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The Effects of Budgetary Constraints on the Operation of Academic Libraries in Ghana

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ABSTRACT

The study investigated the relationship between budgetary constraints on the operation of academic libraries in Ghana. The study was a descriptive survey with the use of questionnaire as the main instrument to gather data. Out of two hundred and twenty copies of questionnaires distributed, two hundred copies were retrieved with a non response of twenty copies. With the use of Statistical Package for the Social Science (SPSS) Descriptive Statistics and Correlations Analysis were done based on the main variables in the study. The result show that all the four (4) constructs; Collection Development (CD), Acquisition & Selection (AS), Service Provision (SP), Patronage (PA), reveal positive significant statistical relationship on the operation of academic libraries. The study recommended that management of the Polytechnics should be encouraged to allocate separate budget for libraries in order to improve in terms of collection development, service provision, acquisition and selection as well as patronage.

Keywords; Budgets, Expenditure, Challenges, Activities, Tertiary Libraries, Functions

INTRODUCTION

The central purpose of libraries is to provide access to information to support the objectives of their parent institutions or interests of the communities they serve. Information has become a key resource in contemporary social and economic life upon which countries, organizations, and individuals depend in managing their affairs. It is an indispensable ingredient in educational and professional development and also a medium of leisure and source of knowledge, which enables people to manage and enrich their lives. At the same time the advancement of research cannot take place without adequate availability of the relevant information. In this sense libraries take part directly in research process and hence are components of knowledge innovation, and are involved in the diffusion and conversion of knowledge thereby acting as bridges for turning the results of knowledge into realistic productive entities (Yi, 1999). Therefore libraries as centers for collection, processing, storage and distribution of information and knowledge represent a crucial link in the development of knowledge and are important ideological and cultural force with far reaching implications for the society (Robert, 1996).

Information may be obtained in various ways: orally, through lectures and personal contact, purchasing documentary materials, through electronic networks and by access to libraries and information services. However libraries are perceived to be not only important but also cost-effective mechanisms for delivery of essential information and literature (Wolpert, 1998). After acquiring carefully selected books, journals and other formats, library services make these materials widely available and foster their intensive use. They also add value by organizing

information for effective use, providing guidance on the range of information that exists and by providing mechanisms to access the required materials from other sources (Kavulya, 2004).

Statement of Problem

The effect of budgetary constraints cannot be over emphasized in public institutions of which the library is inclusive. The operation of libraries for some time now seems to have dwindled due to the cumulative effect of budgetary constraints on operations. The library though, not a profit oriented social institution needs a budget to support its operations. Budgetary constraints seems to have affected the operations of libraries including academic libraries, if care is not taken, the role of the library could not the recognized. Budgetary constraints, have perhaps, affected virtually all the services thus collection development, acquisition and selection, as well as technical and reprographic services. Since the libraries cannot function as expected this has affected the patronage of clients. It is against this backdrop that is why the researcher consider, it prudent to conduct this study to address the situation with Koforidua Polytechnic in context. This is one of the young and fast growing Polytechnics in Ghana situated in the Eastern part of the country.

Purpose of the Study

The focus of the study is to assess the effect of budgetary constraints on the operation of Academic Libraries in Ghana with Koforidua Polytechnic as the study setting. Koforidua Polytechnic is taken into consideration because is its one of the young and fast growing tertiary institution in Ghana, and its proximity to the researcher.

Objectives of the Study

The specific research objectives of the study are;

To assess the relationship between collection development and budgetary constraints

To establish relationship between acquisition and selection and budgetary constraints

To evaluate the association between service provision and budgetary constraints

To examine the association between patronage and budgetary constraints

Research Hypothesis

H1. There is a correlation between collection development and budgetary constraints

H1. There is a correlation between acquisition and selection and budgetary constraints

H1. There is a correlation between service provision and budgetary constraints

H1. There is a correlation between patronage and budgetary constraints

Significance of the study

The study work will uncover both theoretical and empirical thought that will provide a good insight into budgetary constraints that could be addressed to avert drastic implications on the operation of Academic Libraries in Ghana. It is believed that, the revelation of this study will serve as a measure for Librarians to undertake a cost-benefit analysis and to make an informed decision regarding budgetary allocations for Libraries in Ghana. Finally, it will eliminate all prejudices and misconceptions on the role of Libraries in a developing country like Ghana.

RELATED LITERATURE REVIEW

Issues of budget and budgetary constraints

A budget is a guide or directive for fiscal management. Libraries need funds for services, and these services must be budgeted for. Fletcher (1990) gives two definitions of a budget, calling it "the overall picture of and allocations (for expenditure) and income," as well as "the financial allocation for specific purpose or purposes during a given period." Although Libraries are service-oriented and have little or no revenue-generating motives or objectives, they still obviously require a budget. Technical services are not a significant source of income in the library system. Very small amounts of income are made from reprography and binding, but the amount is infinitesimal compared to the funds expended on technical services (Oyelude & Ola, 2008).

Libraries of all types have been struggling with materials budgets for many years and especially so in the recent economic recession. As a result, Libraries have developed a number of strategies for dealing with budget constraints. The professional literature provides many examples of what collections Librarians are doing to cope with the budget constraints, for example, cooperative collection building (Collins, 2012; Kieft & Payne, 2012; Pan & Fong, 2010; Nous & Roslund, 2009), patron driven acquisitions (PDA) (Fisher *et al.*, 2012; Herrera, 2012; Sammonds, 2012; Schroeder, 2012; Schroeder and Wright, 2011), and floating collections (Johal *et al.*, 2012).

The African continent is the contextual framework for examining the challenges confronting us in the attainment of MDGs by 2015 with particular reference to health (Ojogwu, 2009). However, Africa has 52 independent countries. Each country is different in many respects, yet they all fall within the category of developing or underdeveloped countries. While the countries are plague by socio-economic and political problems, the educational sector and the Public Library in particular suffers neglect or little attention from the government. As a result, they are challenged with the provision of such services as envisioned by the goals setting up the Libraries (Omotosho & Okik, 2012).

Collection development

A collection development policy is intended to provide guidance, within budgetary and space limitations, for the selection and evaluation of materials which anticipate and meet the needs of every library users. It directly relates the collection to the library's mission statement, and defines the scope and standards of the various collections in the library. Collection development is also affected by price and availability, value for cost and library materials budget as a whole (Board of Trustees of Forbes Library, 2006).

Bloomfield (1988) outlined what are considered as the major issues in collection development. The six identified issues identified were the identification of the purpose of mission either of the library itself or its parent body, the formulation of specific library strategies and policies for implementing the collection policy statement, the division of the budget and its consequent problems, monitoring and resource sharing.

Generally, it is taken for granted that these issues include the assumption that Libraries do not have sufficient funds. Formally, the University of Sierra Leone (which currently comprises Fourah Bay College, College of Medicine & Allied Health Sciences and the Institute of Public Administration & Management) budgeted 6% for its Libraries but the economic situation from the late 1980s onwards forced this support to be converted to collegiate funding. Unfortunately, the administration often stresses that there are many other competing demands which frustrate the level of support libraries eventually receive.

Acquisition and selection

Gyeszly (1990), Harrell (1990) and Smith (1990) compared and analyzed statistically the collection growth of the Sterling and C. Evans Library, Texas A and M University. Student enrolment, faculty size, materials budget, library funds and expenditures, acquisition of monographs and serials were discussed. Libraries which are actively engaged in collection development are in a dilemma to deal with increasing material prices at a time of decreasing

state-supported appropriations. Collection development policies in each department must be carefully written and reviewed to address the needs of different departments (Gyeszly, 1990; Harrell, 1990; Smith, 1990).

Unfortunately, several Libraries do not have well written collection development policies. Kelly (1991) focused attention on funding patterns in academic libraries and collection budget allocation methods. It is important to use various techniques in reductions in the budget. Forecasting models and allocation formulae previously used at Laurentian University are detailed. Collection development methods and allocation formulae that work very well in times of increasing budgets should be re-examined when budgets are cut or even remain the same. The study does not realize that in Third World University Libraries budgets hardly remain the same. The general trend is a gradual decline which frustrates growth of these Libraries which Koforidua Polytechnic Library is no exception (Kelly, 1991).

Lundu (1989) and Lungu (1989) noted that a fundamental problem in relation to acquisition of scientific literature in Zambia is the lack of clearly-cut collection development policies. Apart from the University of Zambia library, the rest of the libraries they evaluated lack clear-cut collection development policies. The need for collection development becomes paramount if acquired materials should be planned to be relevant to needs and cost effective in relation to limited financial resources available for the book industry in developing countries.

Service provision

Futas (1984) examined a survey conducted of Academic and Public Libraries policies in relation to collection development. Ten Academic Library collection development policies as well as several selected portions of library policies like goals and objectives, selection, collection maintenance, and intellectual freedom are outlined. Finance is and has always been an issue of concern in the policies. The initial practice of having a policy on what percentage will be spent

on what type of material gives place to generalizations and formulae. One implication is that policies do not have to change every year with a new budget (Futas, 1984).

Cabutey-Adodoadgi (1988) focused on the development of Library collections in a developing country like Ghana and attributed the poor and unbalanced collections to the inability of Libraries to draw up clear cut policies. The ideal however is to evolve a collection development policy that will be based on key factors like library budget, selectivity, user needs and evaluation. Library collections of developing countries, if anything, should reflect balance. Unfortunately, the situation falls far short of the expectations and this had affected service delivery by the Libraries.

Patronage level

According to Nwokocha (1998), some of the consequences of budget constraints include low patronage; lack of current materials; lack of trained personnel; inadequate funding; and suggestions for improvement, including the involvement of multinational organizations in funding. Libraries' resource constraints are also illustrated by the fact that libraries find the lack of funds or staff time to promote library resources and services to the community to be one of the most significant barriers to improving service to the community. More directly on point, Public libraries also find that having their staff insufficiently trained to meet the demands of the users' community poses an important barrier to improving service to health Millennium Development Goals (Nwokocha,1998).

Babafemi (1999) executed a survey named "Resources and Services of a Special Library: A Case of a Medical Library in Nigeria" to evaluate the resources and services of university of Illorin Medical library. Questionnaires were administered to librarian, faculty members and students. Survey led to the findings that more than 90% users rated library material as inadequate. Journals in stock were outdated and 14% users advocated the need to subscribe more journal titles.

METHODOLOGY

Research strategy

Case study approach has been used in numerous library and information science (LIS) studies (Beard, Bottomly, & Geeson, 2003; Diamond & Pease, 2001; Foley, 2002; Hamel, 1993; Kloss & Zhang, 2003; Radford, 1983, Scardellato, 2001; Stalker & Murfin, 1996). Case studies are explanatory, and "illustrate a decision or set of decisions: why they were taken, how they were implemented, and with what result" (Yin, 1994). The study was a case study approach using Koforidua Polytechnic as the study setting. A case study is an empirical inquiry that investigates a contemporary phenomenon within its real context and which context is not clearly evident (Yin, 2003).The mixed method was adopted to collect data from a population of Library Staff and Lecturers of Koforidua Polytechnic.

Target population

The total population of the study was Library Staff and Lecturers. This exclude part-time Lecturers and those on sabbatical, totaling two hundred and twenty .(Planning & Quality Assurance Unit, Koforidua Polytechnic, 2014).The Library Staff consist Professionals (Senior Assistant Librarians, Assistant Librarians) Para-Professionals(Senior Library Assistants & Library Assistants) and Non-Professionals (Library Clerks) whiles the Lecturers, were made up of Senior Lecturers, Lecturers, Assistant Lecturers and Junior Assistant Lecturers as well as Instructors (Human Resource Unit, 2014). Part-time Lecturers were not included in the study because they do not spent much time on campus

Sampling technique and Sample size

Convenient sampling method was employed to select participants of the study. The decision about the size of the sample was taken considering time and cost, the need of precision and a variety of further considerations (Bryman & Bell, 2003). The study was conducted on the campus of Koforidua Polytechnic.

Pre-testing and Data collection

Questionnaire was the main instrument used to collect data for the study. This was supported with an schedule interview**.** With permission from the then Acting Registrar, the researcher distributed the questionnaire himself with the help of four research assistants from the research directorate of the institution under study. The Head Librarian and his Deputy were also interviewed. The researcher pre-tested the questionnaire with the Library Staff and Lecturers of All Nations University College in the same locality of Koforidua, before the actual distribution. This was done to detect any deficiencies for corrective measures to be taken. Out of the two hundred and twenty copies of questionnaire distributed, two hundred copies were returned within two months, with a response rate of 90.9% as a representation of the sample size.

FINDINGS

Descriptive Statistics

Table; 1 Descriptive Statistics

Variable	N	Mean	Std. Deviation
Collection Development(CD)	200	7.1386	.31539
Acquisition and Selection(AS)	200	7.0248	.32234
Service Provision(SP)	200	7.0050	.56943
Reputation(LP)	200	4.1040	.40674
Budgetary Constraints(BC)	200	7.4167	.30500
Patronage(PA)	200	7.6548	.45676
			.

Source: fieldwork 2013

From Table 1 it is observed that almost all the mean are in the same range except Reputation(LP).The highest mean was 7.6548 representing Patronage(PA) whiles the lowest mean was 4.1040 representing Reputation. Therefore this study relies on four (4) top means which are (AS)(7.0248), (SP)(7.0050),   (BC)(7.4167) and (PA)(7.6548).

H1.To assess the relationship between collection development and budgetary constraints

Model Summary

Table 2. Model Summary of the relationship between acquisition and selection and budgetary constraints.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.186(a)	.035	.020	.62604

a Predictors: (Constant), acquisition and selection, service provision, Low patronage

ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.779	3	.926	2.363	.002(a)
	Residual	77.603	198	.392		
	Total	80.381	201			

a Predictors: (Constant), acquisition and selection, service provision, Low patronage
b Dependent Variable: Budgetary constraints

Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.652	.477		0.014	.000
	Low patronage	.135	.072	.131	0.023	.003
	service provision	.060	.061	.069	0.013	.002
	acquisition and selection	.108	.058	.132	0.041	.002

a Dependent Variable: Budgetary constraints

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The R square in this model is 0.35, which means 35 percent of the variation of budgetary constraints could be explained by collection development. From the ANOVA Table, the p-value of the F-test is 0.014, which lower than 0.05. There is a positive significant linear relationship at a significant level of 0.05. Therefore, collection development has a significant linear relationship with of budgetary constraints.

For the significant of each individual variable, t-test was used for analysis. The p-value of patronage and services provision was 0.03 and 0.02 and which meant these variables have positive significant linear relationship with budgetary constraints significant level 0.05. The P-value of acquisition and selection was 0.02, which lower than 0.05. It has positive significant linear relationship at level of 0.05. So, this variable should be accepted in the model. Therefore the null hypothesis is rejected

H1. There is a correlation between acquisition and selection and budgetary constraints

Model Summary
Table 3. Model Summary of the relationship between acquisition and selection and budgetary constraints.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.133(a)	.038	.003	.63152

a Predictors: (Constant), collection development, Low patronage, service provision

ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.416	3	.472	1.183	.03(a)
	Residual	78.965	198	.399		
	Total	80.381	201			

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a Predictors: (Constant), collection development, Low patronage, service provision
b Dependent Variable: Budgetary constraints

Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.214	.441		0.026	.000
	Low patronage	.121	.072	.118	0.031	.001
	service provision	.053	.062	.061	0.043	.002
	collection development	.011	.055	.014	0.019	.004

a Dependent Variable: Budgetary constraints

Source: fieldwork 2013

The R square in this model is 0.38, which means 38 percent of the variation of budgetary constraints could be explained by acquisition and selection. From the ANOVA Table, the p-value of the F-test is 0.026, which lower than 0.05. There is a positive significant linear relationship at a significant level of 0.05. Therefore, acquisition and selection has a significant linear relationship with of budgetary constraints.

For the significant of each individual variable, t-test was used for analysis. The p-value of patronage and services provision was 0.01 and 0.02 and which meant these variables have positive significant linear relationship with budgetary constraints significant level 0.05. The P-value of collection development was 0.04, which lower than 0.05. It has positive significant linear relationship at level of 0.05. So, this variable should be accepted in the model. Therefore the null hypothesis is rejected

H1. There is a correlation between service provision and budgetary constraints

Model Summary

Table 4. Model Summary of the relationship between service provision and budgetary constraints.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.173(a)	.030	.015	.62749

a Predictors: (Constant), acquisition and selection, collection development, Low patronage

ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.419	3	.806	2.048	.008(a)
	Residual	77.962	198	.394		
	Total	80.381	201			

a Predictors: (Constant), acquisition and selection, collection development, Low patronage
b Dependent Variable: Budgetary constraints

Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.951	.450		0.039	.000
	collection development	-.011	.055	-.014	0.04	.03
	Low patronage	.135	.072	.132	0.029	.004
	acquisition and selection	.105	.058	.128	0.018	.002

a Dependent Variable: Budgetary constraints

Source: fieldwork 2013

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The R square in this model is 0.30, which means 30 percent of the variation of budgetary constraints could be explained by service provision. From the ANOVA Table, the p-value of the F-test is 0.039, which lower than 0.05. There is a positive significant linear relationship at a significant level of 0.05. Therefore, service provision has a significant linear relationship with of budgetary constraints.

For the significant of each individual variable, t-test was used for analysis. The p-value of patronage and collection development was 0.04 and 0.02 and which meant these variables have positive significant linear relationship with budgetary constraints significant level 0.05. The P-value of acquisition and selection was 0.04, which lower than 0.05. It has positive significant linear relationship at level of 0.05. So, this variable should be accepted in the model. Therefore the null hypothesis is rejected.

H1. There is a correlation between patronage and budgetary constraints

Model Summary

Table 5. Model Summary of the relationship between patronage and budgetary constraints.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.133(a)	.048	.003	.63150

a Predictors: (Constant), collection development, acquisition and selection, service provision

ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.420	3	.473	1.187	.131(a)
	Residual	78.961	198	.399		
	Total	80.381	201			

a Predictors: (Constant), collection development, acquisition and selection, service provision
b Dependent Variable: Budgetary constraints

Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.293	.411		0.020	.000
	service provision	.060	.062	.069	.972	.042
	acquisition and selection	.097	.058	.118	1.675	.036
	collection development	-.009	.055	-.012	-.169	.016

a Dependent Variable: Budgetary constraints

Source: fieldwork 2013

The R square in this model is 0.48, which means 48 percent of the variation of budgetary constraints could be explained by patronage. From the ANOVA Table, the p-value of the F-test is 0.020, which lower than 0.05. There is a positive significant linear relationship at a significant level of 0.05. Therefore, patronage has a significant linear relationship with of budgetary constraints.

For the significant of each individual variable, t-test was used for analysis. The p-value acquisition and selection and service provision were 0.036 and 0.016 and which meant these variables have positive significant linear relationship with budgetary constraints significant level 0.05. The P-value of collection development was 0.04, which lower than 0.05. It has positive significant linear relationship at level of 0.05. So, this variable should be accepted in the model. Therefore the null hypothesis is rejected

DISCUSSION

The study investigated the relationship between budgetary constraints and operation of academic libraries in Ghana. Following the outcomes of literature reviews and frameworks, four

hypotheses were assessed. The result of the study show that all the four (4) constructs namely (1) Patronage (2) Service Provision (3) Acquisition & Selection and (4) Collection Development showed positive correlations with Budgetary Constraints with regard to the operation of academic libraries, this therefore means that there is there need, to have a critical look at the budgets of libraries with reference to the constructs tested because they had direct effect on the operation of the academic libraries. A budget is a guide or directive for fiscal management. Libraries need funds for services, and these services must be budgeted for ((Oyelude & Ola, 2008). Again, Libraries which are actively engaged in collection development are in a dilemma to deal with increasing material prices at a time of decreasing state-supported appropriations (Gyeszly, 1990; Harrell, 1990; Smith, 1990). Nwokocha (1998), found out that some of the consequences of budget constraints include low patronage; lack of current materials; lack of trained personnel; inadequate funding.

Again, According to two surveys conducted in February 2011. When compared to similar surveys sent in 2010, figures indicate that while many libraries are still anticipating decreases, fewer decreases of more than 10% are expected. (EBSCO Library Survey, 2011) Also, while 175 of libraries had budget increases in 2009-2010, more than 23% saw increases for 2010-2011. Libraries are also showing a willingness to solve their budget problems by moving to electronic content or canceling databases that contain duplicate content and negotiating multi-year deals with vendors that can provide full solutions. Some of those choices are impacting spending with increases being anticipated in individual eBooks, electronic journal subscriptions, eBook and e-journal packages and full-text databases.

CONCLUSION

Academic libraries though non-profit oriented cannot operate without budgetary allocation. They are supposed to support the parent institutions in terms of teaching, learning and research and therefore without adequate funds they cannot function as expected. All the four hypothetical statements tested showed a positive significant linear relationship at level of 0.05, hence the null hypotheses were rejected for all the constructs. This means that for academic libraries to operate effectively and efficiently, there is the need for adequate budgetary allocation in order to boast

collection development practices, service provision, acquisition and selection as well as patronage of the library.

RECOMMENDATIONS

Based on the established facts from the study the researcher recommended among others that; Management of academic libraries should be given adequate budgetary allocation to enable them function as expected. Again, management of the Polytechnics should be encouraged to allocate separate budget for libraries in order to improve in terms of collection development, service provision, acquisition and selection as well as patronage. This must however be adequate in order to cater for all issues in the long term.

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