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Table of Contents

Contents	Pages
Awareness and Utilisation of Online Public Access Catalogue for Information Access by Undergraduate Students in University Libraries in Gombe State, Nigeria **Apagu Liviticus, Dr. Monsurat Funmilola Mohammed & Dr. Aliyu Abdulkadir**	1-18
Environmental Scanning: An Exposition by Laz Otti Memorial Library Patrons, Babcok University, Nigeria **Kasa, M. Gabriel, Haliso, Yakob (PhD) and Danjifari Yahaya**	19-35
Availability of Reference Sources and Services in Selected Academic Libraries inNiger State, Nigeria. **Sadiku Khadiza Avosuahi Ozovehe, Prof. I. Innocent Ekoja, Adamu Mohammed Saba & Dr. Abu Yusuf**	36-45
Influence of Synchronous Instant Messaging on Academic Performance and Social Integration among Students of Ahmadu Bello University, Zaria. **Bukhari Badamasi**	46-60
A Qualitative Case Study of Mai-Shayi Joints (Tea Shops) as Social Spaces for SocialIntegration of Social Actors in Samaru Community, Kaduna State, Nigeria **Hayatu Musa Muhammad**	61-75
Competencies of Librarians: A Pivotal for Effective Service Delivery in University Librariesin Niger State Nigeria **Rita Otibhor Salam, Lami Akawu & Khadiza Avosuahi Ozovehe Sadiku**	76-87
Use of Subscribed Electronic Resources by Undergraduate Students in Kashim IbrahimLibrary, Zaria. **Gwari, W. Habiba, Kasa, M. Gabriel, & Ahmed, Musa**	88-99
Utilization of Theatre and Performing Arts in Generating and Diffusing Information Among Sabongari and Makarfi Areas, Kaduna State **Dr. Sani Murtala Ridwan, Abubakar Musa Mohammed and Muhammad Muhammad Ahmad**	100-112

ENVIRONMENTAL SCANNING: AN EXPOSITION BY LAZ OTTI MEMORIAL LIBRARY PATRONS, BABCOCK UNIVERSITY, NIGERIA

By

Kasa, M. Gabriel, Haliso, Yakob (PhD) and Danjifari Yahaya

Abstract

The paper investigated the exposition of LOML patrons using environmental scanning. The aim is to ascertain the benefits or otherwise for the inclusion of library patrons' suggestion as alluded by patrons during a preliminary discourse before decision making by LOML. A survey design and the use of closed ended; multiple choice questionnaire was used to elicit data from the LOML for the study. Data collected were analysed using SPSS IBM version 21. Descriptive and inferential test were used to analyse the data collected. Inferential test was performed at alpha level of 5%. The findings provided the felt needs of patrons (students) who indicated exclusion by the library as concerns. Recommendations made were in line with the study objectives to reposition the library to respond competitively, effectively and efficiently as anticipated by the different categories of students who availed themselves to the study.

Keywords: Academic Library, Babcock University, Competitive Intelligence, Environmental Scanning, External Environment

Introduction

Academic libraries are vital organs of tertiary institutions, they are saddled with the responsibilities of facilitation and support to actualize the goals of research, teaching, learning and community services in areas of information need. This type of library do so through deliberate information resource provisions and corresponding services, acquisition and organisation of information resources in line with the courses offered in the institution. These tasks are performed by library personnel who are responsible to faculty, students, non-teaching staff and the communities hosting the tertiary institution information needs. These personnel are also expected to carter for researchers and visitors from other institutions. However, the efforts expended by academic libraries seem to be affected by factors such as poor funding, inadequacies of material and human resources, and the soft and hardware technologies. These factors particularly funding have direct influences on the acquisition of quality and quantitative information resources, the procurement of information and communication technology gadgets, and employment of qualified personnel. These factors are

vital for the smooth operation of academic libraries, perhaps because they make the organ effective and efficient when in place.

Many academic libraries in developed and developing countries are struggling to retain and attract old and new patrons because of financial incapacitations. This is very likely to affect decision making by the leadership of the academic libraries who suffer most times in silence. Many who are not aware do not know that academic libraries as university organ perform parallel to desire of patrons because of the poor funding, cut and/or no budget and are unfortunately vulnerable to unsolicited and unsubscribe description by patrons. On another hand, academic libraries are compared with other information service providers that are increasing their solitude. The libraries without recourse to their needs satisfied are also expected to perform effectively and efficiency. What is worrisome is the insinuations of whether they are still needed seemed debatable. Leaking sour wounds and keeping quiet cannot solve the problems; academic libraries are now required to improvise ways to liaise with stakeholders to understand their plights. For instance, engaging patrons may change the narrative questioning the relevance of the library when with just the click of the button one can get just anything and anytime and anywhere (White, 2006, Babalhavaeji & Farhadpoor, 2012). Such provocation is perturbing because most academic libraries are unfairly treated and adjudge to be irresponsible.

Academic libraries not resting on their oases; they have accepted the challenges by improvising strategies that could guarantee understanding of the clients they provide services to; take seriously library environmental conditions, and what could be done in between to respond and include patrons in decision making processes. The tasks would be to attract and retain patrons as well; this thrust is to ensure that those preyed (victims) for using non-certified information can be redeemed. Perhaps the exposition of academic libraries status can also salvage the libraries from the challenges caused by finance, man power and technological gaps are bridged. Having some sorts of periodic sensitization and engagement could help the patrons reflect on the challenges and thereafter appreciate the efforts of academic library, management and the team in the library. What to anticipate could include; first, the academic libraries summon the courage to associate with its patrons and be patient till it is cordial. Using the registration platforms to acquire demographic information such as date of birth, graduation date, course admitted to study and areas of academic interest to be used. The intent is to personalize some services, send courtesy messages during birthdays and studentship anniversaries in an informal manner. The formal messaging

inclusions are strictly for subject alert services in terms of new arrivals, and/or content of areas of interest as indicated in the library registration form.

The library should also be aware that new intakes into the universities are largely young and active, inquisitive and technology savvy; therefore, prioritizing acquisition, operation and updating technologies at par is ideal. When that cannot be achieved, patrons generally should know. Therefore, academic libraries are encouraged to have policy on what resources are made available and accessible and in what formats. The awareness campaigns could include what the library is doing to ensure balance of its resources. Task that depends on input of patrons such as collection development could be constructed to appreciate participants and ways they can fast track the process of providing and satisfying their information needs.

Communication and feedbacks are vital tools for sensitizations and awareness of old and new patrons. In addition, strategies that are atoning to the dynamics of the environment should be included. One of such strategy is the adoption of competitive intelligence and its corresponding methodologies so that the academic libraries can be able to respond to the new knowledge and networks environments. These environments are complex, vague and changing by indistinct organizational boundaries (Ahmad, 2015; Amiri, Shirkavand, Chalak & Rezaeei, 2017). Shading light for considering competitive intelligence, Sharp (2009) extract some constructs and argued in support. For instance, the paper reported competitive intelligence as knowledge and foreknowledge of entire business environment that influences subsequent action. Wright, Eid and Fleisher (2009) opined that competitive intelligence is a process that involves the collection of information about competitors and competitive environment to be used in planning and decision making related to performance improvement. The advantages of competitive intelligence by Johns and Van Doren (2010) are at par with the intent of this paper and suitable because its target was service-oriented businesses. According to them, there are four main advantages of competitive intelligence in service-oriented business: (i) differentiation, (ii) preparation of integrated marketing communication plan, (iii) pre-sale of ideas to target audience, and (iv) creation of validity for the company. Environmental scanning is recommended for use.

Environmental scanning is a component of competitive intelligence. Environmental scanning facilitates the gathering of information and making proper and immediate decisions that reflect different opportunities and threats. When deliberately considered can help to improve services (Nenzhelele &

Pellissier, 2014; Pellissier & Nenzhelele, 2013). The academic library as a service providing institution, it is likely to be facing increasing competition from within and outside the environment. If care is not taken it may become difficult to keep a sustained competitive advantage. To appreciate the contribution of environmental scanning to academic library survival and effective service delivery, numerous concepts are considered. Environmental scanning could be defined as "the acquisition and use of information about events, trends, and relationships in an organization's external environment, the knowledge of which would assist management in planning the organization's future" (Choo, 2001a; p.1-2). This is consequential to every academic library setting that is in dare need of instituting deliberate actions devoid of biases and more of partnership, influence choice and decisions making.

Areas where environmental scanning can be apt include collection development, infrastructural buildups and effective service deliveries. Interestingly, environmental scanning processes are all embracing and therefore not disposed to any specific approach (modern or traditional). The traditional academic library services approach include sending of call notices to faculty/students or their representatives, independent resource sourcing, solicited perception of stock/service effectiveness. There are other ways which the library utilized captured data to assess itself, popular are through service ratings using evaluation forms at library customer services desk, reference service desk, or by using subject specialists within and outside the library. Some of the benefits of environmental scanning include developing effective responses, securing the library position in the future so that it is able to avoid surprises, identify threats and opportunities, gain competitive advantage, and improve long-term and short-term planning (Sutton, 1988). This could have direct influence on instituting patrons' oriented services that can arouse loyalty, pride, commitment, lobbying, and advocacy behalf of the library by its patrons when it matters most. Internalizing the role of environmental scanning, Laz Otti library of Babcock University which serve as case study was chosen because of its peculiarities. This comprise that the library is the first and leading Seventh Day Adventist University in Nigeria that inherited the 1959 Adventist College of West Africa (ACWA) (a theological institution) and poised to institute the Adventist philosophy of education (Anonymous, 2015).

The university has students admitted into undergraduate and postgraduate programmes. These students are from the African continent and outside. As an enabler, Laz Otti Memorial Library (LOML) formerly Adekunle Alalade Library is the main library; its subsidiaries comprised of: Education and Humanities

(E.A.H) Library, Science and Technology (S.A.T) Library, Law and Security Studies (L.S.S) Library and Babcock University Teaching Hospital (BUTH) Library (John, Eti & Ukangwa, 2015). The diverse studentship requires some extent of engagements by the library to respond to internal and external influences (Palmer & Bob, 2002). The choice of environmental scanning is its capability to facilitate technological, economic, subject and psychological enquiries. These are also some of the major factors and can determine competitive intelligence.

Statement of the Problem

Babcock University is one of the leading Seventh Day Adventist University in Nigeria and among the over 117 tertiary institutions belonging to the Seventh Day Adventist worldwide (Anonymous, 2015). Quality education in one of the Adventist University is not negotiable irrespective of its location, people or the evolving environment. In Babcock University, Laz Otti Memorial Library is the main library and overseeing other schools/departmental libraries (John, Eti & Ukangwa, 2015). The position of the library is very pertinent and investigating what efforts the library embarks upon to include the opinions and views of its students cannot be overemphasized. The emphases that are of interest to this study comprise responsive services, balanced collection, attraction and retaining capacity of the library of its patrons.

Tasks such as collation, processing, analysis and execution of what permeates in the scholarship maze of Babcock University makes the Laz Otti Memorial library pivotal. But, to what extent can the Laz Otti Memorial Library attain such fit with the exclusion of patrons? What times has decisions made to reflect the yearning from the patrons? These form the crux of the study.

Objectives of the Study

The study main objective is to investigate the Laz Otti Memorial Library, Babcock University as the library external environment to synchronize the perception of patrons towards contributing to the decision making processes of the library. The specific objectives are:

1. Determine the influence of external environmental scanning on the inclusion of Laz Otti Memorial Library patrons on decision making
2. Determine competitive response by Laz Otti Memorial Library personnel during information seeking
3. Ascertain appropriateness of using environmental scanning by Laz Otti Memorial Library to attracting and retaining patrons

Hypothesis

Ho_1: There is no significant benefit of consulting Laz Otti Memorial Library patrons and competitive response.

Ho_2: Appropriateness of environmental scanning do not significantly influence the benefits of consulting with patrons of Laz Otti Memorial Library before decision making.

Ho_3: External environment scanning benefits, competitive response and appropriateness of environmental scanning in combination do not significantly allude to the exposition by Laz Otti Memorial Library patrons.

Literature Review

Benefits of Environmental Scanning to Academic Library

Environmental scanning is any process undertaken and aimed at understanding of the causes and constituents of trending issues that need to be resolved. The process requires evaluating and monitoring business environment so that informed future decisions could be made (Amiri, Shirkavand, Chalak & Rezaeei., 2017; Choo, 1998, 2001b). This implies that environmental scanning is systematic in its approaches and enables collection, processing and analyses so that intelligence information is provided, and particularly to ascertain strengths, weaknesses, opportunity and threats. It is capable of salvaging an organization from ravaging problems as it is also underpinning the need to segments, engage and gather information that can be used to take informed decisions at the strategic and tactical planning levels.

The consciousness that competition will continue to resurge, libraries like the IT companies stand to benefit from environment because Wafy (2013) reported that 85% of respondents agreed that IT companies make environmental scanning to identify strength, weaknesses, opportunities and threats. The entire aim of conducting environmental scanning is to supply intelligence information from internal and/or external environments (Amiri *et al.*, 2017). For the library it should be such that revitalize library to be effective and efficient. This information must be complete and as accurate to reflect the true picture of the environment on which the library is functioning. It helps to minimize uncertainty associated with managerial decisions at hand. According to Choy (2007) models are needed to guide and to help with the incorporation of technologies, learning trends and perhaps the economics of information principles of commoditization of information. This when reflected upon could proffer new ways that could be implored to manage the human knowledge base, defining collections, internet and felt needs of patrons.

Considering where the library is now and where it plans to be in a specified period of years would depend on its capacity to provide the right collection which is still central to the work of librarians and among several key roles; others are providing access to information resources and corresponding services, pooling of resources, particularly local content are some of the best anticipated respond which environmental scanning can facilitate with gathering of information. The gathered information can then be made usable to speculate and with evidence change strategies and tactical plans when the need arises.

According to Babalhavaeji and Farhadpoor (2012), the benefit of external scanning is exposing the complexities in which the library operates and what must be done to ensure that the library's future survival and success in attained. Earlier, Bryson (1990) reported that changes in the external environment affects internal environment. Therefore, environmental scanning facilitate the acquisition of information that determine the focus of the library to its environment, image and effectiveness of services it provide (Choo, 1993). Scanning the environment is paramount to understand and adapt to environmental conditions (Ebrahim, 2000).

Competitive Response and effective service delivery in academic library

Competitive response according to Hitt *et al.* (2012) is a strategic or tactical action taken to counter the effect of a competitor's competitive action. Therefore, because customers are the core of any business they determine its survival and continue use (Alharthi, 2012). To take them for granted will be highly devastating; it is therefore logical to respond to them responsively by identifying and fulfilling these patrons' needs. In the library, services delivered adjudge their effectiveness. A common effectiveness parameter use is response time (Stalk & Hout, 1990), improved quality of service (Hill *et* al., 2014), adequacy and proper respond to patrons needs (Jayachandran *et* al., 2004). Suggestions by Cisco (2006) of the five ways of improving responsiveness to customers is adapt and stated thus: (i) libraries providing patrons with self-service, (ii) ensuring patrons have access, (iii) help patrons find the library, (iv) help patrons contact specialist/professional to resolve their information challenge, and (v) measure periodically patrons loyalty. This would results in loyalty (Hill & Jones, 2009; Amiri *et al.*, 2017). It suffices to say that competitive response can only be attained with innovation (White, 2006). This enable the creation of a valued service or products that impact on patrons' information needs.

Effective service is vital for the survival of every academic library and constitutes a key strategy to be able to provide distinctive products that are tailored to patrons demands (Hill & Jones, 2009) which must not be done in isolation of the

patrons no matter what good the intention is presume to offer. Competitive response emanates from gathered information which when analysed result in competitive intelligence which supplies knowledge and foreknowledge of the environment that is requiring action (Sharp, 2009). It is a process which barely depends on dynamic and competitive situations in business environment (Amiri *et al*., 2017). To be able to undertake such responsibilities the process must be deliberate so that the library can collect information about competitors and surrounding competitive environment to guide in planning and decision makings that relates to performance improvement (Wright, Eid & Fleisher, 2009). According to Bulley, Baku and Allan (2014), this process improves planning and decision making through the gained information from these environments. Jones & Van Doren (2010) presented four main advantages for competitive intelligence in service-oriented businesses: differentiation, preparation of integrated marketing communication plan, pre-sale of ideas to target audiences, and creation of validity for the company.

Ways Environmental scanning aids the attraction and retaining of library patrons

The world of library and information service provision is crowded and more competitive. There is no single path to environmental scanning, however White (2006) technologies the modern driver must be leveraged upon because it have broken all limitations attributable to geographical strength and physical opportunities; threat and weakness are easily noticed, and has opened up avenue for new information service providers with divergent goals. For instance some are for profit, this makes them very fierce competitor in the information marketplace where the library is also competing and with a philosophy for not for-fee/not for profit.

Worthy of note is that every environment has its peculiarity but what is common are the different types of competitors categorized according to mandates. Three categories of competitors are (i) visible competitor, (ii) the invisible competitor, and (iii) emerging competitor (White, 2006). The visible competitors compete for consumers of other competitors by providing resources and related information services. They are for profit and are online/electronic information providers. The invisible competitors compete for consumer's time; retracting them from getting committed to other competitors particularly the library. They are able to do so in four distinct activities: (i) social activities/option which engage family, recreational and entertainment spaces making it so distracting from the library. (ii) This competitors target educational/professional responsibilities and the options therein. Target include school and work requirements which makes

patronage to libraries less attractive, (iii) Cultural activities are also targeted particularly religious, community and ethnic activities and resources, finally, (iv) technological access are provided by these competitors by making them very affordable and spice with varieties of access to digital and electronic information that promote educational pursuits.

There is no denying the fact that the stake for the library is very high, the challenge to attract and retain library patrons depends on efforts expended. Attitude and altitude must change to influence the three traditional strategies adopted in this state of dilemma faced by libraries today. Librarians cannot afford to ignore, give up and unaligned itself because as they ignore they can't add value and will continue to lack the ability to accept responsibilities that could liberate their clients from the claws of exploitation. Working from the inside out through engaging the library external environment on their information felt needs, effectiveness of services, disposition of personnel, and the welcoming accommodation of the library cannot be wished away looking at the mountainous challenges it has to claim on. These deliberate efforts will affect the tactical and strategic perspectives as well as the operational interfaces of the library.

The synchronization of the library to its environment could foster new approaches that could attract and retain their patrons, and also against the library competitors, perhaps as the library culture transforms itself into values in quality, proactive in action, attune to flexibility in response, applying intellectual innovation and taking risk by constantly engaging with its patrons with poor or very low budgets. That is the best ways that the library assures possibilities instead of reactions, share awareness, re-affirm patrons – a reason to come to the library, thrust activities that attract new collaborations and resources providers and build loyalty so that patrons do not see self as a follower but a partner.

Research Methodology

The survey research design was adopted to respond appropriately to the dispersed subjects. These reasons corroborate with the submission of Ibrahim (2013). A sample population of 132 patrons were randomly selected as they use the Laz Otti's Memorial Library, Babcock University, Ilishan-Remo, Ogun State, Nigeria. These patrons are the undergraduates and postgraduate students only who filled administered close ended questionnaire. The approval was gotten from the University librarian's office. The instrument administered was to elicit information on the necessity of environmental scanning from perspectives of the patrons and what that could influence effective, efficient and responsive service delivery. The instrument administered has a response rate of 100% and consisted

of 19 measurable items that were divided into the following: demographic questions (3 items), (ii) benefits of environmental scanning (5 items); competitive response by leveraging on environmental scanning (4 items), (iv) appropriateness of environmental scanning (6 items), and exposition of library patrons seek their allusion of what their inclusion contribute to the library's decision making (1 item). The content validity and internal consistency of questionnaire was confirmed by a methodologist who confirmed the convergent and divergent validity. Data collected were analysed using descriptive statistics (frequency counts and percentage distributions) and inferentially (linear and multiple regression analyses). Hypotheses test were done at 0.05% level of significance.

Data Analysis

Environmental scanning requires tools possessing analytical characteristics for its effective execution. The analytical tool used for achieving environmental scanning is SWOT (strength, weakness, opportunity and threats) (De Wit & Meyer, 2010). However, the external environment of Laz Otti Memorial Library's was assessed on suggestive bases (exposition). According to Fleisher and Bensoussan (2003), De Wit and Meyer (2010), the external assessment involve investigating the dynamics and structure of the environment surrounding an enterprise, whereas, internal assessment analyzes an organization internal capacity, functions and processes that create and add value to system. The external factors of interest are only undergraduate and postgraduate students.

The choice of using SWOT analysis corroborated with a study on the opportunities and threats (Otieno, Namusonga & Mugambi, 2017). Conducting environmental scanning avails critical information that is reliable to determine the thrust of changes because it can be used to obtain information on economic, political, social and technological advances and challenges to proffer appropriate response and compete favourably.

Results

TABLE 1: Demographic distribution of respondents

Description	Frequency	Percentage
Gender		
Male	78	59.1
Female	54	40.9
Total	**132**	**100**
Age group		
15-18	24	18.2
19-22	24	18.2
23-26	30	22.7
27-30	6	4.5
31-33	30	22.7
34 and above	18	13.6
Total	**132**	100
Marital status		
Single	108	81.8
Married	24	18.2
Total	**132**	**100**

A sample size of 132 respondents availed themselves for the research. 59.1% (78) were males and (40.9%) females. Respondents between ages of 23 – 26 and those of 31 – 33 scored 22.7% (30) persons each. The least respondents were those between the ages of 27 – 30 years (4.5%). Marital status was dominated by unmarried (81.8%).

Hypotheses Tests

Ho_1: There is no significant benefit of consulting with LOML patrons on competitive response

TABLE 2: Test of benefits of consulting with LOML patrons on competitive response

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std, Error	Beta		
(Constant)	.660	.058		11.336	.000
What are the benefits of consulting with the external environment of Laz Otti Memorial library?	.788	.023	.906	34.488	.000

a. Dependent Variable: In what ways could the library competitively response to patrons as it leverage on environmental scanning?

b. $R^2 = .820$

The hypothesis test revealed the regression of benefits of consulting with LOML patrons on competitive response. The coefficient of determination (R^2) is 0.820. It shows that 82% of the variation of the appropriateness of environmental

scanning is influenced by the benefits of consulting with LOML patrons. The remaining 18% unexplained variation is due to other variations outside the regression model. The result is high, the p value of 0.00 is less than the 0.05 alpha level which implying by the rule that when the p-value is less than the alpha value, the null hypothesis is rejected. This implied that LOML should prioritize its efforts to consult with the library patrons because of the benefits which the library can leverage on to improve responsive service and possess balance collections needed to attract and retain the library patrons. The 82% variation attested to this claim against 18% which were unexplained variation.

Ho_2: Appropriateness of environmental scanning do not significantly influence the benefits of consulting with LOML patrons before decision making

TABLE 3: Test of appropriateness of environmental scanning on benefits of consulting with LOML patrons before decision making

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.204	.063		3.240	.001
What are the benefits of consulting with the external environment of Laz Otti Memorial library?	1.243	.022	.957	56.110	.000

a. a. Dependent Variable: In what ways could engaging the external environment of Laz Otti's library attract and retain patrons?

b. $R^2 = .917$

The coefficient of determination (R^2) is 0.917. It shows that 92% of the variation of the appropriateness of environmental scanning is influenced by the benefits of consulting with LOML patrons. The remaining 8% unexplained variation is due to other variations outside the regression model. This shows that utilization of environmental scanning as tool can facilitate the desired inclusion of patrons in such a manner that is systematic and logical.

Ho_3: External environmental scanning, competitive response, appropriateness of environmental scanning in combination do not significantly allude to the exposition by LOML patrons

TABLE 4: Test of combination of external environmental scanning, competitive response, appropriateness of environmental scanning on allusion exposed by LOML patrons

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.218	.139		8.744	.000
What are the benefits of consulting with the external environment of Laz Otti's library?	.069	.153	.063	.448	.655
In what ways could the library competitively response to patrons as it leverage on environmental scanning?	.054	.133	.069	.404	.687
In what ways could engaging the external environment of Laz Otti's library attract and retain patrons?	-.101	.132	-.163	-.762	.448

a. Dependent Variable: Do you allude to the inclusion of patrons opinions as necessary before decision making by management of Laz Otti's Library?

b. $R^2 = .006$

The coefficient of regression (R^2) is given as 0.006 or 0.6% implying that the three variables in combination (external environmental scanning, competitive responses and appropriateness of environmental scanning) alluded that the exposition of LOML patrons is low. As only 0.6% caused the change alluded by patrons, while the remaining 99.4% unexplained variation could be caused by not factoring patrons in the design synthesis, structure and administration of services that can make LOML responsive, have balance collection that can attract and retain the library patrons. This is revealed as the other variables outside the regression model.

Findings

The patrons are conscious of the activities and contributions of the LOML on their education pursuit and worried that the library pays little or no attention to their plight. They reported that their felt information and service needs have not reflect such needs communicated o the library; they therefore felt excluded. They are not aware of any deliberate environmental scanning activities embarked by LOML to seek their opinion on matters that affect them. They alluded that, environmental scanning when introduced submissively could cause great change. They were also optimistic address and resolve some of the bureaucratic setbacks stopping them from making formal suggestions. They nevertheless make informal submissions. The result is further expressed by the combined test results.

Conclusion

LOML may lose patrons when situations are left this way to other subsidiaries such as the Ellen G. White Heritage Centre. Failing to include patrons' information and services felt needs in the affairs that affected them directly is disturbing. Therefore, LOML can exploit the opportunities provided by its patrons to assess, evaluate, take strategic and tactical decisions from the pooled data.

Recommendations

The focus of the paper is on investigating the exposition of LOML patrons using environmental scanning, a methodology of competitive intelligence to appraise the inclusion of patrons in decisions made by the management of the library. The following recommendations are made:

1. The LOML stand at a vintage position to improve its services and stock when it utilize the contributions of its external environment particularly the students. This could also facilitated the right decision making; decisions based on addressing the information and service felt needs and not speculated needs.
2. The introduction of services and/or acquisition of library stock can be prioritized in response to the information needs of patrons. Awareness campaigns intensifications to popularize services and resources of LOML will bridge the gap caused by ignorance. Therefore, bringing together of stakeholders is a step in the right direction.
3. When library patrons are excluded, the tendencies to move elsewhere becomes an alternative. LOML cannot afford to allow that to happen because of the academic culture of the Adventist aim of education which frown at available spurious information, ill-organisation and the danger that such information disposes. The library commitment to remain resolute, guide and direct remains a prioritized objective.

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