and are assigned other roles that are prioritised over library and information services. Also, the financial support is grossly inadequate.

In order to address these problems and shortcomings, the model proposes the establishment of a centralised LIS Centre for the GPG that provides library and information services to all departments within the GPG. The LIS Centre will use technology to break the access barriers and to provide most of its services virtually. If

all resources that the GPG libraries currently have, are brought together (i.e. collaborative consumption) and shared among the libraries, the entire GPG will benefit. The needs of the GPG libraries are intrinsically similar, albeit the uniqueness brought about by the portfolio of each department. As a result, managing them as a centralised function will add more value; optimise the use of all available resources; and assist in reaching adequacy levels of required resources, while increasing the use of technology-based resources and enhancing the service offerings. The GPG LIS Centre will provide a platform for developing a shared vision and mission of library and information services within the Province and collectively drive towards its attainment through the Department of Sports, Arts, Culture and Recreation and in consultation with stakeholders. By involving all stakeholders, a suitable building can be identified for the GPG LIS Centre, which will take advantage of the digital economy to promote access and information sharing.

5.11.2.2 Management and operations of the GPG LIS Centre

The day-to-day operations of the GPG LIS Centre fall within the ambits of the Department of Sports, Arts, Culture and Recreation, which currently performs a role in in public/community libraries, which the Department also fund.s In order to capacitate the Department to implement the new or extended role, the organisational structure should be revised, with the aim of elevating its capacity to deliver on its constitutional mandates of library services. The library function can be paired with the sister function of archive services in the Department.

Considering the amount of work and the importance of the function, a Chief Directorate for Library and Archive Services is deemed the appropriate level to oversee and manage the two related functions. The Chief Director with the support of Director LIS and Director Archive Services will enable the Department to deliver on its mandate. The position of Director LIS will be responsible for the overall strategic management of the GPG library and information centre including policy formulation and oversee policy implementation. The Directorate should also provide support to government entities that are funded by and report to the GPG with regards to library services as and when required. Also proposed are two positions of Deputy Directors: one position focusing on the GPG LIS Centre and the other on Municipal Libraries. The Deputy Director: GPG LIS Centre will be responsible for the daily operations and functions of

the GPG Centre and develop norms and standards. The foregoing three positions (i.e. Chief Director, Director and Deputy Director) will also establish the organisational structure of the Gauteng LIS Centre, which will be capacitated by library officials from all the departments in the GPG.

Figure 6 illustrates a proposed high-level organisational structure of LIS in the Department of Sports, Recreation, Arts and Culture.
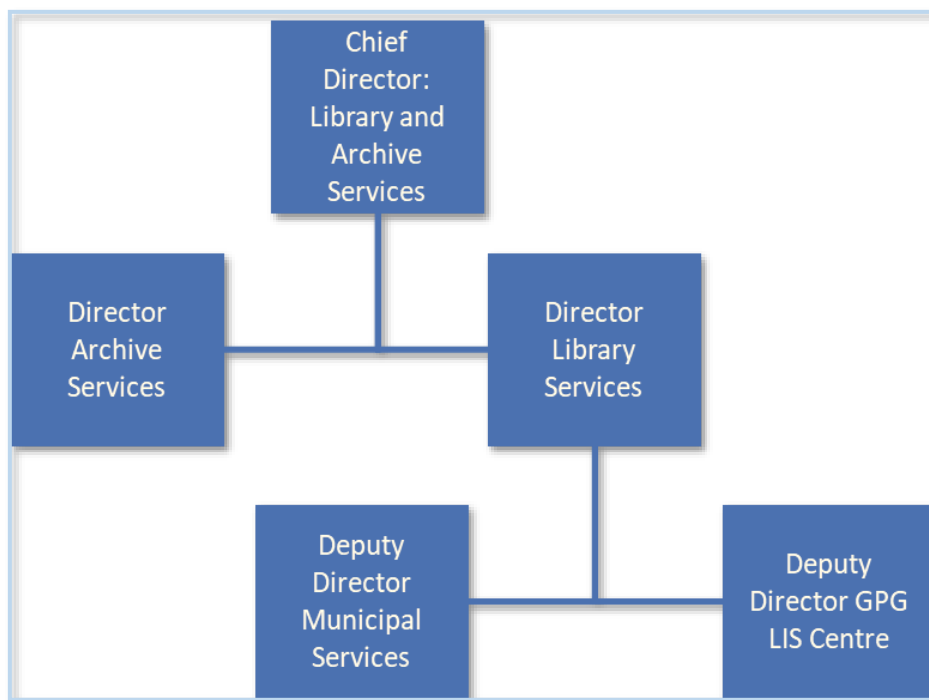
Figure 6: Proposed high-level organisation structure of LIS in the Department of Sports, Recreation, Arts and Culture

5.11.2.3   Human resources and training and development

The model proposes that the GPG Departments migrate the vacancies of the library officials to the GPG LIS Centre within the Department of Sport, Arts, Culture and Recreation. It would be uavoidable for the Centre to work towards the harmonisation of library vacancies within the Province. The current decentralisation model has resulted in inconsistencies of library vacancies, creating disparities within vacancies and job profiles of the same family. Training and development costs will be budgeted for and managed within the GPG LIS Centre. The Centre will be rightfully placed to monitor and manage the training and development of the LIS officials to ensure that they keep informed about the latest developments in the profession and to enable

service improvements and innovation. The Centre will be able to create networks and partnerships that will be beneficial to training and development. The Department of Education is to retain additional library staff to provide services and support to the school libraries.

5.11.2.4 ICT-based resources

In this study, basic ICT-resources, such as computers, Internet and email facilities, were found to be used to a high extend, while others were not used so intensely. The Department of eGovernment provides specifications for basic ICT-tools, so that the tools procured are compatible with the ICT-infrastructure.

The model does not propose any changes in this regard, except that the Department of Sports, Arts, Culture and Recreation should identify the requirements for the GPG LIS Centre; and budget for and acquire the ICT-tools for the Centre. These should include all ICT-tools that a hybrid library will require that plans to capitalise on technology to deliver sevices. Most of these tools formed part of this study and were included in the data collection and analysis. The GPG LIS Centre will rely heavily on the use of ICT-tools to provide its services; to break the access barriers that may exist due to distance; and to ensure efficiency of service provided. The establishment of the Centre will improve usage of and reliance of library and information services in GPG on the use of IT-based resources, as these shall be part of its niche to survive. The Department of eGovernment will be expected to provide ICT-support to the GPG LIS Centre. While most of the ICT-based resources will be addressed through the specifications and requirements, how other key resources, such as library management systems, will be provided for is detailed below. The provision of an inter-library loan facility will be provided for as part of the online information resources.

5.11.2.4.1 GPG LIS Portal

In an effort to create a common platform for GPG library services and enable collaborative consumption, a Library and Information Services (LIS) Portal is proposed, hosted on the intranet and accessible to all employees of GPG. The content of the Portal shall be managed by the GPG LIS Centre, whereas technology and maintenance would be the responsibility of Department of e-Government. The LIS Portal shall be a gateway to access information resources and library and information services. In conjunction with other resources, such as a library management system

(LMS) and electronic information resources and through the Portal, other ICT-tools – such as Web 2.0, Library 2.0, online discussion groups and mailing lists – can be used to deliver library and information services.

5.11.2.4.2 Library management system (LMS)

The GPG LIS Centre should develop requirements for a common solution for a library management system (LMS). Currently, various departments have systems, but some of these are not fully implemented; they have design shortcomings; and they do not enable the efficient management of a library collection. Because of the lack of OPAC capabilities, other systems fail to facilitiate access to enable employees in their respective departments to search the library collection.

It may not be necessary to procure a new LMS, because – with a slight enhancement and the utilisation of all system functionalities – the requirements can be met by one of the existing systems. A review of the existing systems needs to be done to determine which system can meet the requirements. A single library management solution for GPG is proposed, in order to curb the silos and to embrace the sharing economy. The system shall be procured and managed by the Department of eGovernment, based on the requirements developed by the GPG LIS Centre. Procuring one LMS is much cheaper and will enable access to all employees in GPG, as compared to a few existing library management systems that are not functioning to full apacity, while others do not meet expected standards of library management practice.

It is important that such a LMS integrates the effective protection of the assets of the GPG LIS Centre. Therefore, a library security system should be included are part of the overall LMS requirements. The involvement of the Department of eGovernment is critical, so as to ensure that the sought library management solution fits into the overall ICT infrastructure and architecture, as planned and envisioned by the Department for the entire Province. All system upgrades and maintenance will fall within the scope of the Department of eGovernment.

5.11.2.4.3 Electronic information resources (Physical resources)

Electronic/online information resources were identified as one of the critical information resources that the GPG libraries require. These electronic resources

include electronic journals, databases, electronic newspapers, e-books, interlibrary lending platforms and online legal information resources. These are common requirements across the libraries involved in the study. Electronic information resources, which require a stable ICT-environment to provide information access successfully, are mainly driven through annual subscriptions, with the exception of, for example, e-books. In order to avoid access barriers to the GPG LIS Centre, technology-based library resources are encouraged to ensure access to information beyond beyond the walls of the Centre and across the Province. The aim is to promote access to library and information services from anywhere and whenever needed, using the Portal as the central point of access. The model proposes that the GPG LIS Centre determines the relevant electronic information resources, based on need; budget for those resources through cost-effective licensing and access models. In terms of e-books, the role of the Department of eGovernment is limited to identifying a suitable e-books platform in consultation with the GPG LIS Centre, which will also be respondible for budgeting for electronic and printed books. The e-books will be acquired through and hosted on the identified e-books platform.

The study identified inadequacies of all the foregoing resources and funds could not be secured for each department to subscribe required electronic information resources. Only one of each electronic information resource will be subscribed to/procurred with multiple licenses, which saves costs in comparison to each GPG library subscribing to the same resource individually. Collaborative consumption advocates for optimal use and access to resources. This approach will ensure that the electronic information resources are used optimally, as all will have access from the same subscription.

5.11.2.5 Financial resources

Several of the libraries that were studied, operate without a budget, whilse few of tem receive a limited budget, which is not adequate and cannot cater for the resource requirements of the libraries. This results in an unending circle of deficit and residual, which prevents the libraries from thriving. Although it is common – and understandable – across all types of public and private organisations that requested budgets seldom correspond to the allocated budgets, the latter should be reasonable, so as to enable a function to operate and achieve its goal. When budget is not allocated, or too little

budget is made available, failure is almost guaranteed, due to the effect of the financial resource on other resources and, ultimately, on the services/production.

The proposed funding model for the GPG LIS Centre embraces the sharing economy. Resources, which should be funded centrally (at the Department of Sport, Arts, Culture and Recreation), benefit the entire workforce in the Province by making library and information services accessible. The responsibility to secure funding for physical resources, human resources and ICT-resources is entrusted on the GPG LIS Centre. In other words, it is the responsibility of the Department of Sports, Arts, Culture and Recreation, including all library operational related matters. The aim is to bring together the small amounts of library budgets of each department, so that the amount becomes collectively significant and has a buying power, while resources procured are shared across the Province. In essence, very little additional money may be required, compared to what is currently provided for. The Centre will ensure that physical resources acquired respond to the information needs of the entire GPG, as all departments are meant to be served. Through sharing of resources, the elimination of resource and effort duplication can be realised. The centralised budgeting and resourcing for library and information services for the Province proposed by the model is aimed at ensuring that the identified information needs are met through the GPG LIS Centre and that the required resources are provided for, which will have impetus on resource availability; services provided; broader reach and accessibility; efficiency; common vision and mission; and the application of norms and standards.

5.11.3 Motivation and rationale for the model

The trends and developments in information products (physical resourcces) are modelled around access to information without ownership. Most libraries have embraced the concept of access to information resources and sources, rather than ownership, due to various reasons such as: technology enhancings ease of access regardless of location; the benefit of access to a wider audience; the electronic resources being associated with less risk (loss, damage, etc.); no physical space being required; and that some of the resources, such as ebooks, being more affordable compared to the print version. These factors, together with global financial constraints, have led to most libraries moving towards a virtual and hybrid environment. The rationale for the resource model for the GPG libraries takes into consideration the

above listed factors and the findings with regards to physical, financial, human resources and library and information services provided. The model intends to capitalise on the advantages brought about by access to resources (vs ownership), while embracing the collaborative consumption principles to improve resource availability within the GPG libraries. ICT-resources are critical in driving success of this model and readies the libraries for developments brought about by the Fourth Industrial Revolution.

The model will assist the GPG libraries to increase efficiency and strengthen their (access to) internal resources. The model makes economic sense, in that most of the existing resources will be pulled together to provide collective strength, since the individual approach failed and, if the same approach is retained, it will take many years and more money to correct. Fixing the current inadequacies by using the existing structures and funding model (i.e. funding individual libraries through departments) is not sustainable within the financial constrains experienced in the country and globally. Doing more with less is the favourable approach to apply. Furthermore, the model firmly and deeply secures the application of thery of the firm and RBV in the GPG libraries that will yield internal growth and competitive advantage.

5.11.4 Changes needed for the success of the model

The proposed model brings afore two critical departments to drive the solution: the Department of eGovernment and the Department of Sports, Arts, Culture and Recreation. These two departments will enable the realisation of the solution – a model herein referred to as the resource provision and management model for GPG libraries. The resource provision and management model for GPG libraries capitalises on the digital economy and its benefits.

5.11.4.1 Current role of the Department of Sports, Arts, Culture and Recreation

Legislatively, the Department of Sports, Arts, Culture and Recreation first drew its mandate on libraries from the Constitution of the Republic of South Africa, in particular Schedule 5, which states that libraries are a functional area exclusive to provincial competence, with the exception of national libraries (Republic of South Africa 1996:146). The library services within the Department is further guided by the Gauteng Public Library and Information Services Act, No. 5 of 2014, which provides the

legislative mandate for the establishment and administration of library services in the province (Republic of South Africa. Department of Sports, Arts, Culture and Recreation 2018:25) and the South African Public Library and Information Services Bill of 2012, which intends to ensure competency in the delivery of public library and information services by providing principles, norms and standards. The National Development Plan and the South African Library and Information Transformation Charter also provide the scope and strategic guidance for the Department with regards to library and information services. The Gauteng Library and Information Services Policy was developed to provide the operational ambits of the Legislative framework in the Province.

The current focus of the Department is solely on the community and municipality libraries – i.e. the libraries that are established, developed or maintained by the Province or municipalities for the purpose of providing services to the benefit of the public. Less focus is afforded to the special library within the department, which, due to inadequate resources, resorts to use resources intended for the community libraries, although the niche, users and the type of required information resources are different. Even less focus is extended to the libraries within the provincial government departments.

5.11.4.2 Proposed additions to the role of the Department

It is inevitable that some changes need to be made to enable the resource provision and management model for GPG libraries. The changes are outlined in the following sections.

5.11.4.2.1 *Interpretation of Schedule 5 of the Constitution*

The interpretation of Schedule 5 of the Constitution needs to be expanded to include all libraries funded by the Province. The libraries should include the special libraries in the provincial departments. In practice, the current interpretation is limited and implicitly refers to public/community libraries only or libraries that are established and managed for the sole benefit of the public. This leaves other types of libraries that are funded by the Province vulnerable, poorly resourced and managed. Extending the interpretation of Schedule 5 of the Constitution to include all libraries funded by the Province will intrinsically elevate the focus of the Department to all libraries; particularly the GPG libraries. If the competence of library and information services reside within

the Department, it is only befitting that its focus is not narrow but broad and include all library services funded by the Province, regardless of who is to benefit.

5.11.4.2.2 *Provincial legislation and policy framework*

The Gauteng Public Library and Information Services Act, No. 5 of 2014 needs to be amended to incorporate all other types of libraries that are funded by the Province, herein referred to as GPG libraries. This move will concretise the role of the Department of Sports, Arts, Culture and Recreation and align it fully to Schedule 5 of the Constitution. Currently, the act is very silent on other libraries and only provides a framework for public libraries. The lack of focus on the other libraries in the Act has resulted in the deterioration of these libraries to the point that they are unable to discharge their mandate.

5.11.4.2.3 *Review of the organisational structure of the Department*

In order to realise the changes mentioned above and implement the resource provision and management model for GPG libraries successfully, the Department must be capacitated. The organisation structure needs to be revised to include a Chief Directorate: Library and Archive Services.

5.11.4.3 **Current role of the Department of e-Government**

According to the 2017/18 Annual report (2018:7), the Gauteng Department of eGovernment is entrusted with the responsibility of modernising the public service and the economy through ICT, in order to create universal access to public service by 2020. The mandate of the Department emanates from various national and provincial legislative frameworks, such as the Constitution of the Republic of South Africa, National Electronic Communication Act, National Electronic Communication and Transaction Act, SA Connect Policy and Plan, Gauteng Development and the Growth Strategy and Governance of ICT Policy Framework. Chapter 6 of the Public Service Regulations (PSR) has key relevance to this study. – It relates to information management and electronic government that regulates the acquisition, management and use of information and communication technology resources and direct or indirect enhances service delivery to the public; improves the productivity of the Department; and ensures cost-efficiency for the Department.

5.11.4.4 Proposed additions to the role of the Department of e-Government

Libraries – including the special libraries in the GPG – heavily rely on ICT to deliver their services. They are meant to provide the much-needed information to the employees of the GPG, which, in turn, drives the service delivery to the public. If the libraries perform their role efficiently, they contribute to service delivery to the public, and improve productivity of all the GPG departments they serve. GPG libraries require ICT-resources, such as a library management system, library portal, etc, that are aligned to the ICT-infrastructure of the GPG. It will be in the best interest of GPG libraries if key ICT-resources are coordinated, acquired and managed by the eGovernment Department. This will align to the PSR element, which relates to the acquisition, management and use of ICT-resources, which enhances direct or indirect service delivery to the public; improves the productivity of the departments in GPG and ensures cost-efficiency for the provincial government.

Extending the scope for the Department of eGovernment to include ICT-resources for GPG library resources will save money and encourage sharing economy. One library management system for all the GPG libraries can be acquired and the system managed by eGovernment, while its content or data is managed by the libraries themselves. This will not be entirely new approach for the eGovernment Department, which is responsible for providing and maintaining other GPG common platforms. A common platform provides a single window for citizens to access government services (Gauteng Department of eGovernment 2018:23). Although the common platform is mainly citizen focused, there is slow progress with regards to the same being applied for the benefit of the GPG itself – i.e. a common platform that is internally inclined or focused, with the exception of the operating systems, such as payrol. In its 2017/18 Annual report (2018:24), the Department states that it is working with GPG departments to develop a system and processes for effective collaboration and consultation on the development, implementation and maintenance of provincial ICT-infrastructure, applications and e-services.

The researcher believes more can be achieved – such as cost saving, improved sharing of data across departments, standardisation and efficiency – when the concepts of common platform are applied internally, which, in itself, embodies sharing

economy/collaborative consumption. This will increase the economies of scale; optimise usage of resources; and ensure that adequacy levels of ICT-resources are realised across all functions in the GPG – not only library and information services. A common ICT-based environment for the GPG libraries is also aligned to the 5th pillar of the Transformation, Modernisation and Re-Industrialisation Programme of the GPG, which aims at modernising the public services. Library and information services that are ICT-driven depend on the ICT-infrastructure being rolled out and ICT-support being provided. This should lead to the modernisation of the GPG libraries, while, at the same time, addressing the inadequacies of various resources that the library requires, such as the GPG Portal for the library and information services in GPG; the library management system (LMS); access to various online information resources, such as legal information and journals, all of which are common requirements across the libraries that formed part of this study. An infostructure to enable the delivery of library and information services in the Province must be developed by the Department of e-Government, in consultation with the GPG LIS Centre.

5.11.5 Potential disadvantages of the model

Except for the initial discomfort brought about by change, there are limited to none disadvantages envisaged by the implementation of the GPG resource and management model. The advantages outweigh the possible drawbacks, such as the migration of library officials to the Department of Sports, Arts, Culture and Recreation (as part of the GPG LIS Centre) may bring unfamiliarity and minor discomfort. Also, the fact that the Departments will not have a physical library within their buildings may initially need some adjustment and the dependence on and use of ICTs to deliver services may require change management for the library users to adapt and embrace the change.

5.12 Summary

Given the stark lack of capabilities, as reflected by the physical resources in the data, the RBV demonstrates that libraries cannot deliver effective performance and added value in the service of the "firm" (i.e. the GPG). There are simply too many constraints, primarily a lack of will and strategic leadership, to devise meaningful strategies, in order to deliver on the visions and missions of the libraries.

Budgets, physical and human resources are all compromised, which means that there is a high probability of even the intangible resources, such as reputation and culture, being compromised. Although there was one example of innovation and two examples of libraries trying to benchmark towards better, for the rest, the participants seemed defeated by the challenges they face and maybe even unaware of how far they are from reaching a world class library service.

HR constraints are widespread and no strategic training vision exists to remedy the skills gap. Recruiting skilled people is also a problem, given how long it takes to fill vacancies. The GPG libraries are overshadowed and displaced by central and urgent needs of the departments and, consequently, the departments prioritise other resources and services over library and information services. Therefore, resources required by the departmental libraries are almost regarded as luxuries and not as a competitive force within the context of globalisation and the Fourth Industrial Revolution. The resourcing model proposed for the GPG libraries will ensure that the as basic key or critical resources for efficient library service provision, as indicated by participants, are made available on a consistent and sustainable basis, which should set the libraries on the path for growth.

With the exception of two cases, all visions and missions of the GPG libraries were indicated as existing in theory only and the reality of the realised strategy is under-delivery, under-resourcing and a library service for GPG that is strongly lacking in performance to end users, as well as to strategic knowledge and information-based needs. Performance is operational and at the level of limited or basic services. The reasons are largely based on a lack of commitment to library services as a strategic resource, which results in the potential impact of the libraries on a knowledge-rich government being under-conceptualised, and, therefore, under-resourced on every level.

While most participants are efficient and have established operations, they also appeared to have "surrendered" to the "lowered bar" of the *status quo*; they appear to be going through the motions, trying to deliver an effective service. The motivation levels are low and the participants seemed dispirited and defensive. The latter

expression occurred when they outlined their vision and mission and went on to depict a highly challenging set of circumstances, thereby confirming that vision and mission are merely theoretical and exis "on paper" only. The proposed model holds the potential of addressing the above-mentioned challenges and restoring the value of GPG library and information services.

CHAPTER 6: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

This chapter presents a summary of the research findings, as as well recommendations and conclusions of the study, with the aim of enhancing the efficacy of library and information services in GPG and other special libraries with similar characteristics than those of the GPG libraries. Also presented in this chapter, are areas of further studies that may improve the interdependencies between sister functions such, as research, knowledge management and library and information services in GPG. Limitations and implications of the finding are included in this chapter as well.

6.2 Research questions

The summary of the findings and recommendations presented in this chapter are those of the research questions that underpinned and guided this study, namely:

1. What is the level of adequacy of available physical resources in GPG libraries?
2. What is the extent of financial resources provision to GPG Libraries?
3. What is the extent of the usage of information, communication and technology (ICT) based resources in information service provision in GPG libraries?
4. What is the level of staff development in the GPG libraries?
5. What is the extent of services provided by the GPG libraries?

6.3 Summary of findings

The study was underpinned by the foregoing research questions and four hypotheses. The collected quantitative and qualitative data was analysed, interpreted and the results were inspected. The summary of the research findings, as guided by the research questions, is presented in the following sections.

6.3.1 Adequacy level of available physical resources in GPG libraries

The study makes known that the available physical resources in GPG libraries are inadequate, with the exception of dictionaries and books. The libraries do not have

adequate resources that are required to provide information services that meet the information needs of the users. Physical resources and ICT-based resources were found to have a predictive value over financial resources.

6.3.2 Extent of finanancial resource provision to GPG libraries

The deduction of data analysis in relation to the research objectives is that GPG libraries are poorly funded. With the exception of computers for library staff, there is no budget provision for key resources required by the libraries, such as books, journals, newspapers and library management system. It was found that training and development of library staff in GPG only occur to a low extent. Some of the library officials resort to self-funding their conference attendance and take annual leave for such, while, in most departments, only free training that is held within the Province is allowed, as no budget provision is made for training and development. The interdependency of resources was confirmed by the finding that financial resources and ICT-based resources have a significant predictive value over physical resources.

6.3.3 Extent of use of ICT-based resources in GPG

The ICT-based tools used by GPG libraries are only computers for library staff, email and the Internet. The study found all other studied ICT-based resources are used to a very low extent. Library management systems, library portals, scanners, computers for library users, printers and interlibrary loan facilities are all used to a low extent by the GPG libraries. Although it was found that ICT-based resources do not to have a predictive value over library services, it was found that they have a significant predictive value over physical resources and financial resources in GPG libraries.

6.3.4 Level of staff development in GPG libraries

The finding is that there are no programmes in place to provide training and development to GPG library officials. If staff development plans do exist, they are never actualy implemented or realised. Only workshops and seminars that are freely available within the Province are attended. Because these are mainly presented by service providers to promote their goods and services, they are usually not content rich. Staff development was found not to have any predictive over any of the resources.

6.3.5   Extent of services provided by GPG libraries

The deduction is that, due to poor resource availability, the GPG libraries are only able to provide few services, which include circulation or lending of library books to users and inter-library loans. The GPG libraries are able to loan the books they have to users and to seek assistance from other libraries for books and journal articles they do not have in their collection. The cataloguing, classification and indexing functions are also performed to a high extent. All other services are provided to a low extent.

6.3.6   Relationship between resources and service provision in GPG libraries

The study determined that there is a strong and positive correlational relationship between library and information services provided by the GPG libraries and the resources. The highest correlational relationship exists between library and information services and physical resources, followed by financial resources, staff development, lastly ICT-based resources.

6.3.7   Conclusion on the developed resourcing model for GPG libraries

The proposed GPG resource provision and management model developed in this study offers a solution to address the findings outlined above. The model suggests the establishment of a GPG LIS Centre that will be the information hub of the Province. The model also proposes the closure of departmental libraries and bringing all existing resources under one umbrella, with the aim of embracing the sharing economy and promoting collaborative consumption of the existing resources that. The model further restores the library competence/function to the rightful custodians, as prescribed in Schedule 5 of the Constitution of the Republic of South Africa, being the Department of Sports, Arts, Culture and Recreations.

6.4   Summary of conclusions

In conclusion, the GPG libraries do not have the internal physical resources to deliver on required services. Overall, financial resources were found to be inadequate. The lack of financial resources for books and dictionaries is not in harmony with the finding that there are adequate books and dictionaries, which means that there are alternative means of sourcing funds to acquire them or books and dictionaries are donated to the libraries. Alternative funding may be in the form of requesting funds to procure books

and dictionaries as and when there is a pressing demand for those, in which case funds are found elsewhere and made available to the library to meet the need at a particular time.

ICT-based tools are generally not used to drive the current services that the GPG libraries can provide. In this way, the benefits and opportunities brought about by the digital economy are missed. GPG library staff are not trained nor developed and, therefore, unable to take advantage of professional growth opportunities and they do not keep updated with trends and developments in the library and information sector.

The services the libraries are able to provide are basic and thus limited. Based on the existing relationship between resources and library and information services, it means that, where there are poor physical resources, library and information services will inherently be of low extent and *visa versa*. This is corroborated by the predictive value that resources have over one another: the resources depend on each other. The aim of the model is to share the resources for the benefit of the entire Province, while optimising the use of existing physical, financial, human resources and ICT-based resources.

6.5   Implication on the theories applied in this study

The study contributes to the body of knowledge and demonstrates the relevance and applicability of the theory of the firm and the resource-based view theory in special libraries funded and managed by provincial government and, by implication, to all special libraries funded by any of the three spheres of government. Although the theories originated and were developed with the focus on private companies and have been successfully implemented in the private sector for many years, the financial constraints experienced by the public sector call for a solution that will enable the availability and optimal use of resources to sustain provision of services. The special libraries generally experience the harshest budget cuts when financial constraints are eminent. The solution proposed in this study can assist special libraries of the three governmental spheres to achieve greater resource availability, accessibility, shared growth and efficient library and information services, by embracing the sharing economy, while keeping the ball on the two theories used.

6.6 Limitations of the findings

Limitations posed by factors that are beyond the control of the researcher may impact on the outcome or result of a research. This study focused on the libraries that fall under the departments of the Gauteng Provincial Government and, therefore, it was limited to these types of special libraries. Three of the departments did not have libraries at the time when the study was conducted. Another limitation of the study relates to the vacancies in the libraries at the time of the study, which reduced the number of research participants for both interviews and questionnaires.

6.7 Recommendations

Recommendations mainly emanate from the challenges identified during data collection and the analysis and interpretation of the collected data. Furtherore, the recommendations result from the researcher's observation during the data collection process. The recommendations are aimed at streamlining the LIS value chain across all functional areas that directly or indirectly impact on the efficiency of GPG library and information services. The recommendations of this study are outlined in the following sections.

6.7.1 Mainstreaming of supply chain management processes to support efficacy of GPG libraries

The procurement of goods and services required as input into the production process is vital for the success of business operations; the same is true for library and information services. The national and provincial government have put laws into place to regulate the way in which the procurement process should take place. While that is complied with, it is recommended that the GPG develops processes that include service level agreements with GPG the LIS Centre that aim at removing the bottle necks in the procurement of LIS-related goods and services and to avoid delays resulting from underspending; an unreasonably lengthy process; late delivery of procured goods and services; and, consequently, the unavailability of resources. It is further recommended that the GPG, through the Provincial Treasury, provides clear a framework on the procurement and management of e-books. Such regulations or treasury guidelines will assist in creating a procurement process that responds to the digital economy and enables the GPG to reap the benefits brought about by the e-

books, such as accessibility, low risk of loss and damage, and the elimination of shelve space.

6.7.2 Establishment of GPG LIS centre

The establishment of the GPG LIS centre will create parameters and clarify the role of special library and information services in the Province. However, this function does not exist in isolation from other functions, such as research services and knowledge management. A high-level framework or a blueprint for the GPG is recommended that indicates the dependencies, input and outputs points within the value chain of library and information services and research and knowledge management functions, in order to realise the optimum benefits of each of the sister functions. The confusion that exists in some of the departments regarding the difference, similarities and dependencies – particularly of library and information services and KM – will be cleared. This is important, in that, while the various departments manage the research and KM function according to their strategic intent and respective needs, the support of and requirements from the GPG LIS Centre remain strengthened and avoid duplications of efforts. Having clarified the role of the resources that are not shadowed by library and information services or *visa versa*, *the* GPG departments will be able to determine a need for resources for the KM function.

6.7.3 Standardisation of library positions within the GPG

The lack of standardisation of library positions in the departments in current situation will undoubtedly create problems for the proposed GPG LIS Centre. The differences are that, in some departments the daily operations of the library are managed by a resource at an Assistant Director level or Senior Librarian level, whilet others are at the level of a Librarian. There need for harmonisation of existing positions to achieve uniformity and standardisation that are required for the stability of the GPG LIS Centre.

6.8   Suggestion for further studies

Two critical areas of studies are hereby suggested for further research and study: a survey on user perceptions of GPG library and information services; and a study on the intangible GPG resources.

6.8.1 Survey on user perceptions of GPG library and information services

It is suggested that a survey is conducted on users' perceptions of the library and information services currently provided by the GPG libraries, so as to solicit their views on the library and information services they require and expect from the proposed GPG LIS Centre. This study focused on the internal view (provided by the library officials) on resources and library services, whereas the recommended study will have an external focus (i.e. from library users), gauging the users' expectations of the proposed GPG LIS Centre, and their satisfactory levels of resources and services to which they currently have access, as compared to what they actually need.

The researcher believes that such a survey will assist the proposed GPG LIS Centre to respond to users' information needs in the Province and enable those users (i.e. library users and GPG officials) throughout the Province to discharge their responsibilities with insight. Such a study should also provide a basis against which future satisfaction surveys on library and information services can be compared against. This study can be outsourced by the Department of Sports, Arts, Culture and Recreation, while it is setting up the GPG LIS Centre. The results should inform and contribute to the foundation of the Centre.

6.8.2 Intangible GPG resources

Another area of further study relates to the intangible resources in GPG. It is easy for an organisation to have meaningful visions and missions and, but they may fail to achieve those because of intangible resources. Therefore, further studies in this area need to focus on intangible resources of the GPG and their impact on service delivery and the implementation of vision and mission statements.

6.9   Final conclusion

This research was conducted with the fortitude to determine the extent to which tangible resources can predict information service provision in GPG libraries, with a view of developing a model or a strategy for sustainable internal resource development that will enable effective information service provision. The theory of the firm and the resource-based view (RBV) theory, which advocate the use of internal resources for organisations to grow and achieve competitive advantage underpinned the research,

guided the literature review and informed the developed resource provision and management model for GPG libraries.

In order to ensure that the study is successfully conducted, the philosophical assumption of realism concretised and guided the study, which mainly followed the quantitative research methodology. Questionnaires were used to collect the quantitative data, whereas interviews were conducted to collect the qualitative data that was used to corroborate the quantitative data findings. Accordingly, the SPSS was used to analyse the collected quantitative data and ATLAS.ti™ 8 was used to analyse the collected qualitative data. The library officials and management of GPG libraries were inherently the population of this study, which, due to its size, was not sampled. Instead, the entire population was involvedin the study.

The study found that the GPG libraries operate with inadequate levels of physical resources and they receive a very low extent of financial resources. Furthermore, library officials receive no support with regards to training and development and the use of ICT-based resources is low. A combination of failures, which ultimately resulted in the libraries being unable to deliver most of the services they are expected to render as special libraries. The lack of competitiveness and the inability to grow from the internal resources are an apparent reality in the GPG libraries.

Because of their relevance in the public sector, this is undeniably a situation that can be eradicated by the application of the theory of the firm and the RBV-theory – particularly for the development of capabilities through resources that enable performance and growth. In this regard, Bryson, Ackerman and Eden (2007:702) state the following:

> *Key to the success of public organisations is their ability to identify and build capacity, particularly their distinctive competencies in order to produce the greatest value for key stakeholders.*

There will be value proposition in every resource and, ultimately, the key stakeholders that the libraries exist to serve.

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APPENDICES

Appendix 1: Levels of assessment of the conspectus model

Conspectus assigns collection levels to the divisions listed above. The conspectus levels are as follows:

0	Out of scope
1	Minimum information level – Collection that supports minimal inquiries about the subject. A very limited collection of general materials including monographs and reference works. – Periodicals directly dealing with the topic and in-depth electronic information resources are not collected
2	Basic information level - A limited collection of monographs and reference works - A limited collection of general periodicals - Defined access to a limited collection of owned or remotely accessed electronic bibliographic tools, texts, data sets, journals, etc.
3	Study or instructional support level
4	Research level
5	Comprehensive level

International Federation of Library Associations and Institutions (2001:8)

Appendix 2: Dewey decimal classification (DDC) categories

Numbers	Categories
000–090	Computer Science, Information and General Works
100–190	Philosophy and Psychology
200–290	Religion
300–390	Social Sciences
400–490	Language
500–590	Science
600–690	Technology
700–790	Arts and Recreation
800–890	Literature
900-990	History and Geography

Dewey 2011

Appendix 3: List of GPG libraries

	Gauteng Government Department	Library available Y/N
1.	Office of the Premier	Y
2.	Agriculture and Rural Development	Y
3.	Community Safety	Y
4.	Cooperative Governance &Traditional Affairs	N
5.	Economic Development	N
6.	Education	Y
7.	E-government (Finance) and Gauteng Treasury	Y
8.	Health	Y
9.	Human Settlements	N
10.	Infrastructure Development	Y
11.	Roads and Transport	Y
12.	Social Development	Y
13.	Sports, Arts, Culture and Recreation	Y
Total		10

Appendix 4: Research population of the study

Gauteng Government Department	Directors	Deputy Directors	Assistant Directors	Managers/ Senior Librarians	Librarians	Library Assistants	Total
Office of the Premier	1 Vacant	1	0	0	2 1 vacant	0	4
Agriculture and Rural Development	1	0	1	0	1	0	3
Community Safety	1	1	0	0	1 Vacant DD operates at this level	0	3
Cooperative Governance &Traditional Affairs	No library						
Economic Development	Library closed in 2012						
Education	1 Vacant	1	0	3	3	0	8
E-government (Finance) and Gauteng Treasury	1	1	0	1	0	1	4
Health	1	0	1	0	0	1	3
Human Settlements	No library						
Infrastructure Development	1 Vacant	1	0	1 A DD Operate at this level	1	0	4
Roads and Transport	1	0	1	0	0	1	3
Social Development	1	1	0	0	1 Vacant DD operates at this level	0	3
Sports, Arts, Culture and Recreation	1 Vacant	1	0	0	1	0	3
Total	**10**	**7**	**3**	**6**	**10**	**3**	

Appendix 5: Resources as library service predictors (RLSP) questionnaire

Section A: Biodata

Name of the department the library is attached to:

_____

Name of Participant (Optional):

_____

Position of the Participant: Director   ☐

Deputy Director   ☐

Assistant Director   ☐

Principal Librarian   ☐

Senior Librarian   ☐

Librarian   ☐

Assistant Librarian   ☐

Library Assistant   ☐

Section B: Adequacy of available physical resources in the library

Taking into account, the collection of the library in terms of its relevance to the mandate of the library and user needs, its currency (up-to-date) and quantity, **tick or mark with an X against** the response option that represents the adequacy of physical resources in your library. The answers range from inadequacy represented by a number 1 to highly adequate represented by the number 4.

	Resources of the library What is the current status of the following resources in your library?	Highly Adequate 4	Adequate 3	Partially adequate 2	Inadequate 1
1	Books (Print)				
2	Books (electronic)				
3	Periodicals (print)				

	Resources of the library What is the current status of the following resources in your library?	Highly Adequate 4	Adequate 3	Partially adequate 2	Inadequate 1
4	Periodicals (electronic)				
5	Newspapers (electronic)				
6	Newspapers (Print)				
7	Subscription to online databases				
8	Research reports, Monographs, Manuals,, conference papers, etc.				
9	Abstracts and Indexes				
10	Dictionaries (electronic or print)				
11	Encyclopaedia (electronic or print)				
12	Other reference materials (Atlas, yearbooks, etc.) (electronic or print)				

Section C: Adequacy of financial resources provision to the library

Indicate your perception of the extent of current financial support received by your library. Kindly **tick or mark with an X against** the response option that correctly represents the current status of financial support received in your library. The answers range from inadequacy represented by a number 1 to highly adequate represented by the number 4.

	Financial Resources Provision What is the current provision of financial resources to your library?	Highly Adequate 4	Adequate 3	Partially adequate 2	Inadequate 1
1	Funds / budget allocation for acquisition of new books (electronic or print)				
2	Funds / budget allocation for subscription to periodicals (electronic or print)				
3	Funds / budget allocation for subscription to newspapers (electronic or print)				
4	Funds / budget allocation for acquisition of reference materials (electronic or print)				
5	Funds / budget allocation to subscribe to electronic databases				
6	Funds / budget allocation for inter-library loan facility and transactions				
7	Funds / budget allocation for library furniture and equipment				
8	Funds / budget allocation for acquisition of a library management system				
9	Funds / budget allocation for maintenance and licences for a library management system				
10	Funds / budget allocation for computers				
11	Funds / budget allocation for television sets				

	Financial Resources Provision What is the current provision of financial resources to your library?	Highly Adequate 4	Adequate 3	Partially adequate 2	Inadequate 1
12	Funds / budget allocation for multi-purpose machine (photocopier, printer, scanner and fax facility)				
13	Funds / budget allocation for library security system including security strips / tags				
14	Funds / budget allocation for maintenance of the library security system				
15	Funds / budget allocation for library personnel to attend conferences				
16	Funds / budget allocation for library personnel to attend workshops and training				
17	Funds / budget allocation for library staff to further their studies (Bursary allocation)				

Section D: Extent of the usage of Information and Communication Technology (ICT) based resources in the library

Libraries depend on availability of technology to provide efficient services. Kindly indicate with a **tick or mark with an X against the** response option that correctly represents the extent of usage of ICT-resources in your library. The answers range from very low usage represented by a number 1 to very high usage represented by the number 4.

	Use of information-based resources What is the extent of usage of the following ICT-based resources in your library to provide library services?	Very High Extent 4	High Extent 3	Low Extent 2	Very Low Extent 1
1	Computers for library personnel				
2	Computers for library users				
3	Scanner				
4	Photocopier				
5	Internet				
6	Email				
7	Library management system				
8	Library security system				
9	Library Portal				
10	Social media (work related)				
11	Television sets				
12	CD/ DVD				
13	Interlibrary loan facility				

Section E: Level of staff development in the library

Indicate your perception of staff development in your library by a **tick or mark with an X against** the response option that correctly represents the current level of staff development in your library. The answers range from not at all, represented by a number 1 to high represented by the number 4.

	Staff development **What is the level of staff development regarding the following?**	High 4	Moderate 3	Low 2	Not at all 1
1	Formal training				
2	Workshops				
3	On the job training				
4	Conferences				
5	Short courses				
6	Coaching / Mentoring				
7	Seminars				
8	Technology Based Learning (TBL)				

Section F: Extent of library services provided

Libraries exist primarily to provide information services to its users. Indicate your perception of *e*fficiency of information services provided to the users by your library. **Tick or mark with an X against** the response option that correctly represents the current level of services provided in your library. The answers range from very low extent represented by a number 1to very high extent represented by the number 4.

	What is the extent of provision of the following services in your library	Very high Extent 4	High Extent 3	Low Extent 2	Very Low Extent 1
1	Reference services				
2	Information retrieval services / information searches				
3	Internet browsing				
4	Access to Online Public Access (OPAC)				
5	Lending / Circulation services				
6	Inter-library loans services				
7	Current Awareness Services				
8	Printing service				
9	Photocopy services				
10	Inter-library loans				
11	Remote access to databases				
12	Remote access to library portal and OPAC				
13	New book request				
14	New journal request				
Technical services / Functions in the library					
15	Acquisition of new library materials				
16	Cataloguing, classification and indexing of materials				

Appendix 6: Resources as library Services predictors (RLSP) interview guide

Section A: Biodata

Name of the department the library is attached to:

_____

Position of the Participant: Director   ☐

                                    Deputy Director   ☐

Section B: Library Resources

1. What is the vision and mission of the library?

_____

_____

_____

_____

2. Which resources are currently used by the library to achieve its goals? E.g. books, journals, newspapers, electronic databases, etc.

_____

_____

_____

_____

_____

_____

3. Can the library achieve its goals using the existing resources? If no, why?

_____

_____

_____

_____

_____

_____

4. Which resources do you regard as critical for the library to render efficient information services? Does your library have these? How does that affect the efficiency or effectiveness? What strategies does the library have to address this limitation?

_____

_____

_____

_____

_____

_____

5. How much is your budget for resources in the past three years? What has influenced its increase or decline? How is the budget allocated in terms of percentages?

_____

_____

_____

_____

_____

_____

6. What plans are in place to address the inadequacies of resources listed in 4 above?

_____

_____

_____

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_____

_____

7. Do you have a priority list of critical budget items? What influences the prioritisation of items?

_____

_____

_____

_____

_____

_____

8. To what extent are ICT-resources used? Would you say they have added value to the library services? If so how? If not, why?

_____

_____

_____

_____

_____

_____

9. Which ICT-resources are usable, useful and aligned to skills levels? If some are not, why?

_____

_____

_____

_____

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_____

10. Which of the ICT-resources are lacking, why are they lacking and what effect does this have on library services? How is this limitation going to be addressed?

_____

_____

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_____

_____

11. Which staff development programmes or interventions are in place for library officials? E.g. formal training, workshops, conferences, coaching/mentoring, etc.

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12. What are the adequacy levels of the staff development programmes for the library officials?

_____

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13. If the answer to 12 above is, 'not adequate', which interventions are in place to address that?

_____

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14. Which services is the library able to provide with existing information resources, ICT-resources, financial support and staff development interventions?

_____

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_____

15. Which library service gaps (if any) have been identified?

_____

_____

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_____

16. Which of the gaps are because of the inadequacy of physical or financial or ICT-
    resources and staff development?

_____

_____

_____

_____

_____

_____

Appendix 7: Summary of qualitative data analysis (SPSS Report)

Case Processing Summary

		N	%
Cases	Valid	21	100,0
	Excluded[a]	0	0,0
	Total	21	100,0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
0,851	12

Scale Statistics

Mean	Variance	Std. Deviation	No. of Items
22,57	45,557	6,750	12

Item Statistics

	Mean	Std. Deviation	N
BQ1: Books (print) current status in library	2.57	0.811	21
BQ2: Books (electronic) current status in library	1.38	0.669	21
BQ3: Periodicals (print) current status in library	1.81	0.750	21
BQ4: Periodicals (electronic) current status in library	1.95	1.161	21
BQ5: Newspapers (print) current status in library	1.24	0.539	21
BQ6: Newspapers (electronic) current status in library	1.95	1.203	21
BQ7: Subscription to online databases current status in library	2.24	1.091	21
BQ8: Research reports, Monographs, Manuals, conference papers etc. current status in library	1.57	0.811	21
BQ9: Abstracts and Indexes current status in library	1.19	0.512	21
BQ10: Dictionaries (electronic or print) current status in library	2.57	1.121	21
BQ11: Encyclopaedia (electronic and print) current status in library	2.24	1.044	21
BQ12: Other reference materials (Atlas, yearbooks, etc.) (electronic or print) current status in library	1.86	0.910	21
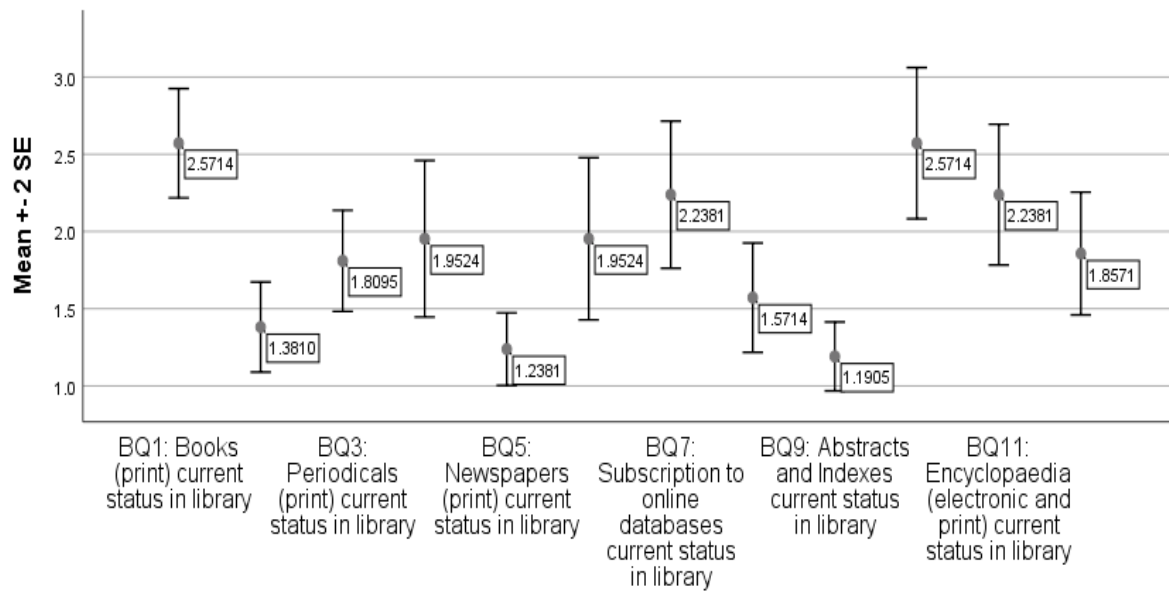
Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
BQ1: Books (print) current status in library	20.00	38.700	0.615	0.833
BQ2: Books (electronic) current status in library	21.19	43.562	0.175	0.858
BQ3: Periodicals (print) current status in library	20.76	41.390	0.374	0.848
BQ4: Periodicals (electronic) current status in library	20.62	34.248	0.733	0.821
BQ5: Newspapers (print) current status in library	21.33	44.233	0.144	0.858
BQ6: Newspapers (electronic) current status in library	20.62	33.548	0.758	0.818
BQ7: Subscription to online databases current status in library	20.33	37.233	0.536	0.839
BQ8: Research reports, Monographs, Manuals, conference papers etc. current status in library	21.00	42.300	0.247	0.856
BQ9: Abstracts and Indexes current status in library	21.38	41.348	0.600	0.840
BQ10: Dictionaries (electronic or print) current status in library	20.00	35.900	0.625	0.831
BQ11: Encyclopaedia (electronic and print) current status in library	20.33	34.933	0.772	0.818
BQ12: Other reference materials (Atlas, yearbooks, etc.) (electronic or print) current status in library	20.71	38.214	0.579	0.835

Case Processing Summary

		N	%
Cases	Valid	21	100.0
	Excluded[a]	0	0.0
	Total	21	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
0.866	17

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
30,19	80,562	8,976	17

Item Statistics

	Mean	Std. Deviation	N
CQ1: Funds / budget allocation for acquisition of new books (electronic or print) current provision of financial resources to your library?	2.14	1.236	21
BQ2: Books (electronic) current status in library	1.38	0.669	21
CQ3: Funds / budget allocation for subscription to newspapers (electronic or print) current provision of financial resources to your library?	1.81	1.078	21
BQ4: Periodicals (electronic) current status in library	1.95	1.161	21
CQ5: Funds / budget allocation to subscribe to electronic databases current provision of financial resources to your library?	2.24	0.995	21
BQ6: Newspapers (electronic) current status in library	1.95	1.203	21
CQ7: Funds / budget allocation for library furniture and equipment current provision of financial resources to your library?	1.71	0.784	21
BQ8: Research reports, Monographs, Manuals, conference papers etc. current status in library	1.57	0.811	21
CQ9: Funds / budget allocation for maintenance and licences for library management system current provision of financial resources to your library?	1.57	0.870	21
BQ10: Dictionaries (electronic or print) current status in library	2.57	1.121	21
CQ11: Funds / budget allocation for television sets current provision of financial resources to your library?	1.33	0.658	21
CQ12: Funds / budget allocation for multi-purpose machine (photocopier, printer, scanner and fax facility) current provision of financial resources to your library?	1.95	1.024	21
CQ13: Funds / budget allocation for library security system including security strips / tags current provision of financial resources to your library?	1.38	0.740	21
CQ14: Funds / budget allocation for maintenance of the library security system current provision of financial resources to your library?	1.19	0.512	21
CQ15: Funds / budget allocation for library personnel to attend conferences current provision of financial resources to your library?	1.38	0.805	21
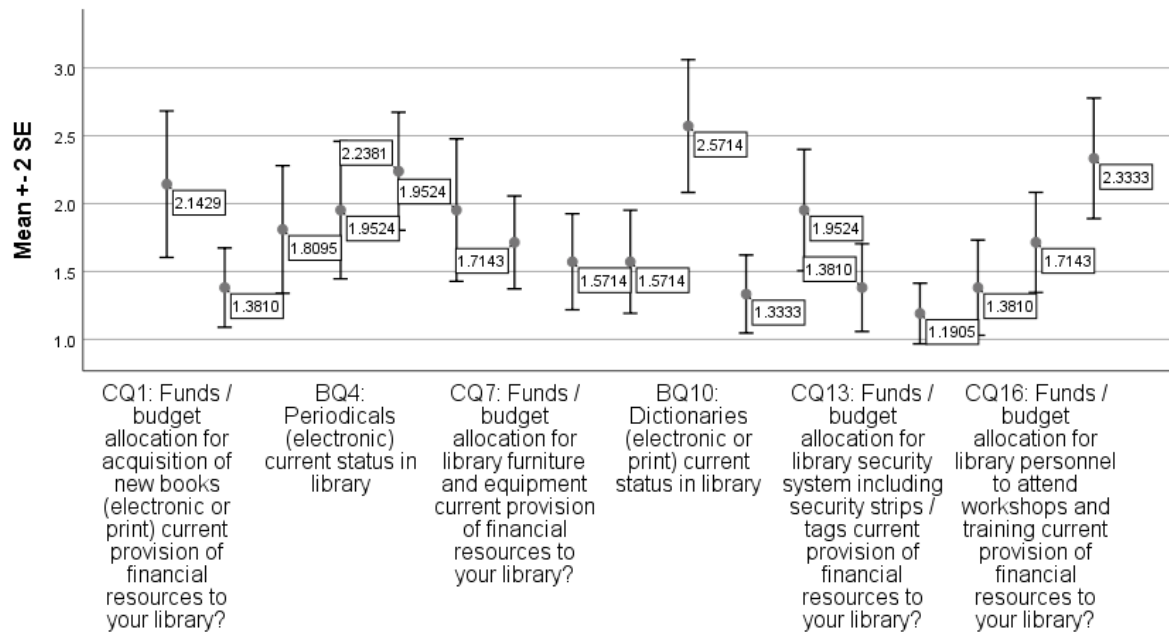
Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
CQ1: Funds / budget allocation for acquisition of new books (electronic or print) current provision of financial resources to your library?	28,05	67,048	0,592	0,854
BQ2: Books (electronic) current status in library	28,81	76,662	0,295	0,866
CQ3: Funds / budget allocation for subscription to newspapers (electronic or print) current provision of financial resources to your library?	28,38	68,248	0,626	0,852
BQ4: Periodicals (electronic) current status in library	28,24	67,190	0,632	0,852
CQ5: Funds / budget allocation to subscribe to electronic databases current provision of financial resources to your library?	27,95	70,948	0,514	0,858
BQ6: Newspapers (electronic) current status in library	28,24	68,990	0,507	0,859
CQ7: Funds / budget allocation for library furniture and equipment current provision of financial resources to your library?	28,48	72,562	0,553	0,857
BQ8: Research reports, Monographs, Manuals, conference papers etc. current status in library	28,62	75,448	0,317	0,865
CQ9: Funds / budget allocation for maintenance and licences for library management system current provision of financial resources to your library?	28,62	74,248	0,371	0,864
BQ10: Dictionaries (electronic or print) current status in library	27,62	70,448	0,471	0,860
CQ11: Funds / budget allocation for television sets current provision of financial resources to your library?	28,86	75,929	0,366	0,864
CQ12: Funds / budget allocation for multi-purpose machine (photocopier, printer, scanner and fax facility) current provision of financial resources to your library?	28,24	70,090	0,550	0,856
CQ13: Funds / budget allocation for library security system including security strips / tags current provision of financial resources to your library?	28,81	73,162	0,541	0,857
CQ14: Funds / budget allocation for maintenance of the library security system current provision of financial resources to your library?	29,00	76,000	0,482	0,861
CQ15: Funds / budget allocation for library personnel to attend conferences current provision of financial resources to your library?	28,81	74,362	0,400	0,862
CQ16: Funds / budget allocation for library personnel to attend workshops and training current provision of financial resources to your library?	28,48	73,562	0,434	0,861
CQ17: Funds / budget allocation for library staff to further their studies (bursary allocation) current provision of financial resources to your library?	27,86	68,429	0,660	0,851

Case Processing Summary

		N	%
Cases	Valid	21	100,0
	Excluded[a]	0	0,0
	Total	21	100,0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
0,733	13

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
26,43	36,557	6,046	13

Item Statistics

	Mean	Std. Deviation	N
DQ1: Computers for library personnel is the extent of usage of the following ICT based resources in your library to provide library services?	3,14	0,910	21
DQ2: Computers for library users is the extent of usage of the following ICT based resources in your library to provide library services?	1,86	1,236	21
DQ3: Scanner is the extent of usage of the following ICT based resources in your library to provide library services?	2,00	1,095	21
DQ4: Photocopier is the extent of usage of the following ICT based resources in your library to provide library services?	2,48	1,209	21
DQ5: Internet is the extent of usage of the following ICT based resources in your library to provide library services?	2,90	0,995	21
DQ6: Email is the extent of usage of the following ICT based resources in your library to provide library services?	2,95	0,973	21
DQ7: Library management system is the extent of usage of the following ICT based resources in your library to provide library services?	1,90	0,944	21
DQ8: Library security system is the extent of usage of the following ICT based resources in your library to provide library services?	1,38	0,669	21
DQ9: Library Portal is the extent of usage of the following ICT based resources in your library to provide library services?	1,52	0,873	21
DQ10: Social media (work related) is the extent of usage of the following ICT based resources in your library to provide library services?	1,57	0,746	21
DQ11: Television sets is the extent of usage of the following ICT based resources in your library to provide library services?	1,48	0,750	21
DQ12: CD/ DVD is the extent of usage of the following ICT based resources in your library to provide library services?	1,48	0,750	21
DQ13: Interlibrary loan facility is the extent of usage of the following ICT based resources in your library to provide library services?	1,76	1,044	21

DQ1:
Computers
for library
personnel is
the extent of
usage of the
following ICT
based
resources in
your library to
provide library
services?

DQ3:
Scanner is
the extent of
usage of the
following ICT
based
resources in
your library to
provide library
services?

DQ5: Internet
is the extent
of usage of
the following
ICT based
resources in
your library to
provide library
services?

DQ7: Library
management
system is the
extent of
usage of the
following ICT
based
resources in
your library to
provide library
services?

DQ9: Library
Portal is the
extent of
usage of the
following ICT
based
resources in
your library to
provide library
services?

DQ11:
Television
sets is the
extent of
usage of the
following ICT
based
resources in
your library to
provide library
services?

DQ13:
Interlibrary
loan facility is
the extent of
usage of the
following ICT
based
resources in
your library to
provide library
services?

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
DQ1: Computers for library personnel is the extent of usage of the following ICT based resources in your library to provide library services?	23,29	33,014	0,259	0,727
DQ2: Computers for library users is the extent of usage of the following ICT based resources in your library to provide library services?	24,57	28,957	0,456	0,703
DQ3: Scanner is the extent of usage of the following ICT based resources in your library to provide library services?	24,43	32,157	0,258	0,730
DQ4: Photocopier is the extent of usage of the following ICT based resources in your library to provide library services?	23,95	27,748	0,577	0,683
DQ5: Internet is the extent of usage of the following ICT based resources in your library to provide library services?	23,52	29,762	0,535	0,694
DQ6: Email is the extent of usage of the following ICT based resources in your library to provide library services?	23,48	30,162	0,509	0,697
DQ7: Library management system is the extent of usage of the following ICT based resources in your library to provide library services?	24,52	34,162	0,136	0,742
DQ8: Library security system is the extent of usage of the following ICT based resources in your library to provide library services?	25,05	34,548	0,199	0,732
DQ9: Library Portal is the extent of usage of the following ICT based resources in your library to provide library services?	24,90	29,990	0,607	0,688
DQ10: Social media (work related) is the extent of usage of the following ICT based resources in your library to provide library services?	24,86	31,729	0,508	0,703
DQ11: Television sets is the extent of usage of the following ICT based resources in your library to provide library services?	24,95	32,048	0,465	0,707
DQ12: CD/ DVD is the extent of usage of the following ICT based resources in your library to provide library services?	24,95	33,448	0,294	0,723
DQ13: Interlibrary loan facility is the extent of usage of the following ICT based resources in your library to provide library services?	24,67	36,233	-0,061	0,768

Case Processing Summary

		N	%
Cases	Valid	21	100,0
	Excluded[a]	0	0,0
	Total	21	100,0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
0,819	8

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
14,05	18,748	4,330	8

Item Statistics

	Mean	Std. Deviation	N
EQ1: What is the level of staff development regarding the Formal training?	2,29	1,102	21
EQ2: What is the level of staff development regarding the Workshops?	1,95	0,921	21
EQ3: What is the level of staff development regarding On the job training?	2,24	0,995	21
EQ4: What is the level of staff development regarding the conference?	1,33	0,658	21
EQ5: What is the level of staff development regarding the Short courses ?	1,57	0,811	21
EQ6: What is the level of staff development regarding the Coaching / Mentoring ?	1,90	0,625	21
EQ7: What is the level of staff development regarding the Seminars?	1,29	0,463	21
EQ8: What is the level of staff development regarding the Technology Based Learning (TBL) ?	1,48	0,750	21

Mean +- 2 SE

EQ1: What is the level of staff development regarding the Formal training? — 2.2857

EQ2: What is the level of staff development regarding the Workshops? — 1.9524

EQ3: What is the level of staff development regarding On the job training? — 2.2381

EQ4: What is the level of staff development regarding the conference? — 1.3333

EQ5: What is the level of staff development regarding the Short courses ? — 1.5714

EQ6: What is the level of staff development regarding the Coaching / Mentoring ? — 1.9048

EQ7: What is the level of staff development regarding the Seminars? — 1.2857

EQ8: What is the level of staff development regarding the Technology Based Learning (TBL) ? — 1.4762

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
EQ1: What is the level of staff development regarding the Formal training?	11,76	13,790	0,457	0,820
EQ2: What is the level of staff development regarding the Workshops?	12,10	13,590	0,635	0,784
EQ3: What is the level of staff development regarding On the job training?	11,81	13,062	0,653	0,781
EQ4: What is the level of staff development regarding the conference?	12,71	14,714	0,713	0,780
EQ5: What is the level of staff development regarding the Short courses ?	12,48	13,262	0,818	0,757
EQ6: What is the level of staff development regarding the Coaching / Mentoring ?	12,14	16,829	0,298	0,826
EQ7: What is the level of staff development regarding the Seminars?	12,76	17,490	0,269	0,827
EQ8: What is the level of staff development regarding the Technology Based Learning (TBL) ?	12,57	15,057	0,538	0,799

Case Processing Summary

		N	%
Cases	Valid	21	100,0
	Excluded[a]	0	0,0
	Total	21	100,0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
0,786	16

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
33,00	64,900	8,056	16

Item Statistics

	Mean	Std. Deviation	N
FQ1: What is the extent of provision of the reference services in your library?	2,38	0,921	21
BQ2: Books (electronic) current status in library	1,38	0,669	21
FQ3: What is the extent of provision of the internet browsing service in your library?	2,24	1,136	21
BQ4: Periodicals (electronic) current status in library	1,95	1,161	21
FQ5: What is the extent of provision of the lending / circulation service in your library?	2,52	0,928	21
BQ6: Newspapers (electronic) current status in library	1,95	1,203	21
FQ7: What is the extent of provision of the current awareness service in your library?	2,05	0,973	21
BQ8: Research reports, Monographs, Manuals, conference papers etc. current status in library	1,57	0,811	21
FQ9: What is the extent of provision of the photocopy service in your library?	2,00	1,304	21
BQ10: Dictionaries (electronic or print) current status in library	2,57	1,121	21
FQ11: What is the extent of provision of the remote access to library portal service in your library?	2,05	1,024	21
FQ12: What is the extent of provision of the remote access to library portal and OPAC service in your library?	1,24	0,539	21
FQ13: What is the extent of provision of the new book request service in your library?	2,19	1,167	21
FQ14: What is the extent of provision of the new journal request service in your library?	1,86	1,062	21
FQ15: What is the extent of provision of the acquisition of new library materials service in your library?	2,48	1,123	21
FQ16: What is the extent of provision of the cataloguing, classification and indexing of materials service in your library?	2,57	1,076	21

Mean +- 2 SE

- 2.3810
- 1.3810
- 2.2361
- 1.9524
- 2.5238
- 1.9524
- 2.0476
- 1.5714
- 2
- 2.5714
- 2.0476
- 1.2381
- 2.1905
- 1.8571
- 2.4762
- 2.5714

FQ1: What is the extent of provision of the reference services in your library?

FQ3: What is the extent of provision of the internet browsing service in your library?

FQ5: What is the extent of provision of the lending / circulation service in your library?

FQ7: What is the extent of provision of the current awareness service in your library?

FQ9: What is the extent of provision of the photocopy service in your library?

FQ11: What is the extent of provision of the remote access to library portal service in your library?

FQ13: What is the extent of provision of the new book request service in your library?

FQ15: What is the extent of provision of the acquisition of new library materials service in your library?

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
FQ1: What is the extent of provision of the reference services in your library?	30,62	54,548	0,699	0,753
BQ2: Books (electronic) current status in library	31,62	62,348	0,199	0,786
FQ3: What is the extent of provision of the internet browsing service in your library?	30,76	58,190	0,313	0,781
BQ4: Periodicals (electronic) current status in library	31,05	57,548	0,341	0,779
FQ5: What is the extent of provision of the lending / circulation service in your library?	30,48	54,862	0,667	0,755
BQ6: Newspapers (electronic) current status in library	31,05	57,148	0,347	0,779
FQ7: What is the extent of provision of the current awareness service in your library?	30,95	56,148	0,535	0,764
BQ8: Research reports, Monographs, Manuals, conference papers etc. current status in library	31,43	61,957	0,179	0,788
FQ9: What is the extent of provision of the photocopy service in your library?	31,00	62,600	0,029	0,809
BQ10: Dictionaries (electronic or print) current status in library	30,43	53,357	0,628	0,754
FQ11: What is the extent of provision of the remote access to library portal service in your library?	30,95	58,448	0,345	0,778
FQ12: What is the extent of provision of the remote access to library portal and OPAC service in your library?	31,76	60,890	0,442	0,776
FQ13: What is the extent of provision of the new book request service in your library?	30,81	55,162	0,483	0,767
FQ14: What is the extent of provision of the new journal request service in your library?	31,14	58,529	0,323	0,780
FQ15: What is the extent of provision of the acquisition of new library materials service in your library?	30,52	54,862	0,527	0,763
FQ16: What is the extent of provision of the cataloguing, classification and indexing of materials service in your library?	30,43	59,057	0,283	0,783

Appendix 8: Summary of Qualitative Data Analysis using ATLAS.ti™ 8

Prefixes used to are:

LS=Library Services

PR=Physical Resources

FR=Financial Resources

ICT=Information, Communication and Technology

V&M=Vision and Mission

STRAT=Strategy

VAL=Values

HR=Human Resources

HR SD= Human Resources-Staff Development

OS=Organisation Structure

MS-Management Systems

Physical Resources

1. PR_have limited resources

9 Quotations:

1:16 in some instances we also provide online resources. (3764:3815)

Fin some instances, we also provide online resources.

1:17 It would be e-books, it would be subscriptions (3948:3993)

It would be e-books, it would be subscriptions

1:23 Online resources would be your subscriptions (5361:5404)

Online resources would be your subscriptions

1:28 Okay. I would say the online resources. Secondly, e-books; and obvious…… (8699:8833)

Okay. I would say the online resources. Secondly, e-books; and obviously formal electronic databases, library electronic databases.

3:4 INTERVIEWER: Okay. So, taking what you have just said into consideration…… (1762:3617)

INTERVIEWER: Okay. So, taking what you have just said into consideration, what resources are currently used by the library to achieve the mission you have just indicated, or the goal you have just indicated?

PARTICIPANT 5: The resources that we are having: one is human capital anyway, because you need that. Two, is that we have got books, albeit limited. Of course, as we indicated there are journals. Newspapers, we don't get them anymore because of cost containment; and the newspapers, in my view, they assist in staff members having a clue or knowledge of current topical issues; for instance, I bought my City Press.

If I didn't buy it I wouldn't know what is actually going on. And other people do not have resources to purchase these. So, it becomes important to make sure that such resources are available for those who can't. we have tried to … well, electronic databases we don't have per se, but we are building … we are enhancing our knowledge management portal which, among other things, we would have the databases like your Emerald, your EBSCO. There is a whole range of databases that can be looked into.

INTERVIEWER: But currently there is none in terms of databases?

PARTICIPANT 5: We do have, but it is limited; but we do have. To my knowledge we do have.

INTERVIEWER: So, the only thing that has been cut off at the moment are newspapers?

PARTICIPANT 5: Yes, newspapers we don't. I mean, we attempted even e-newspapers but they are very costly; and I still have to think about, if we are going for e-newspapers, who is going to have access to them and what are the implications, because remember, e-newspapers you will go online on your desktop and access those. So, I still have to think about accessing them, are we going to subscribe to one copy, so that when I am busy with that copy no other person can access it …

4:15 So, I just want to find out: are there any plans to get to a space where…… (18783:18937 So, I just want to find out: are there any plans to get to a space where you say you have got adequate resources?

PARTICIPANT 1: I don't think so. I doubt.

6:25 PARTICIPANT 6: Not a lot. We are struggling with e-books because they…… (18053:18325)

PARTICIPANT 6: Not a lot. We are struggling with e-books because they expire, and for me it's a waste of money actually because I much rather prefer … I much rather, personal experience, I much rather read a physical book than an e-book because it hurts my eyes, you know.

7:5 PARTICIPANT 7: No journals currently; no newspapers. INTERVIEWER: Okay…… (3966:5034)

PARTICIPANT 7: No journals currently; no newspapers.

INTERVIEWER: Okay. So, now, taking into … and we are talking about the now; so currently the library has books to drive its mandate? Are these books enough to enable the library to achieve its mandate?

PARTICIPANT 7: Currently they are not enough.

INTERVIEWER: So, the library can't achieve its mandate with just books only, no. the reason being … I think the response is you are currently looking at journals, which is why you are going to subscribe.

INTERVIEWER: So, the books … would you say they are current? When I say they are current they are not 10 years old, 15 years old, etc?.

PARTICIPANT 7: They are current books.

INTERVIEWER: They are current books – the ones that you have.

PARTICIPANT 7: We actually ordered them in 2015, most of them.

INTERVIEWER: And would you say they are adequate?

PARTICIPANT 7: No.

8:8 PARTICIPANT 8: I must say that some of the books which are in our library…… (2255:3335)

PARTICIPANT 8: I must say that some of the books which are in our library are outdated, but where … Okay; in the event that there is an outdated book, so I am able to tell the librarian that I need a book like this, do you have it online? If she does then she will provide me with that book. If it is not there then that would be very difficult.

INTERVIEWER: Okay. So, somehow you indicated that there is a reactive response to outdated materials; it is not like there is a proactive approach to avoid outdated materials being in the resource centre, considering how the legal space depends on current legal information.

PARTICIPANT 8: You know, I was … I think it was on Tuesday, I went to the library and I was speaking to the librarian. I saw books on a table, I said, those are good books, where did you get them? And then she said to me, you know, I saw these books online and then I ordered them. So, that for me was proactive. So, she was not told by anyone to order those books; and I took one of those books and went and read it.

8:9 PARTICIPANT 8: I think there is a gap. INTERVIEWER: What gap is there…… (3584:4274)

PARTICIPANT 8: I think there is a gap.

INTERVIEWER: What gap is there?

PARTICIPANT 8: I think the gap is that there are resources that are not there which we really need. For example, I recently got a request to prepare a legal opinion on the intellectual

property, and when I went to our library the books that I got there were outdated. So, I had a difficulty to even begin to prepare my legal opinion.

I had to ask other departments to really assist with information with regard to intellectual property. So, there are no up to date books in our library relating to intellectual property. So, I don't know how many other books are not there, which are supposed to be there.

9:8 PARTICIPANT 2: We have our collection development, and our collection…… (1764:2696)

PARTICIPANT 2: We have our collection development, and our collection development is need-based because we normally inform; before we can procure any books or resources,we ask our clients, which is staff members, to maybe suggest the resources that would be relevant for their recreational as well as professional, relating also to study material.

So, we buy being informed by those needs. So, we have got books, we have got newspapers, we have got magazines. Magazines are also need-based because we are informed by their needs; and we also suggest some that we feel, as librarians, will be suitable for their needs.

INTERVIEWER: So, at the moment you don't have electronic databases or online journals?

PARTICIPANT 2: I wouldn't say we don't have a database, but we also have audio books that we buy for them; we have got Overdrive, subscribed to Overdrive for the resource centre. We subscribe to Pressreader as well.

2. PR_journals in print form

2 Quotations:

2:5 We kind of buy journals, essentially. INTERVIEWER: And these are electronic…… (2830:3174)

We kind of buy journals, essentially.

INTERVIEWER: And these are electronic, or they are in print form?

PARTICIPANT 4: Some are in print form. They were initially under Sabinet, but since then we are moving to a place where by we are going to try and get them in print form – the ones that are recommended by divisional heads within the department.

3. PR_journals-scarce and old

1 Quotations:

1:13 In terms of journals, I doubt if we have. If we have it would be very…… (3531:3609)

In terms of journals, I doubt if we have. If we have it would be very old'

4. PR_LS_users depend on other resources

11 Quotations:

1:31 You find that most of the people sort of depend more on their personal…… (10999:11188)

You find that most of the people sort of depend more on their personal resources to basically complement or to get the latest information regarding their areas of application

1:36 I am saying, we are more dependent on users saying we want this, and w…… (14493:14621)

I am saying, we are more dependent on if users say we want this, and we say we do have money, that's what we only would provide.

2:7 INTERVIEWER: Yes, okay. In your view, would you regard these resources…… (3673:4657)

INTERVIEWER: Yes, okay. In your view, would you regard these resources adequate to enable the library to achieve the Vision and the Mission? Can it achieve its goals with these?

PARTICIPANT 4: I think I would say … the problem with our library I would say is that it can be able to assist us to achieve the Vision, but in my view I think it is somehow under-utilised. It is under-utilised. I don't think many people use it. On average you wouldn't have more than probably 500 visitors, which I feel, I don't know, out of a population of about 5000 employees. I don't know because … but also it does not necessarily mean that people rely on this particular library alone. They also have other places that they go to, and also given the fact that it is centrally here in Johannesburg. There could be others ..… you know, they don't really find it necessary to come here. They have access to city libraries, municipal libraries and other sources.

2:11 It is not big, it is not that big. It is just for the basic needs and…… (7417:8184) - D 2: D-Soc

It is not big, it is not that big. It is just for the basic needs and not like … it is not a fully-fledged library. So, people would probably find Johannesburg Library around here more useful, they prefer Johannesburg library, they try to complement … What I mean is, in their own space where they are, elsewhere, they can have some kind of service probably being far much better services because this is a government, a departmental library.

It cannot adequately compare probably to the Johannesburg Metro Library. This is a library that is more than 100 years old that has been essentially been inexistence, that has got the highest cutting-edge technologies and books, and access to a whole lot of things.

2:13 it could be under-utilised basically because of that, that people have…… (8972:9205)

it could be under-utilised basically because of that, that people have got other means, then it is underutilised. That is exactly … you are reinforcing what I am saying, that it is under-utilised also because people have got alternatives.

2:23 it is just that I feel it is not as active as it is supposed to be; b…… (13478:13757)

it is just that I feel it is not as active as it is supposed to be; but also because of the fact that there are other resources. I mean, if I stay in Pretoria there is UNISA, why would I come to Johannesburg. or even in Johannesburg there is Wits, there is UJ.

2:24 INTERVIEWER: You'd rather pay membership there. PARTICIPANT 4: Ja, and…… (13778:14018)

INTERVIEWER: You'd rather pay membership there.

PARTICIPANT 4: Yes, and also, more often than not, students (Staff Members who are registered with an academic institution) would also some professor would prefer particular references which are available on their campus that we may not have.

8:15 PARTICIPANT 8: To tell you the truth, our library is very poor. It is…… (8862:9520)

PARTICIPANT 8: To tell you the truth, our library is very poor. It is very poor and I don't know whether it is because there is no budget or budget is not allocated for all these resources because if you go to libraries such as your Werksmans Attorneys, they have very good libraries. You know why sometimes we go to them for legal opinions? It is because they have resources. So, for me it is very critical to have very good libraries for our own lawyers in government departments so that other legal opinions may not instruct those law firms who are going to charge us R1 million for just a legal opinion. So, our library here is not very good; it is poor.

8:18 PARTICIPANT 8: You are right. In fact, you know what I have done, I ha…… (11212:11582)

PARTICIPANT 8: You are right. In fact, you know what I have done, I have decided to buy books for myself. I have got a library in my house; because, you know, when you need a book that is very important, that is key, it is not there. So, you will have to (buy it) for yourself, because if you now request a book (through the library), there is a long process, tedious process that you must follow.

5. PR_ no value added through electronic databases

2 Quotations:

2:36 PARTICIPANT 4: I think those we tried to use, what was the Sabinet the…… (19222:19592)

PARTICIPANT 4: I think those we tried to use, what was the Sabinet thing? This is one of the part of the mere picture; but, like you said, we discontinued because we felt it was under-used. It was definitely under-utilised, because we spent like R80 000 a year and …

INTERVIEWER: there was no value for money?

PARTICIPANT 4: We didn't see value for money for this thing.

8:12 PARTICIPANT 8: The critical resources which should not be, or their budget…… (5709:6547)

PARTICIPANT 8: The critical resources which should not be, or their budget should not be cut are journals because in the journals that is where you find up to date articles written by academic writers, legal experts in the field. So, if you take that away …

INTERVIEWER: You are basically saying you are rendering the library …

PARTICIPANT 8: … useless.

INTERVIEWER: So, would you say journals and what?

PARTICIPANT 8: It's journals … Yes, I think it's journals because we don't have South African Law Reports in our library, which I think we should have.

Financial Resources

1. **FR_budget limited**

5 Quotations:

1:61 PARTICIPANT 9: We have a project. These are all the projects for [Inau…… (29090:29522)

PARTICIPANT 9: We have a project. These are all the projects for [Inaudible 34:07] I will just read them out for you so you pick up if there is anything for library. We have a file plan. That is …

INTERVIEWER: Mm, I know it.

PARTICIPANT 9: We have an operational records management, promotion of access to information, we have offsite storages, that is where most of our budget goes.

1:64 INTERVIEWER: So, basically this is more or less what has been happening…… (30783:31125)

INTERVIEWER: So, basically this is more or less what has been happening for the past three years? So, I would say it has increased to R112 000 in the past three years, and this is informed by the need for legal products; let me not even say Juta Law. Subscription to online legal products.

PARTICIPANT 9: Yes and a reactive request for books.

3:17 PARTICIPANT 5: But, like I say, the bulk is you will find marketing an…… (15211:15981)

PARTICIPANT 5: But, like I say, the bulk is you will find marketing and adverts, we do have money. Printing we do have money, and a lot; and then printing is largely printing your gazettes because every gazette needs to be printed. We need to publish gazettes for public comments and for implementation.

INTERVIEWER: And that's not library work.

PARTICIPANT 5: Yes. Marketing is when we advertise. That is the advertising part; but a line item specifically for library is not there, I mean the line item specifically for research there is none.

8:4 PARTICIPANT 8: I think, for me, it is a combination. It is that, as we…… (23437:23885)

PARTICIPANT 8: I think, for me, it is a combination. It is that, as well as the lack of investment in the library itself. So, you need to look at the budget. There is a small money that goes towards law. In fact, I think last year I was told that the budget of the library was cut, I don't know by how much. So, that is problematic. So, if you don't invest a lot of money in the library you will have those two services that you have just mentioned.

8:16 INTERVIEWER: Yes. So, what I want to say is, throughout the province i…… (9848:10301)

INTERVIEWER: Yes. So, what I want to say is, throughout the province it is common, it is a common problem. Libraries are under-resourced; and are under-resourced due to our own doing, Now that they are under-resourced, instead of fixing the challenge, we skip the boat, we go to … We spend the very same money that we are spending on legal opinion that can make a vast difference back here. I don't know if I am making sense.

2. FR_budget underutilised

2 Quotations:

5:19 so somehow they have noticed that the money that was allocated in the…… (6060:6182)
so somehow they have noticed that the money that was allocated in the previous year, for example, was not fully utilised.

9:16 PARTICIPANT 2: And you see, the other thing that is compromising is the…… (10787:11399)

PARTICIPANT 2: And you see, the other thing that is compromising is the fact that it is difficult for us to procure books, so they see us as slow spenders in terms of books. So, you know, there is nothing motivating them to say we are spending so much and … because

normally we take the whole year to buy books because, I don't know, in this department it is difficult to buy books. We start buying and submitting, making submissions in May, and we can only get our books in January; the order from procurement; and also, remember that after that order has been issued we still have books that are outstanding …

3. FR_negative competition for budget with other mandates

6 Quotations:

2:17 PARTICIPANT 4: You see, that is how the library sees itself; unfortunately,…… (11586:11963)

PARTICIPANT 4: You see, that is how the library sees itself; unfortunately, it is competing for resources. In my opinion I actually wondered why we have a library here because as I am saying that the library should, like it was traditional placed still be driven by the Department of Arts and Culture and municipalities.

9:1 PARTICIPANT 2: No, we don't have that currently. You know, as we budge…… (10051:10767)

PARTICIPANT 2: No, we don't have that currently. You know, as we budget per year we just look at how much the whole library service has and we prioritise because normally we prioritise the public libraries, and the resource centre I don't know because for some reason it's not normally a priority.

INTERVIEWER: I'm a little bit confused. So, when you budget it's not like "tell us what you need to do and how much you need to do that." It is "this is what is available, see what you can do with it."

PARTICIPANT 2: Yes, that's how it's been – "see this is what is available"; "how much did we budget last year?" [Inaudible 15:07] and especially like this year when the budgets were cut it was just [Inaudible 15:13]

9:15 PARTICIPANT 2: Like I say, yes, especially for the databases, we did a…… (9007:9455)

PARTICIPANT 2: Like I say, yes, especially for the databases, we did ask for budget for databases but the decision was taken that let's just deal with Pressreader and all those … Overdrive first and see how it goes, and then after that, after maybe some two or three years, which has now expired, we can start looking at … but because, you see, the budget – remember the budget for equitable share was cut this year, so that is the problem that we …

4. FR_negatively effected by bureacracy

2 Quotations:

5:18 PARTICIPANT 3: For what I know is that for this current year it has de…… (5818:6983)

PARTICIPANT 3: For what I know is that for this current year it has decreased from what it used to be. I think the factors that have contributed for the budget to decrease is that, because they look at your spending during the previous years, so somehow they have noticed that the money that was allocated in the previous year, for example, was not fully utilised.

So, because of that and because of all these financial situations that are taking place, and other priorities, the budget has decreased; and I think the problem that has made us to be in the position we are finding ourselves in is that we are experiencing some difficulties with our procurement system.

Sometimes we try and procure something, you send whatever memos, whatever requirements that are needed by the procurement, but because of the system, things don't get to be approved on time until such time that the budget for that particular financial year\ has collapsed. So, you end up with the money that you were supposed to spend not even spend half of it because there were just procurement system problems that delayed us procuring the information resources that we wanted.

9:16 PARTICIPANT 2: And you see, the other thing that is compromising is the…… (10787:11399)

PARTICIPANT 2: And you see, the other thing that is compromising is the fact that it is difficult for us to procure books, so they see us as slow spenders in terms of books. So, you know, there is nothing motivating them to say we are spending so much and … because normally we take the whole year to buy books because, I don't know, in this department it is difficult to buy books. We start buying and submitting, making submissions in May, and we can only get our books in January; the order from procurement; and also, remember that after that order has been issued we still have books that are outstanding …

ICT-resources

1. ICT_have physical hardware

4 Quotations:

1:47 PARTICIPANT 9: Oh, yes. In terms of the library they do. They have got…… (20360:20961)

PARTICIPANT 9: Oh, yes. In terms of the library they do. They have got printers …

INTERVIEWER: So, ICT hardware they do.

PARTICIPANT 9: They do. They have printers, they have scanners, because remember we are also trying to roll out electronic document management system, but that is not specifically for the library.

INTERVIEWER: So, the library on its own, when we go to the library now does it have a printer and a scanner and all of that?

PARTICIPANT 9: Yes. Those hardware resources are there but just for purely office administration and not linked to any library system

2:30 INTERVIEWER: Okay, I hear. Are there any ICT-resources that are used b…… (16875:17439)

INTERVIEWER: Okay, I hear. Are there any ICT-resources that are used by the library currently? I know, already we have spoken about library management system, there is no library management system, but …

PARTICIPANT 4: Of course, we have a couple of computers.

INTERVIEWER: Do you have computers for the users, do you have internet for the …?

PARTICIPANT 4: Yes we have computers, we have got access to the internet, we have got SPSS for research also.

INTERVIEWER: You have got scanning facility all those basics.

PARTICIPANT 4: Yes, the basics are in place.

4:18 INTERVIEWER: Mm. Let's try to be fast. Now I am getting into the ICT …… (20619:21112)

INTERVIEWER: Mm. Let's try to be fast. Now I am getting into the ICT-resources. To what extent is the library using the ICT-resources? Resources like scanners, computers, I see you have got a TV – does it work? So, all of these things you do have?

PARTICIPANT 1: We have DVD, CD players. yes, we have those. We have bought them.

INTERVIEWER: And all of them are used?

PARTICIPANT 1: Yes, we still use them and they are working; and if we have to make requests we do request to repair them and …

7:15 INTERVIEWER: Okay. Do you have scanners, do you have TVs? PARTICIPANT…… (12809:13327)

INTERVIEWER: Okay. Do you have scanners, do you have TVs?

PARTICIPANT 7: We have scanners, we have TVs, we have roundtable discussions projectors, we have video conferencing/streaming rooms, we have events space.

INTERVIEWER: And these are adding value to the services that the library is able to provide?

PARTICIPANT 7: Yes, because we host so many events in here, like your press conferences for the MECs, we host the subject matter talks for the department, we host trainings, like now there is a training going on.

2. ICT_used to deliver LS

3 Quotations:

1:1 tangible and intangible knowledge (475:507)

tangible and intangible knowledge

3:14 PARTICIPANT 5: I am not sure, but I might not be able to prioritise, but…… (12526:12945)

PARTICIPANT 5: I am not sure, but I might not be able to prioritise, but of course finance is one of those resources that are critical. ICT creates an enabling environment. If we are talking about a virtual library and you have got ICT problems, you won't be in a position to have accessibility. However, in the absence of ICT you can also have your traditional library which you might end up not relying heavily on ICT.

3:24 INTERVIEWER: you don't have a priority list, but i will take it that all those resources…… (21809:23119)

INTERVIEWER: 'you don't have a priority list, but I will take it that all those resources you indicated, the budget, the ICT, the books, the journals, the database, are all of priority, and once the business case is sorted it will address all of those. So, to what extent is the library currently using technology to do its work? I know there is a portal, even though it's called KM Portal but to an extent it's addressing library issues as well'

PARTICIPANT 5: Yes, within the KM Portal we are setting up a virtual library. There is a page, when you click on it, it takes you straight to the library.

INTERVIEWER: And there you can search the library catalogue …

PARTICIPANT 5: The library catalogue, the books that are there, make a book request, all those things; and we even want to go to an extent of using that platform for interlibrary loans so that we can either loan a book from Legislature, Department of Infrastructure Development and other departments. Some of the books we might not have, others could have.

INTERVIEWER: True. No library in the world is self-sufficient. Even the big ones are not.

PARTICIPANT 5: That's the extent. The other thing, of course, is your normal Microsoft Office which is your ICT.

INTERVIEWER: Your emails, your network?

PARTICIPANT 5: Emails, internet, networks and all those things.

3:25 INTERVIEWER: Those are in place. So, would you say that they have added……
(23121:24529)

INTERVIEWER: Those are in place. So, would you say that they have added value in what the library is currently doing in terms of its services?

PARTICIPANT 5: Yes; they have, in a sense that when you look at Libwin, for instance, we are able to have information in terms of the number of books that we are having; and I mean the borrowing and all those things. So, it helps in that sense.

INTERVIEWER: Okay. I think the second question is answered because it would say which ICT-resources are usable, but I think it's all those that you have mentioned. Would you say there is any ICT resource that is lacking, that you would want the library to have?

PARTICIPANT 5: What is it I can think of?

INTERVIEWER: Just to give you an example: if a library has subscriptions like Sabinet, can users be able to access Sabinet in their offices, or Lexis Nexis, for example, or Juta Law? Can they access it from their gadget from wherever they are?

PARTICIPANT 5: Sabinet is largely via the library. Lexis Nexis I can access it even here. The users have got passwords, usernames and the likes.

INTERVIEWER: So, basically there are no ICT-resources that are lacking. In terms of the resources, the library has the right resources. It could be that certain things are waiting for the business case; certain things are waiting for the budget; certain things … but in terms of the hardware, the hardware is in place.

3. ICT_lacks basics for workplace efficiencies

3 Quotations:

PARTICIPANT 1: We don't have network points. We don't have telephones. I am just talking about us here. I don't have a telephone. I don't have an office. They are supposed to have given me an office; it is not there; it is eight months. Okay; I don't care about an office but …

INTERVIEWER: Yes, but I mean telephone, network cables and all those.

PARTICIPANT 1: So, I am sharing. I am sharing with my secretary. We have to share a computer, and it is just not working.

INTERVIEWER: It's not working. Why don't they give you laptops or buy laptops and work on Wi-Fi?

4:23 PARTICIPANT 1: It's a mission. Today, again, the CFO said no, IT should…
(24982:26059)

PARTICIPANT 1: It's a mission.. IT says, they don't have laptops.

4:33 It's always a challenge, you know. It's always a challenge, especially…… (34736:35089)

It's always a challenge, you know. It's always a challenge, especially with the small system. It was okay with the big system. The small system is a challenge even if we are trying. I don't know; and because we have to involve IT; they have to come in and they have to work. At times they use interns a lot, and interns are struggling most of the time.

8:22 INTERVIEWER: Just that or you are fine? Do you have scanners that when…… (15465:15845)

INTERVIEWER: Just that or you are fine? Do you have scanners that when you need information in the library you can just say I need chapter 1 and they can scan for you chapter 1 and email it to you so that you don't have to physically walk …?

PARTICIPANT 8: We have one scanner for the whole office.

INTERVIEWER: Mm-mh [No]. For the library?

PARTICIPANT 8: No, we don't.

4. ICT_modest library management system

7 Quotations:

3:18 INTERVIEWER: Okay. In terms of ICT, does the library have a library ma…… (15983:16182)

INTERVIEWER: Okay. In terms of ICT, does the library have a library management system?

PARTICIPANT 5: Well, I mean we rely on Libwin.

INTERVIEWER: But do you have a library management system?

PARTICIPANT 1: We have it. We have a very small one because UKS has a big one. That was the state of the art. Now we have a small one, Polygon, which is used by schools.

INTERVIEWER: I have got another question, but I am interested in this one. So, you are currently using a system called Polygon, and this is meant for school libraries, it is not meant for special libraries?

PARTICIPANT 1: It's quite small.

INTERVIEWER: So, in actual fact, it has opened the institution to even more risk because books are assets, right, so how do you manage those assets?

PARTICIPANT 1: We always have a story to tell

5:25 INTERVIEWER: And the library system? Does the library have a library m…… (10701:11929)

INTERVIEWER: And the library system? Does the library have a library management system?

PARTICIPANT 3: Yes. In the resource centre portal that we currently have we are able to do your loans, we are able to book the boardroom, you know, able to function, to manage the library per se.

INTERVIEWER: And then you can catalogue on that system?

PARTICIPANT 3: The cataloguing part – yes, we can but it is not like an advanced cataloguing like that you will find in your normal library system like your Inmagic and so on because this was just custom made specifically for this resource centre. You are able to somehow link your books, link the code or whatever accession number that you wanted to align with the book; but it is not really the best cataloguing that will find in other normal libraries.

INTERVIEWER: In essence, it is there, yes, but it does not comply with the professional standards in terms of collection management in the library …

PARTICIPANT 3: It is just a system that we use. It does not even answer some of the challenges. It doesn't even help us but it is just a system that we have because there was nothing, just to make sure that somehow we manage the resources of the library.

7:3 PARTICIPANT 7: Okay. We have the library portal, like I have indicated…… (2618:2970)

PARTICIPANT 7: Okay. We have the library portal, like I have indicated, where we load everything like our journals, our database subscriptions where communities of practice engage, where … all those are virtual spaces; and then we also have books, physical books, and we get those on Mindex. We have loaded them on Mindex. We have got a library system.

9:22 PARTICIPANT 2: We have a library system that we get from Sabinet, but…… (17480:17735)

PARTICIPANT 2: We have a library system that we get from Sabinet, but we don't have those security systems – we don't have those; and, you know, I believe we might be losing a lot of our resources because of that, but that's the only system we have.

5. ICT_no library management system

3 Quotations:

1:43 What ICT-resources are being used here, and it is so interesting because…… (17946:18399)

What ICT-resources are being used here, and it is so interesting because you are the ICT Director, so, please tell me?

PARTICIPANT 9: To be honest with you, there has been attempts to acquire formal library resources, but it hasn't materialised because we didn't have other resources. As we speak now,

I am only aware of a spreadsheet. They simply record you on a spreadsheet that you came and requested a specific resource. It is a book in and out kind of a system.

5:26 PARTICIPANT 3: Yes. I think it would be nice to have a normal library …… (12428:12954)

PARTICIPANT 3: Yes. I think it would be nice to have a normal library management system that will enable the library to manage its resources efficiently, you know, like your Inmagic, those library management systems that are available in the market.

8:20 I would just say we have got simple things like your email, but no portal…… (14098:14218)

I would just say we have got simple things like your email, but no portal, no library system.

PARTICIPANT 8: Mm-mh. [No]

6. ICT_obsolete hardware

1 Quotations:

4:20 PARTICIPANT 1: Yes; but, you know, for a very long time we had computer…… (22486:22984)

PARTICIPANT 1: Yes; but, you know, for a very long time we had computers, especially for Pretoria because it is a big group. We had people that worked there, that had computers that were not compatible anymore. You know, they couldn't actually read some of the new programmes. So, now people were sitting with those because getting new computers is always a mission. Then it means for a while then we had people that had very, very old computers and they couldn't actually access some of the things.

7. ICT_portal in place

4 Quotations:

2:32 INTERVIEWER: Does the library have a library portal maybe? PARTICIPAN…… (17441:17533)

INTERVIEWER: Does the library have a library portal maybe?

PARTICIPANT 4: Yes, we do.

3:9 So, what we have done is we created a knowledge management portal, the…… (10048:10610)

So, what we have done is we created a knowledge management portal, the KM Portal where we have got a number of pages. We have got where we lad the policies of the department, we load … well, we have created the collaborative workspace where senior managers would be

allocated, say EMC members, this is your page, you log in using your credentials. You can communicate with your peers, whatever, within the executive management, when there is a document managed you can comment, and probably those comments being packaged, you know, all those things, secretarial …

5:13 PARTICIPANT 3: First of all, we have got the resource centre portal which…… (1350:2289)

PARTICIPANT 3: First of all, we have got the resource centre portal which we use as the first entry when you want to access the information resources. So, you have access to the resource centre portal, and then under the portal you would find databases, that is to subscribe to databases like your Juta, your Sabinet and so on.

We are still struggling a bit with e-books. We do have links to few of them, but we are hoping that in the near future we would be able to procure most of the e-books that our users need because, as you know, this is the e-Government Department.

7:3 PARTICIPANT 7: Okay. We have the library portal, like I have indicated…… (2618:2970)

PARTICIPANT 7: Okay. We have the library portal, like I have indicated, where we load everything like our journals, our database subscriptions where communities of practice engage, where … all those are virtual spaces; and then we also have books, physical books, and we get those on Mindex. We have loaded them on Mindex. We have got a library system.

8. LS_priority-fully fledged online LS like Universities

1 Quotations:

8:21 : INTERVIEWER: If you were to make a list, a priority list, which…… (14340:14641)

INTERVIEWER: If you were to make a list, a priority list, which ICT-resources would be your top five?

PARTICIPANT 8: I think for me it would be … I don't know whether you would classify that under ICT-resources, a fully-fledged online library, just like the one used by UP, Wits, UNISA, you see.

9. LS_security system lacking

1 Quotations:

9:23 INTERVIEWER: Okay. Would you say there is any ICT resource that you be…… (19065:19424)

INTERVIEWER: Okay. Would you say there is any ICT resource that you believe is lacking?

PARTICIPANT 2: Yes, the book security system.

Human Resources

1. HR_distinct gaps and inefficiencies in HR

12 Quotations:

1:12 Firstly, I would like to indicate to you that our library service has…… (2872:3187)

Firstly, I would like to indicate to you that our library service hasn't been so efficient for the past, i would say three years because there was no dedicated resource, for starters, after resignation of one of our officials, and we struggled to fill that vacancy due to the administrative process of filling posts

1:35 I feel that our records management section is sort of disempowered to…… (14113:14481)

I feel that our records management section is sort of disempowered to have a person at that level ……….who can pick up at a higher level where the department wants to go, what sort of information is critical for the department to communicate, or even what is sort of critical for the department to keep as a resource in the library. There is a big vacuum when it comes to that

1:45 yes, there are plans. There are plans to acquire one, a library management…… (19590:19752)

yes, there are plans. There are plans to acquire one, a library management system, but the plan wouldn't be implemented before we actually get the library manager

1:48 PARTICIPANT 9: We have proposed so on the structure, but we are not even…… (21190:21531)

PARTICIPANT 9: We have proposed so on the structure, but we are not even certain that that would be considered. The only resource … the resource I am talking about is that one person that is sitting in the information centre …whom we just hired. We have only one position for library services and it is at junior level, at an admin officer level.

1:51 PARTICIPANT 9: Yes. The other resource joined us late last year if not…… (23547:23844)

PARTICIPANT 9: Yes. The other resource joined us late last year if not early this year. I think it is late last year, around the third or fourth quarter. So, that he or she will be excluded from that statement because he was not there. The actual library official was not here in a year or two ago.

2:37 INTERVIEWER: I am aware that currently the librarian position is vacant…… (19594:20046)

INTERVIEWER: I am aware that currently the librarian position is vacant, but I am still interested in knowing what are the staff development programmes or interventions that the department has put in place to ensure that the incumbent assisting in the library currently are kept in touch with the development in the space because that is critical, so that when they come back from training they are able to improve, enhance, you know, and it links back to the lifelong learning as well.

2:42 PARTICIPANT 4: I think they need to be improved. We probably need…… (23125:23290)

PARTICIPANT 4: I think they need to be improved. We probably need to hire librarians at a particular level of assistant director and few people to run the library

2:43 PARTICIPANT 4: The person was there. She left like one and a half year…… (23415:24129)

PARTICIPANT 4: The person was there. She left like one and a half years today.

2:45 PARTICIPANT 4: From where we are sitting as the unit that is responsible…… (25550:25935)

PARTICIPANT 4: From where we are sitting as the unit that is responsible, is we feel that … I mean the fact that we don't have a librarian is a huge gap. Therefore, the library does not receive the appropriate strategic direction and management. That in itself is a problem. Also, the issue of resources as in finances and all that, like I have said, our budget is gradually declining.

2:47 INTERVIEWER: Are there any plans now to appoint a library official? PARTICIPANT…… (26360:26517)

INTERVIEWER: Are there any plans now to appoint a library official?

PARTICIPANT 4: Yes. We are talking to HR but they keep reprioritising vacancies in core services.

3:27 INTERVIEWER: Do you have a resource, as in human resource, for library…… (24786:26537)

INTERVIEWER: Do you have a resource, as in human resource, for library and human resource for KM, or you are using one resource?

PARTICIPANT 5: One resource. There is an ASD and a resource assistant. I have got only two people there; but of course, the structure provides for a deputy director for KM and for research and knowledge management, which is vacant at the moment.

INTERVIEWER: Any intend to fill it?

PARTICIPANT 5: Yes, we are. I must just find out from DDG in terms of starting the process. I mean if they agree. Look, one might start by looking at advertising it internally first because they would say we are overstaffed so we need to do this … but my gut feeling is to get research and knowledge management from within might be a mountain to climb.

I think it will be, because sometimes people think getting a research or a research person you just wake up in the morning and you get … for me it's not. It's a specialised skill which is more intense. I mean, a person comes here having done public administration, either bachelors or honours, and say you know what, I am a researcher, we say hang on……

4:4 PARTICIPANT 1: Our vacancy list is quite long, and obviously, I think,…… (2982:3950)

PARTICIPANT 1: Our vacancy list is quite long, and obviously, I think, we have two principal librarians, we have two senior librarians, we have two librarians, we have library assistants. We have all those posts that are actually vacant.

INTERVIEWER: So, it renders the human capital a little bit compromised.

PARTICIPANT 1: It does; yes, we do, especially those who are expanding in some of our programmes. So, obviously we need more people to actually assist.

6:30 PARTICIPANT 6: I have tried that, by the way. I have a position available…… (24524:24970)

PARTICIPANT 6: I have tried that, by the way. I have a position available for knowledge management and I said can I not make this two, for an assistant director: library. [Inaudible 28:18] So, yes, I did try. I tried to lift the level up. I thought, you know what, maybe if I have someone of a senior level here, we would be able to. Unfortunately, again, they said no, there is not enough work here so, we would rather use that resource somewhere else.

6:37 PARTICIPANT 6: If you recall, I just said I was trying to motivate so…… (33878:36074)

PARTICIPANT 6: If you recall, I just said I was trying to motivate so that I could get an assistant director; that was exactly my thinking, and I thought that if I could get someone proper, a proper librarian …

INTERVIEWER: And again, you are also not a librarian.

PARTICIPANT 6: And I am not a librarian myself.

INTERVIEWER: You can handle it at your level, yes, but at a lower level, at application and implementation …

PARTICIPANT 6: That was the reason why I wanted one; and most definitely I do think that is the reason why we are also not moving forward because I have thought that if we did have the right resources, we would be able to pick it up to another level and give it the attention. Fortunately for me though, I don't know how fortunate because she is still new, so I still need

to see where and how it's going. The ASD (Assistant Director) that I had appointed for Knowledge Management [Inaudible 40:25] she was a librarian at another department.

So, what I have asked her, even though she didn't want to be involved in the library, and I said but I do need help in the library because I am not a librarian, please give me your advice; and because she is a bit on the [Inaudible 40:42] and she has got years of experience. I said, given your experience – remember, I am not a librarian, but I need help in this area. We are one unit, advise me … so she has been helping.

She has been helping the officer in a sense, instead of doing it that way, let's do it this way, that kind of thing. So, I just want to see how that goes; but hopefully, because even in times of awareness and that kind of things, I say put something together for me; what did you do previously, that kind of thing, advise me.

9:19 INTERVIEWER: Deputy – because I am of the view that there need to be …… (14342:15541)

INTERVIEWER: Deputy – because I am of the view that there need to be three deputy directors.

PARTICIPANT 2: Yes

INTERVIEWER: There can be a director, fine, then you need deputy … let me share my thought: one who focuses on archive and archival related aspects only because that on its own is a lot of work. Then you need another deputy director who focuses on the public libraries or the community libraries; focus must be there, because………….the interest or the niche of community or public libraries is totally different from the GPG libraries which are special libraries, and the interest, the focus, is totally different. Then you need another deputy director who will focus on GPG libraries, creating the framework, the standards, all of those things. That's just my quick view.

PARTICIPANT 2: Definitely. You are right.

   2. **HR_need to be innovative under constraints**

1 Quotations:

7:10 PARTICIPANT 7: Our budget for the past year or two has been very, very…… (8976:9372) - D 7: DD- Infra

PARTICIPANT 7: Our budget for the past year or two has been very, very strict and limited to a point where we had to be innovative and come up with ways in which we can work without having to source request for funding. So, we have been operating on being innovative and

creative about our work. It is only this financial year that they say you can now try and procure some of the items you need.

3. HR_no effective training-no training Strategy

19 Quotations:

1:52 PARTICIPANT 9: There was just [Name]. That one resource. Yes, she…… (23889:24318)

PARTICIPANT 9: There was just [Name]. That one resource. Yes, she does attend workshops, conferences seminars in records management including library. So, it is not … because remember her responsibility now she oversees records services … it is not like a focused kind of interest in library services but she generally just attend workshops.

1:53 INTERVIEWER: Would you, in your view, say this indicative training plan…… (24398:25598)

INTERVIEWER: Would you, in your view, say this indicative training plan, the plan itself and the execution of the plan, would you say it is at a level of adequacy? Is it adequate for staff development? If that is developed and implemented, would it be adequate to ensure that staff is developed?

PARTICIPANT 9: Yes, that would be adequate because remember, we don't only restrict our staff members to indicative training plan. Indicative is more from a personal and supervisor kind of opinion. Our human resource development also rolls out compulsory training but that wouldn't necessarily be on library services but more like on other administrative, compliance issues; but they also, you see, even the other platforms are people … as people interact on network with service providers and suppliers, they get invited to workshops where suppliers or service providers want to showcase their work, so our staff members also venture into those kind of opportunities to go to workshops, attend seminars on specific topics; but in this case, on library services, I think only [Name] can confirm whether she has in the previous year or two attended something specifically relevant to library management.

2:38 PARTICIPANT 4: Yes, but at the moment, essentially, they don't really…… (20048:20667)

PARTICIPANT 4: Yes, but at the moment, essentially, they don't really go to … there isn't any sufficient training that is being provided to them. There isn't really. We don't have a training budget for the library. Actually, colleagues that are managing the library are researchers who are mainly assisting because it falls under us.

They are kind of assisting. Well, they stay in the library, they are about three, they get in and out when the other one is not there. They assist, but there isn't any specific training that they get. They get specific training for what they have been hired for, research.

3:28 INTERVIEWER: So, are there any staff development programmes or interventions……
(26539:28126)

INTERVIEWER: So, are there any staff development programmes or interventions for the library officials, the two resources that the library currently has? In terms of training, in terms of development, what's the plan?

PARTICIPANT 5: We try, but like you said earlier on, if the value of something is not seen, even when you come up with training interventions people tend not to prioritise the training intervention because remember, the training budget of the department is centralised, it sits with Human Resource Development Unit. So, if you identify a training programme; let me say this is a training programme, I want to do one, two, three, four, you must justify extensively so. They might reject it.

On a number of occasions when there would be a conference, I say there is this conference or workshop taking place, I would like two of our staff members to attend, draft a memo, then the person who must look at the memo has got other priorities, takes a week or two, and the conference doesn't wait for you. By the time they attend to the memo it's late; they have closed. It's so frustrating, I am telling you. It's so frustrating.

I don't know, maybe I need to sit down with them because conferences are not like when I want to go register at Wits. You know, when I want to go to Wits, like for instance I am planning to do a PhD. I can plan in advance and say I am going to submit my tentative proposal in July, you know, all those things, this is how I am going to … but the conference, you get an email today, they are saying the conference is in July or June …

3:30 From time to time there would be conferences, there would be this and……
(28978:31131)

From time to time there would be conferences, there would be this and that. You approach them, they don't respond, so much so that I tell myself that you know what, even if there is a conference I am not going to bother because I know it's not going to win, you know; but maybe what one would probably need to do is to set up a meeting with the HRD director and say you know what, you guys are inhibiting development, and subsequently KM and so forth; can we come up with a workable mechanism.

Over and above the policy and the procedures that we are having, because there is a procedure again. If there is a course you must do this, you must do that. You know, there was a free KM activity, I think four or five weeks ago in Durban, in one of the municipalities …

INTERVIEWER: I think I know about it.

PARTICIPANT 5: It was free, neh?

INTERVIEWER: Mm. (Yes)

PARTICIPANT 5: And I said to (name), you know what, there is this thing, it's free, I won't be … I think it was in May – I won't be able to attend. It was around 10-11th or so. I asked them to draft a memo, submit; and the memo should focus on accommodation and transport because that workshop was free. So, your approach should not … you don't have to go to HRD as if it's a conference that they must pay. Draft a memo to be approved by the HOD because the event is taking place out of the province.

Remember, anything that is out of the province the HOD needs to approve. If it was within the province the DDG would have done it quicker. So now, the HRD come and "no, you know you must motivate this;" I said 'HRD, you feature nowhere because you are not paying'. I mean they are not going to pay. The budget of going there, was going to come from my budget because I was going to pay for accommodation and transport, not training.

So, there was no way I was going to be penalised or punished because I don't have a training budget, where are you going to get the money?" I said "it is money for accommodation and travelling, which I have on … but I am telling you, the lady came here, we argued and I said Amen, let's close the chapter, go.

3:31 INTERVIEWER: So, basically the challenge, which I am getting from your…… (31133:33050)

INTERVIEWER: So, basically the challenge, which I am getting from your response, is that the institution does not understand and perhaps to a certain extent do not value the library function to such an extent that they are not given priority when training is required?

PARTICIPANT 5: I can't say library per se, but because we are talking library, one is inclined to say yes, in respect of library; but my gut feeling is in respect of training in general; but for now, because we are talking about library, I would suggest that we restrict ourselves to say they don't value library per se.

INTERVIEWER: And you do understand that it is the role of the unit to educate the institution or the supporting units to understand and value the library because the minute there is a level of understanding, there would be a certain value attached to it.

PARTICIPANT 5: I fully agree.

INTERVIEWER: Because at the moment there is lack of investments in the development of the library resources; and how else would they achieve and innovate and make wonders if they are underdeveloped?

PARTICIPANT 5: I fully agree; I fully agree that … I mean the unit needs to play a role and, as I said, I am contemplating having a meeting with the HRD (Human Resource Development) Unit where we will talk about training in general so far as policy, legislation, research and knowledge management is concerned, and in particular around knowledge management and library, to say you know what, the society is not static, it is dynamic; there are new things out there that require us to know and implement, if you were to talk about library and knowledge economy, you know, and therefore it becomes critical that from time to time we become part of the conferences.

Conferences are not being set up for the fun of it, but they are being set up to ensure that from time to time we catch up with developments that are taking place in the society (Profession).

4:16 PARTICIPANT 1: Wa bona hee. [You see what I mean] You know what I am t…… (19118:19440)

PARTICIPANT 1: Wa bona hee. [You see what I mean] You know what I am talking about. The other lady wants to attend A LIASA conference ko [in] Cape Town. So, because, I don't know, for donkey years we have not been allowed to … so there is no … for rona [us] because we are a specialised … there is no development for us.

4:25 What programmes do you have to develop staff? PARTICIPANT 1: We don't…… (27198:27678)

What programmes do you have to develop staff?

PARTICIPANT 1: We don't. None.

INTERVIEWER: Yoh!

PARTICIPANT 1: The only one that we have is the digital training because it's a new programme, obviously. So, the service provider would train us as head office officials from the library services, and the districts as well; and then it's us then that are training teachers because we have to train teachers as well.

INTERVIEWER: Otherwise, no staff development?

PARTICIPANT 1: Zilch. (Nothing)

4:26 INTERVIEWER: Conference – do you budget or … what is the budgeting pro…… (27680:28677)

INTERVIEWER: Conference – do you budget or … what is the budgeting process, or you don't budget or they are budgeted by HR?

PARTICIPANT 1: We stopped because it was just like a good budget then, you know, your submission would actually not be approved. So, we stopped, we just stopped. So, as a result ... I belong to the International Association of School Librarianship, so I do attend their conferences. I pay for myself. I even take my own days from …

INTERVIEWER: You pay for the conference, you take your annual leave days?

PARTICIPANT 1: I pay for the costs, I take my annual leave, and then I go. It's for my own development. I come back, I don't write any report because it's for my own.

INTERVIEWER: Because you … Yes, it's your money.

PARTICIPANT 1: Exactly; but I still, you know, because then I come back and I want some of our schools to do this and that, then I still actually come back with some programme that I go to schools and share with them, and then say please, actually …

4:27 INTERVIEWER: So, how does the department expect colleagues to be in …… (28679:29187)

INTERVIEWER: So, how does the department expect colleagues to be in touch with trends and development in the profession if there is no training of some sort?

PARTICIPANT 1: I don't know. I don't know whether they are thinking about it, because remember the PMDS doesn't. PMDS would actually be … they would say there is a workshop on what … maybe on … I don't know. I don't even know what they would actually … because I haven't attended training organised by the department in years. So, I don't even know.

4:28 INTERVIEWER: What does PMDS stand for? PARTICIPANT 1: It's the Perform…… (29189:29547) - D 4: DD- E

INTERVIEWER: What does PMDS stand for?

PARTICIPANT 1: It's the Performance Management and Development System. So, they would have those because obviously the PMDS would ask us what kind of training …

INTERVIEWER: … what training have you identified as part of the performance management …

PARTICIPANT 1: Exactly; and we tried. We tried, it doesn't happen. It doesn't happen.

4:29 PARTICIPANT 1: You know, UKS organises those. We can't even send our …… (29635:30356)

PARTICIPANT 1: You know, UKS organises those. We can't even send our Cataloguer because, remember, it's a specialist position; as a Cataloguer one needs to go for training more often, we can't, we can't.

INTERVIEWER: Yoh!

PARTICIPANT 1: Sabinet, we ask them because obviously we actually have their subscription, so once in a while …

INTERVIEWER: And they would do it for free?

PARTICIPANT 1: They would actually give for free; and then they would go there for … but, other than that, I am telling you …

INTERVIEWER: And the concern is those are purely for specific products.

PARTICIPANT 1: Yes.

INTERVIEWER: So, the overall development of the staff is just not taken care of.

PARTICIPANT 1: No, it's not. That's being honest.

5:27 PARTICIPANT 3: There are trainings that are available. Some of them wo…… (12956:13961)

PARTICIPANT 3: There are trainings that are available. Some of them would be free, some of them you would have to pay. So, the free ones we encourage each and every member to attend. There was also a forum that was established, in my understanding, around GPG where librarians across the departments would meet and just share knowledge and exchange ideas and just try to talk and have discussions with one another to make sure that they learn from one another, they share the best practices and so on. So, really, in my view staff members are encouraged to attend, especially the free ones.

We are currently arranging to also become part of the LIASA team that will also attend the LIASA conferences because we also feel that we can learn something from those conferences. We do not want to be left behind. We want to be on the same level with our peers. So, we have motivated for the staff members to go and attend the LIASA conference that is taking place in October. So, hopefully it will be approved.

5:29 INTERVIEWER: Would you say the training that library officials attend…… (14800:15818)

INTERVIEWER: Would you say the training that library officials attend is adequate?

PARTICIPANT 3: No, it is not, because you are only looking at the free things that are coming whenever, so because of that, because of the budgetary constraints that are there we cannot attend the training that we feel that our team requires……. and really be taken maybe to the next level of their field.

INTERVIEWER: So, the training that requires payment, and which in many instances is the one that is rich and deeper, is the one that colleagues are not afforded the opportunity because of the financial …

PARTICIPANT 3: … the budgetary constraints. There was one that happened last year. We were very excited because we were granted approval to go and attend, but the focus of that was entirely knowledge management.

INTERVIEWER: Oh. It is still disadvantaging the library function.

PARTICIPANT: Yes, there was no mention of the library or whatsoever trends that are taking place in the field of library. There was none of that.

5:30 INTERVIEWER: So, if you agree that the training intervention or the tr…… (15820:17047)

INTERVIEWER: So, if you agree that the training intervention or the training plan is inadequate, what needs to be done to correct or what has been put in place to fix that?

PARTICIPANT 3: I think that is why now we have started because we have joined the LIASA: this is an organisation that is …

INTERVIEWER: You subscribed to its membership?

PARTICIPANT 3: Subscribed to it so that we become like members so that we would be able to participate. We are thinking that by becoming a member now it would be easy because when you go to management to say this is what is happening in the field, and because we are members we feel that we need to participate, it would be easy.

So, we have started by making sure that we join the LIASA as an organisation so that we go and mingle with our peers and share whatever that we need to share that is related to the field of library and information.

INTERVIEWER: And you reckon that is just a start but it is not like the LIASA will solve everything?

PARTICIPANT 3: No, LIASA cannot solve, but at least it will be a start because we are also hoping that when we attend these sessions we will also be able to meet our peers so that we network and we share the best practices and we learn from each other.

7:17 INTERVIEWER: So, at the moment you don't have one particular you would…… (14276:14996)

INTERVIEWER: So, at the moment you don't have one in particular, you would rather do the benchmarking exercise and identify what is out there. What staff development is the librarians or the library attending? Conferences, workshops, seminars. Where do they go?

PARTICIPANT 7: We attend a whole number of things, though it's not library … You mean library-related?

INTERVIEWER: Mm. (Yes)

PARTICIPANT 7: To date they haven't. as a result, I have taken it upon myself to take them to library seminars that are being hosted, available for free, in GP (Gauteng). So, I am actually drafting a calendar.

INTERVIEWER: So, at the moment the training has never been there?

PARTICIPANT 7: Yes, there has never been training.

9:25 INTERVIEWER: Okay. Are there staff development programmes for the library…… (19829:20454)

INTERVIEWER: Okay. Are there staff development programmes for the library staff? Do they attend conferences, workshops? Is there a programme in place or a plan, or it's just ad-hoc, it just happens?

PARTICIPANT 2: We do have plans, like we have a plan that our library staff members will attend which conferences, for this year what is it that we are addressing, like for this particular year we … Last year we were addressing … We wanted the … We tried to address it, we couldn't do it.

Library Services

1. LS -in theory as RBV

15 Quotations:

1:9 The department has viewed library or information services in two-folds.… (370:508)

The department has viewed library or information services in two-fold, that is we view information as a tangible and intangible knowledge.

1:25 PARTICIPANT 9: Oh, to empower the user? INTERVIEWER: Yes. Is it capacitated…… (7102:7284)

PARTICIPANT 9: Oh, to empower the user?

INTERVIEWER: Yes. Is it capacitated enough with these resources to achieve its goal?

PARTICIPANT 9: No, definitely not. It is not capacitated.

1:29 but e-books I doubt if there is any. INTERVIEWER: And journals.…… (9403:9672)

but e-books I doubt if there is any.

INTERVIEWER: And journals?

PARTICIPANT 9: And journals, yes.

INTERVIEWER: So, basically, we agree that lack of these resources affect the efficiency or the services that … the effectiveness and the services the library is supposed to provide.

2:7 INTERVIEWER: In your view, would you regard these resources…… (3673:4657)

INTERVIEWER: In your view, would you regard these resources adequate to enable the library to achieve the Vision and the Mission? Can it achieve its goals with these?

PARTICIPANT 4: I think I would say … You see, the problem with our library I would say that is that it can be able to assist us to achieve the Vision, but in my view I think it is somehow under-utilised. It is under-utilised. I don't think many people use it. On average you wouldn't have more than probably 500 visitors, which I feel, I don't know, out of a population of about 5000 Social Development employees. I don't know because … but also it does not necessarily mean that people rely on this particular library alone. They also have other places that they go to, and also given the fact that it is centrally here in Johannesburg. There could be others … you know, they don't really find it necessary to come here. They have access to city libraries, municipal libraries and other sources.

2:10 My question to you is, wouldn't it be ideal it be preferable…… (6466:7388)

My question to you is, wouldn't it be ideal or it be preferable that employees find their own library the first point of contact and go to other libraries only if they are not getting something from the …?

PARTICIPANT 4: I think the issue … that is how it should be in the ideal world, but given the distances that they have to travel; I mean if somebody stays in Pretoria, they have access to UNISA, why would they prefer to come to Johannesburg in as much as it is a departmental library? Just the travelling costs from Sedibeng, from the West Rand, from wherever. Those are some other considerations; and of course, also you find that the library may not actually be adequately or sufficiently could have all their needs, or books that they need for particular courses, because our library, if you have been to, it is just that Mr [Name] is not here. I don't know whether someone is still in the library today.

2:11 It is not big, it is not that big. It is just for the basic needs and…… (7417:8184)

It is not big, it is not that big. It is just for the basic needs and not like … it is not a fully-fledged library. It is not that big. So, people would probably find Johannesburg Library behind here, or they come here, or they prefer Johannesburg library, they try to complement … What I mean, in their own space where they are, elsewhere, they can have the same kind of service probably being far much better services because this is a government, a departmental library.

It cannot adequately compare probably to like this one behind here, the Johannesburg Metro Library. This is a library that is more than 100 years old that has been essentially been inexistence, that has got the highest cutting-edge technologies and books, and access to a whole lot of things.

250

2:45 PARTICIPANT 4: From where we are sitting as the unit that is responsib…… (25550:25935)

PARTICIPANT 4: From where we are sitting as the unit that is responsible, is we feel that … I mean the fact that we don't have a librarian is a huge gap. Therefore, the library does not receive the appropriate strategic direction and management. That in itself is a problem. Also, the issue of resources as in finances and all that, like I have said, our budget is gradually declining.

2:48 PARTICIPANT 4: Yes, the human side of it, the finance side and all of…… (26620:26953)

PARTICIPANT 4: Yes, the human side of it, the finance side and all of that. Our library, as I said, in my opinion I would feel that it is misplaced. The department does not give it sufficient attention; and I think because the argument is that we are a (name of department), priority is on core services, period

3:3 but my personal view, in terms of the vision, is that the vision of the…… (883:1760)

but my personal view, in terms of the vision, is that the vision of the library is an institution or rather a place where people would be able to share knowledge, gather information they need to pursue the goals of the department in terms of ensuring that there is a modern, integrated, safe ….

INTERVIEWER: And then, what would you say is the current mission? Either your view or a discussed view if in existence.

PARTICIPANT 5: The way I am looking at the Mission is to identify relevant resources that enhance the efficiency of the organisation from a knowledge point of view. To collaborate with … to create a collaborative work space to enhance interaction of staff members and prevent the silo approach. Also, to ensure accessibility of relevant information and data that will assist the department, once again, to be efficient in rendering the services.

3:4 INTERVIEWER: So, taking what you have just said into consideration…… (1762:3617)

INTERVIEWER: So, taking what you have just said into consideration, what resources are currently used by the library to achieve the mission you have just indicated, or the goal you have just indicated?

PARTICIPANT 5: The resources that we are having: one is human capital anyway, because you need that. Two, is that we have got books, albeit limited. Of course, as we indicate that there are journals. Newspapers, we don't get them anymore because of cost containment; and the newspapers, in my view, they assist in staff members having a clue or knowledge of current topical issues; for instance, I bought my City Press.

If I didn't buy it I wouldn't know what is actually going on. And other people do not have resources to purchase those. So, it becomes important to make sure that such resources are available for those who can't. we have tried to … well, electronic databases we don't have per se, but we are building … we are enhancing our knowledge management portal which, among other things, we would have the databases like your Emerald, your EBSCO. There is a whole range of databases that can be looked into.

INTERVIEWER: But currently there is none in terms of databases?

PARTICIPANT 5: We do have, but it is limited; but we do have. To my knowledge we do have.

INTERVIEWER: So, the only thing that has been cut off at the moment are newspapers?

PARTICIPANT 5: Yes, newspapers we don't. I mean, we attempted even e-newspapers but they are very costly; and I still have to think about, if we are going for e-newspapers, who is going to have access to them and what are the implications, because remember, e-newspapers you will go online on your desktop and access those. So, I still have to think about accessing them reading; are we going to subscribe to one copy, so that when I am busy with that copy no other person can access it …

3:6 but it is critical that we begin to look in terms of how we can capacitate…… (3881:4765) but it is critical that we begin to look in terms of how we can capacitate the library, taking into account the technology because, remember, the library 20 years ago is not the same library now.

I can tell you that in 1994 or 1993, the cellphone that we had then is not the same cellphone that we have now. Today we are talking about smartphones. So, we need to look at the library in the context that how does the library evolve as well and move with the times, so that people, rather than be in the library, they can access whatever information online, in the train, at home, wherever the case might be; whether it is work-related or not work-related, but we need to begin to look into those aspects. For me, either you are starting to look into that or also saying how do we make sure that libraries move with the times and that they use the available electronic or digital resources.

3:23 PARTICIPANT 5: I think event the value of knowledge management. (21321:21745)

PARTICIPANT 5: I think event the value of knowledge management.

INTERVIEWER: And what about the value of library? [Laughing]

PARTICIPANT 5: Yes, the value of the library.

INTERVIEWER: You see what I am getting at? So, always the other one is swallowing the other. It's not your intent but, I guess you see what I mean because now the library becomes a by-the-way kind of a thing, but we will discuss that after the interview

3:31 INTERVIEWER: So, basically the challenge, which I am getting from your…… (31133:33050)

INTERVIEWER: So, basically the challenge, which I am getting from your response, is that the institution does not understand and perhaps to a certain extent do not value the library function to such an extent that they are not given priority when training and so forth is required?

PARTICIPANT 5: I can't say library per se, but because we are talking library, one is inclined to say yes, in respect of library; but my gut feeling is in respect of training in general; but for now, because we are talking about library, I would suggest that we restrict ourselves to say they don't value library per se.

INTERVIEWER: And you do understand that it is the role of the unit to educate the institution or the supporting units to understand and value the library because the minute there is a level of understanding, there would be a certain value attached to it.

PARTICIPANT 5: I fully agree.

INTERVIEWER: Because at the moment there is lack of investments in the development of library resources; and how else would they achieve and innovate and make wonders if they are underdeveloped?

PARTICIPANT 5: I fully agree; I fully agree that … I mean the unit needs to play a role and, as I said, I am contemplating having a meeting with the HRD (Human Resource Development) Unit where we will talk about training in general so far as policy, legislation, research and knowledge management is concerned, and in particular around knowledge management and library, to say you know what, the society is not static, it is dynamic; there are new things out there that require us to know and implement, if you were to talk about library and knowledge economy, you know, and therefore it becomes critical that from time to time we become part of the conferences.

Conferences are not being set up for the fun of it, but they are being set up to ensure that from time to time we catch up with developments that are taking place in the society.

6:29 PARTICIPANT 6: Because the unit is Knowledge and information Management…… (22338:23167)

PARTICIPANT 6: Because the unit is Knowledge and information Management, so we don't necessarily – we are talking about specifically resource centre staff, library staff?

INTERVIEWER: Yes.

PARTICIPANT 6: Okay. What happens is that here we normally do the knowledge management courses, but if something does come up with specific … you know, where there is a workshop or something, that pertains to librarians and that kind of thing, yes, I do allow the resource centre officer to go and attend those. Formal training, like I said its mainly knowledge management.

INTERVIEWER: So, at the moment I take it that you are saying there isn't a plan like an annual plan that says between myself and you, this is the plan for the year, this is what we need to do?

PARTICIPANT 6: Now that you've mentioned it, I think I need to do that.

8:19 PARTICIPANT 8: Correct; and you know what, the ……. (13256:13588)

PARTICIPANT 8: Correct; and you know what, the (name of department) is the engine of the province. That is where resources should be.

INTERVIEWER: Yes.

PARTICIPANT 8: You know, other departments, if they don't have resources, they should come to the (name of department) and say can you borrow us a book like this.

2. LS STRAT_no strategy

11 Quotations:

1:34 Otherwise, there is no other strategy. Honestly speaking, there is no…… (12699:12835)

Otherwise, there is no other strategy. Honestly speaking, there is no other strategy in place to obtain information using library resources.

1:38 It is more on a willy-nilly or reactive kind of way, and if you don't…… (14622:14806)

It is more on a willy-nilly or reactive kind of way, and if you don't show interest that you need anything from the library, you simply don't get. That is the situation that we are in.

1:40 PARTICIPANT 9: And there is no strategic link to what information it must provide,…… (15630:15847)

PARTICIPANT 9: And there is no strategic link to what information it must provide, what resources must it provide for the department to achieve its goals of empowering its own staff. There is no linkage strategically or whatsoever

1:49 PARTICIPANT 9: So, that shows you that there isn't a vision in terms …… (21632:21969)

PARTICIPANT 9: So, that shows you that there isn't a vision in terms of structural resources to basically achieve a specific … because there is not even a framework. So, everything we are doing there (in the library) is just to make sure information is there, and as to whether it is the right information or not, we will only determine now after this survey.

2:45 PARTICIPANT 4: From where we are sitting as the unit that is responsib…… (25550:25935)

PARTICIPANT 4: From where we are sitting as the unit that is responsible, is we feel that … I mean the fact that we don't have a librarian is a huge gap. Therefore, the library does not receive the appropriate strategic direction and management. That in itself is a problem. Also, the issue of resources as in finances and all that, like I have said, our budget is gradually declining.

6:17 So, would you agree that if the library was run by Treasury but e-Gove…… (8522:9159)

So, would you agree that if the library was run by e-Government Department providing the technology platform it would work better?

PARTICIPANT 6: I think it would work better; however, the problem is that e-Government Department doesn't display that interest in the library. It's like they are not interested in running the library.

6:29 PARTICIPANT 6: Because the unit is Knowledge and information Management…… (22338:23167)

PARTICIPANT 6: Because the unit is Knowledge and information Management, so we don't necessarily – we are talking about specifically resource centre staff, library staff.

INTERVIEWER: Yes.

PARTICIPANT 6: Okay. What happens is that here we normally do the knowledge management courses, but if something does come up with specific … you know, where there is a workshop or something, that pertains to librarians and that kind of thing, yes, I do allow the resource centre officer to go and attend those. Formal training, like I said its mainly knowledge management.

INTERVIEWER: So, at the moment I take it that you are saying there isn't a plan like an annual plan that says between myself and you, this is the plan for the year, this is what we need to do.

PARTICIPANT 6: Now that you've mentioned it, I think I need to do that.

6:31 PARTICIPANT 6: Like I said, I mean if something comes up, you know…… (25152:25577)

PARTICIPANT 6: Like I said, I mean if something comes up, you know, like if he comes across something and he says okay, he would like to go for this particular study or whatever, that's fine, but there is no proper plan, but I think there actually should be that where, you know, if you search for the financial year, what's happening where and …

INTERVIEWER: Because it needs to be linked to where the library needs to go

8:12 PARTICIPANT 8: The critical resource which should not be, or their budget……
(5709:6547)

PARTICIPANT 8: The critical resources which should not be, or their budget should not be cut are journals because in the journals that is where you find up to date articles written by academic writers, legal experts in the field. So, if you take that away …

INTERVIEWER: You are basically saying you are rendering the library …?

PARTICIPANT 8: … useless.

INTERVIEWER: So, would you say journals and what?

PARTICIPANT 8: It's journals … I think it's journals because we don't have South African Law Reports in our library, which I think we should have.

INTERVIEWER: So, even that you would need. So, basically, in my space or in the library space we call those online legal publication– your case law, your …

PARTICIPANT 8: Yes, we do have them online, but in the event that maybe the system crashes, you see, you need a backup, you need …

8:16 INTERVIEWER: Yes. So, what I want to say is, throughout the province ……
(9848:10301)

INTERVIEWER: Yes. So, what I want to say is, throughout the province it is common, it is a common problem. Libraries are under-resourced; and are under-resourced due to our own doing, now that they are under-resourced, instead of fixing the challenge, we skip the boat, we go to … We spend the very same money that we are spending on legal opinion that can make a vast difference back here. I don't know if I am making sense.

9:24 PARTICIPANT 2: Yes. Like I said, there is no plan yet, but now that we……
(19714:19827)

PARTICIPANT 2: Yes. Like I said, there is no plan yet, but now that we have spoken about it, I think we will start.

3. **LS_interlibrary loans**

2 Quotations:

4:6 PARTICIPANT: No, we don't; you know, for people that work in the lending……
(5023:5466)

PARTICIPANT 1: No, we don't; you know, for people that work in the lending section, whenever we have meetings because we have our professional forum meetings, and then they would always say, no, we always get ……………. wanting information, books, and, you know, we always do not have. So, we use interlibrary loan a lot. We depend on it. I know that there is no way that a library could have everything. That is not impossible.

7:12 PARTICIPANT 7: You see that one? That one is actually out of my scope.……
(9680:10141)

PARTICIPANT 7: You see that one? That one is actually out of my scope. Even the senior management, the execs of the department, are actually at loggerheads with making sure that going forward, how do are we going to solve the budget issue. They are still suiting and strategizing as to how can we resolve budget issues.

INTERVIEWER: And this will also inform how you eventually address the interlibrary loan issue because it's finance-dependent.

PARTICIPANT 7: Yes.

10. LS_marketing of offerings needed

7 Quotations:

3:13 PARTICIPANT 5: Once we have done that then we market. We are not going……
(11505:12064)

PARTICIPANT 5: Once we have done that then we market the library. We are not going to be 100% because there is just nowhere where you will set up a system and it's 100% fault proof.

INTERVIEWER: Absolutely true.

PARTICIPANT 5: So, there will be some teething problems but there will also be some materials when you go in there; and then you would communicate with staff and say should there be any suggestions that you have, feel free to come so that we can improve and enhance the virtual library. So, that's basically what we are doing to ensure that we move forward.

3:32 INTERVIEWER: Such as … Okay, let me read this: Which services are the ……
(33426:34427)

INTERVIEWER: Such as … Okay, let me read this: Which services are the library able to provide with existing information resources, financial resources, and so forth? So, services would be interlibrary loans, we are able to do information searches, for example?

PARTICIPANT 5: For now, because we are introducing this electronic system like your virtual library and so forth, so we haven't focused much in terms of interlibrary loans on books and the like, so much so that even the borrowing of books by staff members we have not … I am sure we are getting few requests because of awareness of the library itself.

So, we felt once we create awareness then the books will go, but for now there is not much of an activity apart from wanting to establish that KM Portal, and the virtual library, and thereafter we market and then we start to provide a full bouquet of services.

6:34 PARTICIPANT 6: But that was the recap I was thinking of. I have also …… (30422:30535)

PARTICIPANT 6: But that was the recap I was thinking of. I have also much more marketing awareness at the centre.

6:35 PARTICIPANT 6: We hope so, but definitely, marketing awareness…… (30732:31556)

PARTICIPANT 6: We hope so, but definitely, marketing awareness. I mean, we try to do it but, you know, it's not [Inaudible 35:12], it's not enough because we do it through the communiques. We have the exhibitions and things. That's when people are enticed because you know they come and they get freebies and stuff, and people are interested. After that the hype dies down.

So, yes, we need this marketing plan per se, or awareness plan continuously….this is what we are doing, which is why … you know, we also have had book club sessions which were working out well, but then for some reason, you know, other things take priority and then you realise this is lacking, and next thing you realise, we haven't had a book club session in a while; however, that was working quite well as well

9:11 The only shortcoming that we have, or the challenge is that I don't think…… (3972:4441)

The only shortcoming that we have, or the challenge is that I don't think we have strong enough marketing strategies yet to ensure that … We do have induction for the people who are new in the library. We normally organise induction sessions and we have events where we invite staff members, like Women's Day, Youth Day. You would need some … just to actually market or also make awareness around the library; but even then, not all staff members attend these sessions.

9:28 PARTICIPANT 2: The only shortfall, like I say, is on the marketing. I…… (23333:23629)

PARTICIPANT 2: The only shortfall, like I say, is on the marketing. I feel more people should be using the resource centre, especially in terms of the resources that we have. I am not sure. I don't think they are optimally used. We have got good resources that are I think are not optimally used.

9:29 So those are the two resources that have gaps; however, they do not …… (24179:24540)

So those are the two resources that have gaps; however, they do not affect the service basket because you are happy with the services that the library is able to provide. Yes, if this is

addressed, the library can do more, if we include even marketing/ awareness and so forth; but it's doing more in terms of more usage rather than increasing the service basket.

11. LS_misplaced library services within Departments

3 Quotations:

2:18 You know, as much as we are assisting in lifelong learning, we are ass…… (11965:12372) You know, as much as we are assisting in lifelong learning, we are assisting in trying to make sure that they get the capacity because it is here, we have those that are utilising it; but as for the placement of a library in a department like this, given the experience, I always … I was … even also that it is not like prioritised, you know. It is not seen as part of core. I think it is somehow misplaced.

2:48 PARTICIPANT 4: Yes, the human side of it, the finance side and all of…… (26620:26953)

PARTICIPANT 4: Yes, the human side of it, the finance side and all of that. Our library, as I said, in my opinion I would feel that it is misplaced. The department does not give it sufficient attention; and I think because the argument is that we are a (name of department), priority is on core services, period

4:10 PARTICIPANT 1: Yes. Our CFO ……., but I am telling you, he…… (11388:12323) - D 4: DD- E

PARTICIPANT 1: Yes. Our CFO is ……….. I am telling you, he hates anything to do with libraries with passion. So, you can imagine. He just … no, he has actually said. He doesn't understand why there is a library service in the Department of Education. What are we doing? Why are we here? Because we are supposed to take … at that point we were actually motivating to get the library management system because the contract had expired with UKS. So, he was clear.

He actually was sitting in that, what do they call it, procurement committee or something, I can't remember; so, he was actually sitting in that. He was refusing even … because he was then the chief director for risk, I think they were listening to him. So, whatever that he said and strongly felt about actually had to be accepted. So, he said no, we need to be handed over to the community libraries. He said, "I don't … you must go to the community libraries."

12. LS_not core to mandate of Departments

3 Quotations:

2:15 Yes, but you understand if the library here was a priority, remember, …… (10148:11020)

Yes, but you understand if the library here was a priority, remember, it is not core, so the department essentially prioritises core services. Even the money that we get normally when we buy books is probably three or two thousand bi-annually. It is not a whole lot of money.

So, that in itself limits because the money goes more into core services. It is just an auxiliary, a by-the-way kind of thing; and in fact, what I can tell you is that our library at the moment, even the manner in which we acquired it, it is like … Before I came here in 2005, it fell under the Department of Sports, Arts, Culture and Recreation in Gauteng.

So, it was kind of inherited from … I think there was a decision taken that the departments should have libraries, and therefore it was like it is always a stepchild of the department. It is not a core. It is essentially not a core.

2:46 like every year we are requested to submit our list or a budget for our…… (26093:26358) like every year we are requested to submit our list or a budget for our needs; we do that, but we don't get a positive response because core services and related matters take precedence over library services. So, we really don't get any joy. We don't get any joy.

6:17 So, would you agree that if the library was run by (Name of Department) and e-Gove…… (8522:9159)

So, would you agree that if the library was run by (name of department) and e-Government providing the technology platform it would work better?

PARTICIPANT 6: I think it would work better; however, the problem is that (name of department) doesn't display that interest in the library. It's like they are not interested in running the library. If we went back in history………

13. LS_physical newspapers clipping prioritized

2 Quotations:

4:19 PARTICIFPANT 1: That is right. Like the newspaper clippings that we …… (21426:22291)

PARTICIPANT 1: That is right. Like the newspaper clippings that we do in the morning; as early as 07:00. Actually, the MEC wants his clippings by 07:00.

INTERVIEWER: By 07:00?

PARTICIPANT 1: You know, they get here at 06:00. I have ladies, [Name] and [Name. They are here everyday at 06:00 to actually make sure that the MEC gets …

INTERVIEWER: … the 7 o'clock is …

PARTICIPANT 1: Yes. Otherwise the MEC would actually say, "What happened? I got them late."

INTERVIEWER: And what time do they knock off if they are here at 06:00?

PARTICIPANT 1: They knock off early, around 03:00; and I just feel guilty. I feel that they should leave at around 14:30. Actually, I have told them last time, and I don't know maybe ba na le dihlong [they are shy]. I told them before that they need to leave a bit earlier. By the time we get here these guys have been here … Yoh!

4:31 PARTICIPANT 1: The first one would be your newspaper clippings which w…… (31152:32075)

PARTICIPANT 1: The first one would be your newspaper clippings which we do obviously. We need … and by the way, because we don't have the network points, we have to go to another floor to scan the newspapers. She does. She has to go to the … it is not like she does everything here. For eight months she has been going to …

INTERVIEWER: And these are the physical newspapers; you don't even have the electronic ones?

PARTICIPANT 1: No, we don't have them electronically. We actually read and then clip, and then we actually read and then we cut and then put them nicely, and then it's a nice properly done thing; and then you actually have to scan and send it to everyone.

INTERVIEWER: That's how it was done 40 years ago, because now we do electronic newspapers.

PARTICIPANT 1: Exactly. So, then that's exactly … so, that we do in the morning. It is not electronic per se. We do all the manual work but then we actually …

14. LS_priority is effective LS and resourcing

2 Quotations:

4:17 INTERVIEWER: Yes. So, now, if you were to develop a priority list, would…… (20095:20615)

INTERVIEWER: Yes. So, now, if you were to develop a priority list, would you put a library system as …

PARTICIPANT 1: Oh, that would be number one for sure.

INTERVIEWER: That would be number one? Is there anything that you think will follow – online newspapers, I am just thinking.

PARTICIPANT 1: Online newspaper, we would like to do some investigations. We would like to actually have that. We do keep [Inaudible 20:51] from our seniors, wanting to know if we can … So, that would be another thing that we can look at

9:12 PARTICIPANT 2: Newspapers and magazines because they are easy to read…… (4849:6170)

PARTICIPANT 2: Newspapers and magazines because they are easy to read, they are easily accessible, and also the Overdrive, the electronic resources that we have; I think also they are a must-have because those people can access them on their desktop or on their phones. So, they are readily accessible whenever.

INTERVIEWER: And when you say magazines you include even journals?

PARTICIPANT 2: Yes, journals as well because, you know, the journals for us I wouldn't say … I am not happy about the journals because the only way they can access journals is through Overdrive, and just a few journals on Overdrive. We don't have a journal database that provides our staff members with journals. I think there we are still lacking and that's where we should try to improve.

INTERVIEWER: So, if the critical resources for the library are newspapers, magazines and electronic resources, does the library currently have these critical resources?

PARTICPANT 2: Yes, and study material we do have, and I think also it's critical because most of our clients here at the department are studying and they are forever requesting study material; but with journals it's a gap.

INTERVIEWER 2: So, the newspapers, magazines, electronic resources, would you say they are adequate?

PARTICIPANT 2: Yes, they are adequate.

15. LS_priority is online journals

1 Quotations:

1:27 PARTICIPANT 9: Number one critical resource would be our online journals…… (8495:8605)

PARTICIPANT 9: Number one critical resource would be our online journals. That to me is the most critical one.

16. LS_priority physical books

1 Quotations:

7:8 PARTICIPANT 7: I think we still need to have physical books. A library…… (7099:7662)

PARTICIPANT 7: I think we still need to have physical books. A library is not a library without books. The e-books are an added extra, and we also need to have databases; library databases are actually critical. For us to be able to function exceptionally well, we need to have some sort of partnerships, interlibrary connectivity partnerships.

I think that for me would be the best because now if we are lacking in certain books then we are able to actually borrow from other libraries that we are connected with.

17. LS_priority-need for norms and standards

1 Quotations:

2:34 INTERVIEWER: In your view, besides the library management system, what…… (18055:18358)

INTERVIEWER: In your view, besides the library management system, what would you regard as lacking from the ICT space, as in resources?

PARTICIPANT 4: I think, given the kind of purpose that we have the library for, I would think that at the moment our library needs a kind of basic norms and standards

18. LS_users drive requests-LS not proactive

1 Quotations:

1:19 people like legal services are sort of … they require a lot of information resources…… (4608:4808)

people like legal services are sort of … they require a lot of information resources mainly recent resources. So, those are the people that are proactive in telling us what they require, so we obtain that for them.

19. LS_weak or deteriorated system

12 Quotations:

1:18 What happens is normally … In fact, we are only revoking that strategy…… (3996:4606)

What normally happens is … in fact, we are only revoking that strategy now. What we used to do is we would circulate … three years ago or beyond three years ago when our library service was still very sort of active and lively, we would on an annual and quarterly basis send out invites or requests to users to basically provide us with guidelines of what sort of information resources they would like, some kind of a survey. That hasn't happened for almost five years, but previously that is what used to happen. So, currently, it is more like on a willy-nilly basis where, for example………………

1:24 That is my example I am aware of in terms online subscription. Otherwise…… (5885:6145)

That is an example i am aware of in terms of online subscription. Otherwise, there isn't any other [Inaudible 07:18] that we have requested (an online subscription). Hence, I think our Assistant Director is trying to revoke that process of getting inputs from …

1:39 I am happy that you are bringing this up, but I would have asked it towards……
(14808:15628)

I am happy that you are bringing this up, but I would have asked it towards the end; but now that you brought it up, let me just engage you on it………. I am of the view that the library function in this department is just so hidden beneath the records management function because in the information space, records management and library function are peers. You can't put one as a sub-set of another because the skill sets of the two are totally different. So, don't you think that this library function is kind of hidden, it is swallowed somewhere and in that way it is … and I think, I am stealing your words, it is disempowered from the start because it's sitting as a sub-set somewhere else, and structurally it is almost nowhere if we were to look at strategic level.

1:41 PARTICIPANT 9: Yes, it is more operational. People must come in and see……
(16334:16588)

PARTICIPANT 9: Yes, it is more operational. People must come in and see what is there and then use them. People are also driving what has to be there through requests approach. It is not an organized or structured approach though.

1:59 INTERVIEWER: So, there is just a lot of … PARTICIPANT 9: The past three……
(27441:27976)

INTERVIEWER: So, there is just a lot of …

PARTICIPANT 9: The past three to five years it has operated on a reactive mode. You shout, we help you. If you don't, we don't because we didn't have a resource to …

INTERVIEWER: So, basically the resources have impacted negatively on the services that the library is able to provide?

PARTICIPANT 9: Or should be provided.

INTERVIEWER: So, at the moment the library can only respond or provide services that are a bare minimum. Whatever books that are there …

2:26 PARTICIPANT 4: Yes, they have. They kind of … but it not really adequate……
(14926:15274)

PARTICIPANT 4: Yes, they have. They kind of … but it not really adequate as in … because the … You know we had a librarian who moved to (Name of department), she tried her bit, she has some things in place as a librarian; but at the moment I don't think we are adequately placed in terms of library management system. I think our system are weak.

4:12 PARTICIPANT 1: It's about 50 or maybe 40-something, 45 maybe; not that……
(14682:15737)

PARTICIPANT 1: It's about 50 or maybe 40-something, 45 maybe; not that all the posts are filled. We probably have about 20-something that are filled. So then our budget, you know, that is very interesting because some years ago we used to report to the chief information officer……………. but he understood libraries. He actually was supportive. We had everything that you can think of.

So, he would say this money we must use this percentage to buy books. He would actually be clear. As you go and do your planning, so much from this budget should be used for books. So, it was not even negotiable. We used to do exactly that. That has changed. So, then we use … but for books then we have …then let me say – because we have the electronic, the edu source and then the Sabinet because we group it like that, and the digital library, then normally it is more or less about R600 000 that we have from our budget allocation; and then we would have the books where we would actually go to knowledge resources and to other …

4:31 PARTICIPANT 1: The first one would be your newspaper clippings which w…… (31152:32075)

PARTICIPANT 1: The first one would be your newspaper clippings which we do obviously. We need … and by the way, because we don't have the network points, we have to go to another floor to scan the newspapers. She does. She has to go to the … it is not like she does everything here. For eight months she has been going to …

INTERVIEWER: And these are the physical newspapers; you don't even have the electronic ones?

PARTICIPANT 1: No, we don't have them electronically. We actually read and then clip, and then we actually read and then we cut and then put them nicely, and then it's a nice properly done thing; and then you actually have to scan and send it to everyone.

INTERVIEWER: That's how it was done 40 years ago, because now we do electronic newspapers.

PARTICIPANT 1: Exactly. So, then that's exactly … so, that we do in the morning. It is not electronic per se. We do all the manual work but then we actually …

4:37 PARTICIPANT 1: Because the school library is an important component no…… (37441:38400)

PARTICIPANT 1: Because the school library is an important component now. Actually, it's a number one. Remember, previously the education library was very, very crucial; it was important. Now, it's the school library, and then …

INTERVIEWER: But my worry is at the end of the day the special libraries will erode and the school libraries will remain, and yet the people that make it to remain relevant are the very same eroded ones.

PARTICIPANT 1: Exactly, exactly; because, remember school libraries do not have library posts; but to organise a library so that the library is sort of functional, has some functionality, you'd send the people that have the librarianship …

INTERVIEWER: Yes, who understand.

6:17 So, would you agree that if the library was run by (Name of Department) and e-Government…… (8522:9159)

So, would you agree that if the library was run by (Name of department) and e-Government providing the technology platform it would work better?

PARTICIPANT 6: I think it would work better; however, the problem is that (name of department) display interest in the library. It's like they are not interested in running the library. If we went back in history………

8:17 but I am of the view that we are so devaluing our libraries to such a…… (10487:11210)

but I am of the view that we are so devaluing our libraries to such a point that the moment you ask yourself whether they really need to exist, not because it is not important to have them, but look at currently the way things are. It is almost like you can do without, if you get my point, because when you consider the kind of information you get from this one, and the kind of information you get from somewhere else, you would rather depend there; but I am not saying it is the right thing to do.

The right thing to do would be to fix what is here, but we are causing that problem and we perpetuate it as a province. It is a provincial problem, and it pains me, I don't want to lie, because I am a die-hard librarian.

9:2 INTERVIEWER: Now, this department is itself incapacitated because what…… (13524:14264)

INTERVIEWER: Now, this department is itself incapacitated because what you have on your plate is too much, come to think of it. So, then eventually, for lack of a better word, you and the department opt to focus on those services that have an impact on the public rather than those that have an impact on the department itself and the GPG in general. So, basically there is a capacity issue within the department, for the department itself and also for the province on its own.

PARTICIPANT 2: Because, you see, when I started here, I used to focus, you know … we had a database of all the departmental resource centres. We used to have a forum, we meet, we discuss our issues; we used to do that, but since then everything is just being bad.

Organization Structure

1. OS_across government inadequate resourcing for LS users

1 Quotations:

8:11 INTERVIEWER: My other question is, in my view, if the library of the …… (4493:5183)

INTERVIEWER: My other question is, in my view, if the library of the (Name of department) does not have certain information materials, shouldn't it be natural or normal to ask sister departments and not go to Pretoria? I don't know if I am making sense.

PARTICIPANT 8: Even sister departments do not have the materials.

INTERVIEWER: So, basically it confirms that there is a possibility that certain information that could be required in the province may not be available in any of the libraries in the departments.

PARTICIPANT 8: Exactly.

2. OS_LS and KM are integrated at expense of LS

4 Quotations:

3:21 PARTICIPANT 5: I would say the department looks at both roles as one,…… (18287:20632)

PARTICIPANT 5: I would say the department looks at both roles as one, although our understanding is those are two different aspects, I mean the library system is part of knowledge management. Knowledge management is a range of things, and library is one of them; the collaborative space is one of them; community of practice is one of them; so, there is a whole range of …

INTERVIEWER: There is a distinction. There is a big difference between the two.

PARTICIPANT 5: There is a big difference between the two, as we say, but for a layman and other people they see that as one thing. Even when you talk about the KM Portal they ask why this. You talk about virtual library, why this. They think it's one and the same thing. That is basically the way they are looking at it and the way we are looking at it; but, as I say, one studied knowledge management as one of the modules that I completed at Wits, and I do

understand the distinction and all those things at strategy level and all those; but some people haven't studied knowledge management.

So, one would need to create a much more awareness around KM, even at management level, and that in my view can be dealt with, as I said, through a policy and knowledge management strategy.

If one has a KM policy which conceptualises the issue of KM very broadly, provides a clear and open understanding of KM so much so that even at that level, we are able to engage intellectually. We would engage before the policy gets adopted so that it becomes … and either one would … I am not sure, because sometimes I am thinking if we establish a forum where we would encourage those who are scholars because I can tell you, there are scholars in this department; to say guys, let's write articles, let's share articles, let's critique one another, let's share what you have written, maybe have a session in the afternoon if it is accepted, sit in a boardroom, someone presents his document and we critique, we question, you know, all … that's something that sometimes I think maybe can be done, but …

INTERVIEWER: I have a concern, and I hear you, but don't you think it's the role of the directorate, your directorate to educate the institution in terms of the distinction between the two because the concern one has is eventually one would be swallowed by another, and yet these are two different things.

6:29 PARTICIPANT 6: Because the unit is Knowledge and information Management…… (22338:23167)

PARTICIPANT 6: Because the unit is Knowledge and information Management, so we don't necessarily – we are talking about specifically resource centre staff, library staff?

INTERVIEWER: Yes.

PARTICIPANT 6: Okay. What happens is that here we normally do the knowledge management courses, but if something does come up with specific … you know, where there is a workshop or something, that pertains to librarians and that kind of thing, yes, I do allow the resource centre officer to go and attend those. Formal training, like I said it's mainly knowledge management.

INTERVIEWER: So, at the moment I take it that you are saying there isn't a plan like an annual plan that says between myself and you, this is the plan for the year, this is what we need to do?

PARTICIPANT 6: Now that you've mentioned it, I think I need to do that.

6:32 PARTICIPANT 6: What was happening was that basically, like you said, i…… (25892:26217)

PARTICIPANT 6: What was happening was that basically, like you said, it was just overshadowed by knowledge management. So, what just happened was………. you also attend the knowledge management and it's not covering anything on libraries.

7:2 PARTICIPANT 7: The Vision and Mission of the library? I don't know how…… (576:1907)

PARTICIPANT 7: The Vision and Mission of the library? I don't know how to put it because our mandate has been consolidated with the research. Our mandate is to actually inform the department about (name of field/ subject area/ department portfolio) -related research, meaning we conduct research on behalf of the department, we research anything related to (List of relevant subject areas) and inform as well in terms of the library function of it which is the knowledge management for us.

We call it the knowledge management. We actually just make it a point that we have a learning organisation and an informed organisation, and an organisation that is kept abreast on relevant information.

INTERVIEWER: All of these are part of the Mission?

PARTICIPANT 7: Yes.

INTERVIEWER: And the Vision?

PARTICIPANT 7: We haven't actually designed a vision. We are about … our mandate, what are we supposed to do, meaning our purpose, just our purpose, but the bigger vision we haven't drafted it for the library specifically because we have a bigger vision which is the departmental vision.

So, we work as per departmental vision and then we have our mandate as a library, which are those that I have mentioned. To research and inform, and to share knowledge and to keep the department abreast of developments and to actually encourage a learning organisation and collaborative works, yes.

Vision, Mission and Strategy

1. **V & M_none for LS**

7 Quotations:

3:2 PARTICIPANT 5: The department doesn't have a vision per se for the lib…… (735:880)

PARTICIPANT 5: The department doesn't have a vision per se for the library; and I think even ourselves we haven't sat down to say this is a vision

3:16 PARTICIPANT 5: Well, the budget is very skimpy; budget we don't. INTE……
(14710:15167)

PARTICIPANT 5: Well, the budget is very skimpy; budget we don't.

INTERVIEWER: No budget?

PARTICIPANT 5: Yes, budget is very limited. I mean, my budget is about R9 million, and it must cater for staff and other things. The bulk of it is exhausted by the legislation component.

INTERVIEWER: So, out of the R9 million, how much is the library getting?

PARTICIPANT 5: I don't even know. There is no line item that focuses specifically on library or on books.

3:31 INTERVIEWER: So, basically the challenge, which I am getting from your……
(31133:33050)

INTERVIEWER: So, basically the challenge, which I am getting from your response, is that the institution does not understand and perhaps to a certain extent does not value the library function to such an extent that the library is are not given priority when training and so forth is required.

PARTICIPANT 5: I can't say library per se, but because we are talking library, one is inclined to say yes, in respect of library; but my gut feeling is in respect of training in general; but for now, because we are talking about library, I would suggest that we restrict ourselves to say they don't value library per se.

INTERVIEWER: And you do understand that it is the role of the unit to educate the institution or the sister units to understand the library because the minute there is a level of understanding, there would be a certain value attached to it.

PARTICIPANT 5: I fully agree.

INTERVIEWER: Because at the moment there is lack of investment in the development of the library resources; and how else would they achieve, innovate and make wonders if they are under-resourced?

PARTICIPANT 5: I fully agree; I fully agree that … I mean the unit needs to play a role and, as I said, I am contemplating having a meeting with the HRD (Human Resource Development) Unit where we will talk about training in general so far as policy, legislation, research and knowledge management is concerned, and in particular around knowledge management and library, to say you know what, the society is not static, it is dynamic; there are new things out there that require us to know and implement, if you were to talk about library and knowledge economy, you know, and therefore it becomes critical that from time to time we become part of the conferences.

Conferences are not being set up for the fun of it, but they are being set up to ensure that from time to time we catch up with developments that are taking place in the society.

**4:9 you will be given a budget appropriation for what you have asked, like……
(9467:10671)**

you will be given a budget appropriation for what you have asked, like you have asked for R10, here is your R10; but three months down the line when prioritisation takes place, the department will simply say now we have to prioritise, we no longer have money for A, B, C, D and E, even if they had made that budget available to you earlier.

PARTICIPANT 1: Exactly. That is so true, and it happens every single year.

INTERVIEWER: It happens every year? ……., it really says [Inaudible 12:10] we budget, and then at the end of the day you have no budget because when it comes to the prioritisation point, there is no engagement or discussion to determine what to prioritize or reduce. They simply communicate what is not priority and unfortunately the library becomes the first victim.

PARTICIPANT 1: We always are. The CFO would actually be saying why do you need books, why … because then obviously with us then it's a long list, you know. "Why do you …" It is always that question. "Oh, my goodness, we know we do …", then you have to motivate. So, it's either it's the motivation all the time, and … It is a challenge every single year.

**7:2 PARTICIPANT 7: The Vision and Mission of the library? I don't know how……
(576:1907)**

PARTICIPANT 7: The Vision and Mission of the library? I don't know how to put it because our mandate has been consolidated with the research. Our mandate is to actually inform the department about (name of field/ subject area/ department portfolio) -related research, meaning we conduct research on behalf of the department, we research anything related to (List of relevant subject areas) and inform as well in terms of the library function of it which is the knowledge management for us.

We call it the knowledge management. We actually just make it a point that we have a learning organisation and an informed organisation, and an organisation that is kept abreast on relevant information.

INTERVIEWER: All of these are part of the Mission?

PARTICIPANT 7: Yes.

INTERVIEWER: And the Vision?

PARTICIPANT 7: We haven't actually designed a vision. We are about … our mandate, what are we supposed to do, meaning our purpose, just our purpose, but the bigger vision we haven't

drafted it for the library specifically because we have a bigger vision which is the departmental vision.

So, we work as per departmental vision and then we have our mandate as a library, which are those that I have mentioned. To research and inform, and to share knowledge and to keep the department abreast of developments and to actually encourage a learning organisation and collaborative works, yes.

8:6 INTERVIEWER: And these vision and mission are properly communicated or…… **(986:1261)**

INTERVIEWER: And these Vision and Mission are properly communicated or formally crafted or it is just something that is known but without it being formalised?

PARTICIPANT 8: What I am telling you is not formalised, but the officials in the Unit do know that.

9:7 PARTICIPANT 2: The resource centre does not have its own Vision and Mi…… **(581:1165) - D 9:**

PARTICIPANT 2: The resource centre does not have its own vision and mission yet. We haven't developed that yet. It might be an oversight or something. We are just depending on the Vision and Mission of the department; but we would like to have informed departmental staff members who would be able to make informed decision-making, and we would also like to have knowledge about staff members, and we would also like to develop our staff members in terms of their profession as far as their profession is concerned, to make our resources accessible for their own personal development.

2. **Vision and Mission-espoused LS for core business**

4 Quotations:

1:10 ideal vision for the library or information resource centre is to be a…… (2173:2372)

ideal vision for the library or information resource centre is to be able to provide information either in hard copy, online ….., I think both hard copy and online resources to our business or core.

2:16 And I am asking this question at the backdrop of the Vision and the Mi…… **(11222:11963)**

And I am asking this question at the backdrop of the vision and the mission which you indicated is to capacitate the officials, for example; to provide lifelong learning.

PARTICIPANT 4: Lifelong learning, yes.

INTERVIEWER: So now, if this is what the intend is, and we then look at the library services as a by-the-way kind of a thing, do you think it is appropriate?

PARTICIPANT 4: You see, that is how the library sees itself; but unfortunately it is competing for resources. In my opinion I actually wondered why we have a library here because I as saying that the library should, like it was traditional place still be driven by the Department of Arts and Culture and municipalities because of our experience that it is not heavily utilised.

3:31 INTERVIEWER: Basically, the challenge, which I am getting from your…… (31133:33050)

INTERVIEWER: Basically, the challenge, which I am getting from your response, is that the institution does not understand and perhaps to a certain extent do not value the library function to such an extent that they are not given priority when training and so forth is required.

PARTICIPANT 5: I can't say library per se, but because we are talking library, one is inclined to say yes, in respect of library; but my gut feeling is in respect of training in general; but for now, because we are talking about library, I would suggest that we restrict ourselves to say they don't value library per se.

INTERVIEWER: And you do understand that it is the role of the unit to educate the institution or the sister units to understand and value because the minute there is a level of understanding, there would be a certain value attached to it.

PARTICIPANT 5: I fully agree.

INTERVIEWER: Because at the moment there is lack of investments in the development of the library resources; and how else would they achieve and innovate and make wonders if they are underdeveloped?

PARTICIPANT 5: I fully agree; I fully agree that … I mean the unit needs to play a role and, as I said, I am contemplating having a meeting with the HRD (Human Resource Development) Unit where we will talk about training in general so far as policy, legislation, research and knowledge management is concerned, and in particular around knowledge management and library, to say you know what, the society is not static, it is dynamic; there are new things out there that require us to know and implement, if you were to talk about library and knowledge economy, you know, and therefore it becomes critical that from time to time we become part of the conferences.

Conferences are not being set up for the fun of it, but they are being set up to ensure that from time to time we catch up with developments that are taking place in the society.

4:8 Which ones are your do or die, and relate this question to what I told…… (6401:9238)

Which ones are your do or die and relate this question to what I told you earlier that I want to come up with – for lack of a better word – prescribed minimum resources. So, I want to know which ones are really critical that if we do not have those resources it is as good as the library can't function? So, which ones would you say are the …?

PARTICIPANT 1: Obviously then you would always need books, physical books and then we have the edu-source which is the EBSCO

INTERVIEWER: Oh, that is the online database?

PARTICIPANT 1: Yes, that is the online database. Remember that it has e-books as well as e-journals………. We are subscribing to that. So, for me those two we would definitely have because the edu-source actually complements the book collection.

INTERVIEWER: So, if the library was to get – I want to make sure I understand – if the library was to be given the books; let's say the budget is not a problem; you are given a budget to buy books, you are given a budget for online databases. In my view, assuming that the human capital is not an issue, then in my view the library would be able to achieve its mandate, is that what you are saying?

PARTICIPANT 1: It would, Yes.

INTERVIEWER: It would be able to operate efficiently, right?

PARTICIPANT 1: That's right.

INTERVIEWER: Okay. Do you have these resources now? You do have the books, I know. The online journals you do have them via the EBSCO subscriptions?

PARTICIPANT 1: Yes.

INTERVIEWER: Okay; and then, is there any other resource that you think is important, that you need, but you don't have?

PARTICIPANT 1: What would it be? I don't know.

INTERVIEWER: You will think about it as we proceed, because my quick judgement at the moment, it seems like you have got a little bit of everything, it may just not be adequate. You may not have the current version of the management books, you may not have the latest edition of certain publications or certain books; but it is not like you completely do not have.

PARTICIPANT 1: Yes. That is exactly how it is. I think the biggest issue, again, is that whenever the department says there is no money, whether we had budgeted for items doesn't matter. When they say they don't have money they don't have money; it means there is nothing. What I am trying to say is that there is no guarantee. We do our operational plans, we actually cost our plans and all that, but it is possible that we could actually be told that there is no money, so therefore all your [Inaudible 11:11] ……… then you are not going to be able to procure all

the things. So, there is no guarantee every year that … you know. There is a year where you would be frustrated because the CFO and whoever ……… there is no money.

Appendix 9: Introductory Letter to Respondents

Department of Information

University of SA (UNISA)

Pretoria

0001

15 March 2018

Dear Respondents

Resources as library service predictors (RLSP) questionnaire

I am a PHD student of the Department of Information Science, University of South Africa. I humbly request your assistance by participating and responding to the RLSP questionnaire so that I can have data needed for the study. The purpose of this questionnaire is to collect data about library resources and services in the Departments of the Gauteng Provincial Government GPG and also to collect data about the information services provided by these libraries. The data collected will be used purely for academic purposes and will assist the Researcher to answer the research questions that guided this study. The information provided shall be treated with utmost confidentiality and the researcher will adhere to the ethics policy of the UNISA at all times. I received the research ethics clearance from the University, Ref. No.: 2018_DEMohlakwana_33870586_001.

It will be greatly appreciated if the completed copy of the questionnaire is returned on or before 23rd March 2018.

DE Mohlakwana
PHD Student

Appendix 10: Informed Consent Form

Study on the resources as predictors of information service provision in GPG libraries

CONSENT TO PARTICIPATE IN THE ABOVE-MENTIONED STUDY

I, _____ (participant name), confirm that the person asking my consent to take part in this research has told me about the nature, procedure, potential benefits and anticipated inconvenience of participation. It had been explained to me and understood the study as explained to me. I have had sufficient opportunity to ask questions and am prepared to participate in the study.

I understand that my participation is voluntary and that I am free to withdraw at any time without penalty.

I am aware that the findings of this study will be processed into a research report, journal publications and/or conference proceedings, but that my participation will be kept confidential unless otherwise specified.

I agree to the recording of the questionnaire / interview

I have received a signed copy of the informed consent agreement.

Participant Name & Surname…………………………………………… (please print)

Participant Signature…………………………………………………..Date…………………

Researcher's Name & Surname…………………………………………… (please print)

Researcher's signature…………………………………………………..Date…………………

Appendix 11: Approval to conduct the study on GPG libraries

GAUTENG
LEGISLATURE

Memorandum

TO: MR P SKOSANA   FROM: DIBULENG MOHLAKWANA
             SECRETARY TO THE LEGISLATURE   MANAGER: INFO CENTRE

DATE: 13 SEPTEMBER 2016

SUBJECT: REQUEST FOR PERMISSION TO CONDUCT A RESEARCH FOR ACADEMIC PURPOSES

1. PURPOSE

The purpose of this memo is to seek approval from the Secretary to the Legislature to conduct research for academic purposes.

2. BACKGROUND AND DISCUSSION

I would like to thank the GPL for granting me a bursary in 2016 therefore affording me an opportunity to study towards a PHD in Information Science with the University of South Africa (UNISA). It has been a great year academically thus far and the research proposal has been submitted for consideration.

UNISA follows very strict ethical rules and has put in place various measures to ensure good ethical practice in research. One of the requirements is that, permission needs to be granted by the organization/s for the research proposal to be considered positively. In essence to pass the research proposal stage of the doctoral studies. It is imperative to get the permission in order for the Higher Education Committee to positively consider the research proposal if it meets all academic requirements. It is upon this basis that I am requesting permission from the GPL to conduct the study as detailed below.
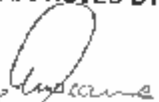
The study is titled; Resources as predictors of services provision in Gauteng Provincial Government (GPG) libraries, under the supervision of Prof L Dube, the Head of Department of Information Science at UNISA. The purpose of the study is to determine the extent to which tangible resources can predict information service provision in GPG libraries with a view to developing a model or strategy to sustain the provision of those resources that have been determined as predictors. The study will entail collecting data (information) from library officials (Librarians, Library Assistants, etc) in all libraries across GPG through a questionnaire. Interviews will be conducted with top and middle

management (Directors, Deputy Directors and Assistant Director) who are responsible for the libraries in their respective Provincial Departments. The study will identify those resources that predicts information services in GPG Library and develop a strategy that will be used to ensure continuous availability of these resources to sustain efficient information services in the GPG libraries. The benefits of this study includes, sustainable availability of resources that affects information services provision and consequently improved efficiency of the services provided by the GPG libraries. The model will assist the GPG libraries to streamline procurement, management and access of the resources that predicts information services. The study poses no risks, except that is faces a risk of insufficient data due to the small research population size in the event of poor participation and response rate to the questionnaire and interviews. A copy of the coded data can be made available to the participants upon request and a copy of the completed research will be made available to each of the GPG libraries and the GPL.

In this regard, the Secretary to the Legislature is required to give permission to Ms Dibuleng Mohlakwana to undertake the relevant study as motivated for in this Memo. Subsequent to this permission being granted by the GPL, the Office of the Office of the Premier will be approached to endorse and assist with facilitation of endorsement by the Heads of Departments (HODs) of the GPG. Endorsement of the approval granted by the GPL by the HODs is critical for the research since it will grant the researcher, Ms D Mohlakwana, permission to access to the research population (Top and middle management of libraries and the library officials in GPG) for the purposes of data collection through questionnaires, interviews and focus groups.

3. RECOMMENDATION

Based on the above, it is recommended that, permission be granted to Ms D Mohlakwana to allow her to conduct the study and meet the Ethics requirements of UNISA.

SUBMITTED BY:	
DIBULENG MOHLAKWANA MANAGER: INFORMATION CENTRE	DATE: 14 – 09 – 2016
APPROVED BY:	
MR PETER SKOSANA SECRETARY TO THE LEGISLATURE	DATE: 14/09/2016

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Appendix 12: Approval from the Office of the Premier

GAUTENG PROVINCE
OFFICE OF THE PREMIER
REPUBLIC OF SOUTH AFRICA

Enquiries: Minette Smit
Tel: +27 (11) 355-6345
Email: Minette.Smit@gauteng.gov.za

Mr Dibuleng Mohlakwana
Manager: Information Centre
Gauteng Provincial Legislature
Johannesburg

By email: dmohlakwana@gpl.gov.za

Dear Mr Mohlakwana

PERMISSION TO CONDUCT RESEARCH FOR ACADEMIC PURPOSES: GAUTENG PROVINCIAL DEPARTMENTAL LIBRARIES

I refer to your request to conduct research for your PhD study in "Resources as predictors of services provision in Gauteng Provincial Government (GPG) Libraries".

Herewith endorsement of the permission granted by the Gauteng Provincial Legislature is given and approval granted for you, as researcher, to continue with access to middle and senior management in the libraries in the Gauteng Province.

It is recommended that you forward your requests via the relevant Heads of Department offices.

I wish you every success with your studies.

Yours faithfully

Phindile Baleni (Ms)
Director General
Date: 11/05/2015

CC: All Heads of Department (Gauteng Province)

Appendix 13: UNISA Ethical Clearance Certificate

UNISA | university of south africa

DEPARTMENT OF INFORMATION SCIENCE RESEARCH ETHICS REVIEW COMMITTEE

Date: 31 January 2018

Ref #:
2018_DEMohlakwana_33870586_001

Name of applicant: DE Mohlakwana

Student #:X

Staff #:

Dear Ms DE Mohlakwana,

Decision: Ethics Approval

Name: Title and name of principle applicant, address, e-mail address, and phone number

DE Mohlakwana, Unisa Information Science, 33870586@mylife.unisa.ac.za; and 011 4985529

Proposal: Resources as predictors of services provision in Gauteng Provincial Government (GPG) libraries.

Qualification: PHD in Information Science

Thank you for the application for research ethics clearance by the Department of Information Science Research Ethics Review Committee for the above mentioned research. Final approval is granted for 5 years.

For full approval: The application was reviewed in compliance with the Unisa Policy on Research Ethics by the Department of Information Science Research Ethics Review Committee on 31 January 2018.

The proposed research may now commence with the proviso that:

1) The researcher/s will ensure that the research project adheres to the values and principles expressed in the UNISA Policy on Research Ethics.

2) Any adverse circumstance arising in the undertaking of the research project that is relevant to the ethicality of the study, as well as changes in the methodology, should be communicated in writing to the Department of information Science Ethics Review Committee. An amended application could be requested if there are substantial changes from the existing proposal, especially if those changes affect any of the study-related risks for the research participants.

University of South Africa
Preller Street, Muckleneuk Ridge, City of Tshwane
PO Box 392 UNISA 0003 South Africa
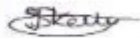Telephone: +27 12 429 3111 Facsimile: +27 12 429 4150
www.unisa.ac.za

> 3) The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines and scientific standards relevant to the specific field of study.
>
> Note:
>
> The reference number 2018_DEMohlakwana_33870586_001 should be clearly indicated on all forms of communication [e.g. Webmail, E-mail messages, letters] with the intended research participants, as well as with the Department of Information Science RERC.

Kind regards,

Signature

Dr Isabel Schellnack-Kelly
Department of Information Science
Research Ethics Review Committee

012 429 6936

Approval template 2014