



Electronic Change in University Libraries: role of Tehnologies in J&K

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Abstract

Conversion is essential activity for library's, as library is a growing organism and hence to manage it, is a vital and tedious task. In this paper I want to suggest a mechanism to change management which can focus that change management was relevant not only in the initial phase, but also in the developing phase of the library's spiral cycle and is a continuous process. The ultimate goal of this work is to promote a better understanding of the process of Change Management in libraries. Research paper describes the management of technological change with in the staff of libraries of Jammu & Kashmir State Universities. It describes how much placate staff is with the technology, digitization and how much they resist change and reasons for their resistance including their perceptions for uncertainty. It also describes librarians' role and strategies adopted by them to manage technological change and digitization. It further describes the role of communication in managing technological change and digitization. Exchange of ideas, thoughts, opinions, etc. can be regarded as an effective tool in digitized environment to lead staff and change proficiently and successfully. In the knowledge society change is the only constant thing and it is inevitable. Information Communication Technologies have brought sea changes in the field of information sharing, retrieval and dissemination.

Keywords: University Libraries, Management, Web Technologies, Digital

1. Introduction

In this Digital era the relevance of change can not be ignored. Today each and every field is highly influenced by the technology and its tools. Technology and innovations has revolutionized the way we operate our daily activities. Man-machine interactions has also changed the way information is stored, organized, retrieved, packaged, compiled, structured, disseminated and accessed. Libraries of Higher educational institutes are also facing the same challenges with the rapid advancement in ICT and its tools. The management of these enormous changes requires library managers and staff to be flexible and competent enough in developing, adapting and adopting new skills and competencies to manage these changes successfully. It is necessary to grow and succeed in future to meet the demands of the technology dependent society which ultimately facilitate Indian Society to be recognized as Knowledge Society.

Librarians or Library managers have to better understand technology, change and innovation to lead staff and manage change successfully in libraries of institutes of higher learning including State Universities of Jammu & Kashmir. Staff of these libraries must also learn to manage all library concerning and information handling activities successfully using modern equipments. All these require proper planning, awareness and knowledge of change by both. This Change is indisputably constant and inevitable and therefore it requires the same constant and inevitable life long learning skills. Librarian can play a imperative role here by making staff aware of these changes timely through proper channels of communication. Effective and timely interactions and communication of these changes is necessary here. Staff also needs to be patient listeners and develop life long learning habits to cope with these changes. According to Linda (2004) emerging skills in the electronic information environment are communication, negotiation and collaboration, with information professionals being called upon to teach new skills.

2. Managing and Communicating Change effectively

The term 'Communication' has been derived from the Latin word 'communis' which means 'common'. Thus 'to communicate' means 'to make common' or 'to make known'. The communication is the process of communicating thoughts, ideas, and views from one person to the other persons. This is done to influence the other party's thoughts, views and ways so that the other party may know, understand and act accordingly. It is to develop understanding between two or more person or groups. The exchange of thoughts, views and ideas can be had by gestures, signs, signals, speech or writing.

A Librarian being a leader or manager of the library must develop the ability to speak clearly, expressively and effectively so that he can communicate his ideas, thoughts, views and commands to library staff for the execution of plans to produce better results and services. Staff must be well aware of changing patterns of information services, products and equipments (such as RFID, library management/open source software, institutional repositories, Open Access archives, consortium collaborations, cloud computing, multi-tasking portable equipments, social networking's etc.) available, how they function, and the benefits of these resources to different groups of users. Here, communication plays an important role in removing doubts and uncertainties developing among staff due to fear of unknown leading to uncertainties.

"Effective communication involves receiving and acting on information as well as sending it. In addition to responding to users, it is equally important to receive and act on internal information as library staff often receive front-line responses and other internal staff, such as fund holders, responds from their viewpoints. Thus, the establishment of an effective communications network is vital." (Linda, 2004)

According to Kurt Lewin, an issue is held in balance by the interaction of two opposing sets of forces. This involves analyzing the two types of forces, driving forces (those seeking to promote change) and restraining forces (those attempting to maintain the status quo) that influence any proposed change and then assessing how best overcome resistance. Lewin viewed that a dynamic balance ("Equilibrium") of forces working in opposite directions. In order for any change to occur, the driving forces must exceed the restraining forces, thus shifting the equilibrium. (Kurt, 2010)

3. Significance and Need of the Study

Change is diffusing all over due to swift technological innovations. These fast-paced technological changes have forced librarians to play the role of a good leader and effective communicator to implement and manage change successfully. He needs to communicate change effectively to staff to win their timely support and favour. He has to communicate them what, why and how of change to involve them to actively participate in Change Processes. Hence this study has been carried out among the libraries of State Universities of Jammu & Kashmir (excluding deemed, Central Universities located in J & K) to know how librarian and staff communicate, adapt and manage changes together.

4. Objectives

- To know the level of technology awareness among staff and how much they collaborate while implementation of changes.
- To know how much staff support and contribute actively in managing technological changes.
- To know how much staff resist changes and reasons of their resistance.
- To know how much librarians plan technological changes well in advance and how much staff's opinion is considered by them to implement changes.

5. Research Methodology

A total of 80 pre-structured questionnaires were distributed personally by the authors among the Librarians and professional staff of the library only. The Jammu & Kashmir State Universities undertaken for the study are University of Kashmir (UoK), University of Jammu (UoJ), Shri Mata Vaishno Devi University, Katra, Baba Ghulam Shah Badshah University, Rajouri (BGSBU), Sher-e-Kashmir University of Science and Technology-Jammu (SKAUST-J), Sher-e- Kashmir University of

Science and Technology-Kashmir (SKAUST-K). The information was collected from the filled up questionnaires as well as personal observations by the authors.

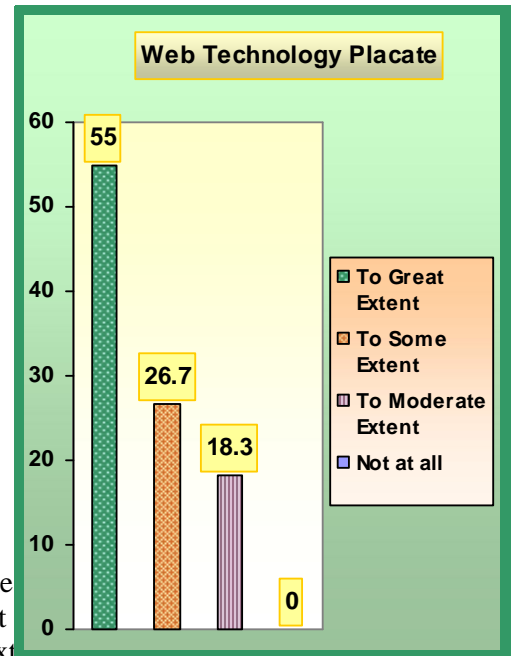
6. Data Analysis

After receiving all the filled questionnaire, data was analysed, tabulated and graphs are given to reveal a clear picture. Out of 80 staff only 60 responds positively. Thus the total response rate is 75%.

6.1 Web Technology Placate

Table A

Name of Universities	Technology Placate			Not at All	Total
	To Great Extent	To Some Extent	To Moderate Extent		
UoK	11	0	4	0	15
UoJ	6	3	6	0	15
SMVDU	5	4	1	0	10
BGSBU	2	0	0	0	2
SKAUST-J	4	2	0	0	6
SKAUST-K	5	7	0	0	12
Total	33	16	11	0	60
%age	55	26.7	18.3	0	100



In Table A, When staff is asked how much comfortable innovations then majority (55 %) of the respondents says that with technological innovations, followed by 26.7 % to some extent.

6.2 Consideration of Staff Opinion

Table 1

Name of Universities	Opinion Considered		Total
	No	Yes	
UoK	10	5	15
UoJ	6	9	15
SMVDU	7	3	10
BGSBU	0	2	2
SKAUST-J	0	6	6
SKAUST-K	1	11	12
Total	24	36	60
%age	40	60	100

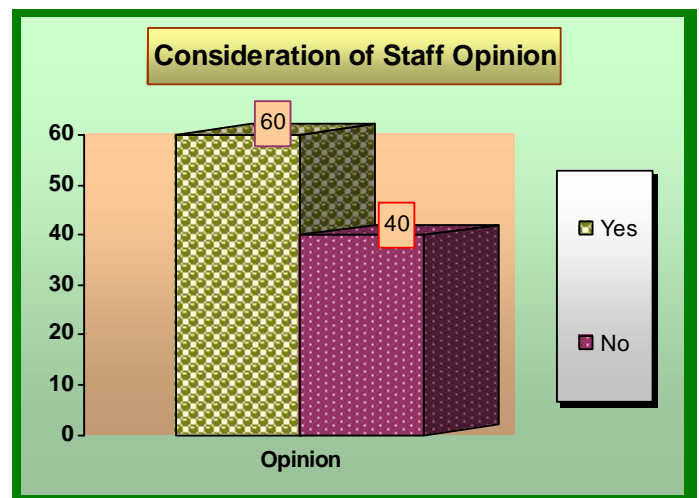
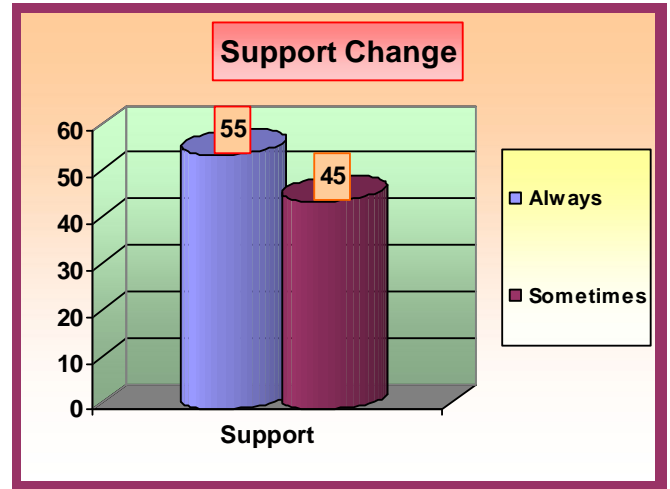


Table 1 shows that when staff is asked about how much their opinion is considered before or while enacting change then out of 60 respondents, 36 (60%) says that their opinion is considered before/while implementing change where as 24 (40%) says they are not considered.

6.3 Support Technological Change

Table 2

Name of Universities	Support Technological Change		Total
	Always	Sometimes	
UoK	8	7	15
UoJ	7	8	15
SMVDU	5	5	10
BGSBU	1	1	2
SKAUST-J	0	6	6
SKAUST-K	12	0	12
Total	33	27	60
%age	55	45	100



In **Table 2** when staff is asked about their attitude towards technological changes and how much they are in favor of these changes then out of 60 respondents, majority (55%) of the respondents says they always favor whereas others(45%) says they favor sometimes.

6.4 Active Collaboration of Staff

Table 3

Name of Universities	Active Collaboration				Total
	To a Great Extent	To Some Extent	To a Moderate Extent	Not at All	
UoK	10	4	1	0	15
UoJ	2	6	0	7	15
SMVDU	4	3	1	2	10
BGSBU	1	1	0	0	2
SKAUST-J	0	6	0	0	6
SKAUST-K	8	3	1	0	12
Total	25	23	3	9	60
%age	41.7	38.3	5	15	100

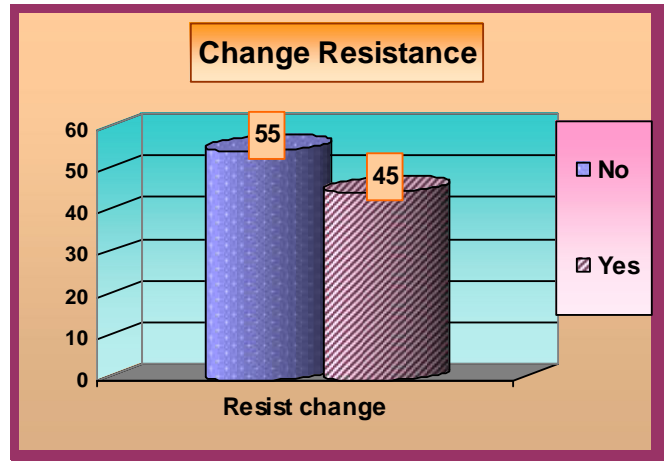


In **Table 3**, when staff is asked how actively they participate at the time of implementation of technological changes, majority (41.7 %) of the respondents says to a great extent, followed by 38.3% to some extent, 15% not at all and 5% to a moderate extent.

6.5 Resistance to Technological Change

Table 4

Name of Universities	Resist of Technological Change		Total
	No	Yes	
UoK	6	9	15
UoJ	6	9	15
SMVDU	7	3	10
BGSBU	0	2	2
SKAUST-J	6	0	6
SKAUST-K	8	4	12
Total	33	27	60
%age	55	45	100%

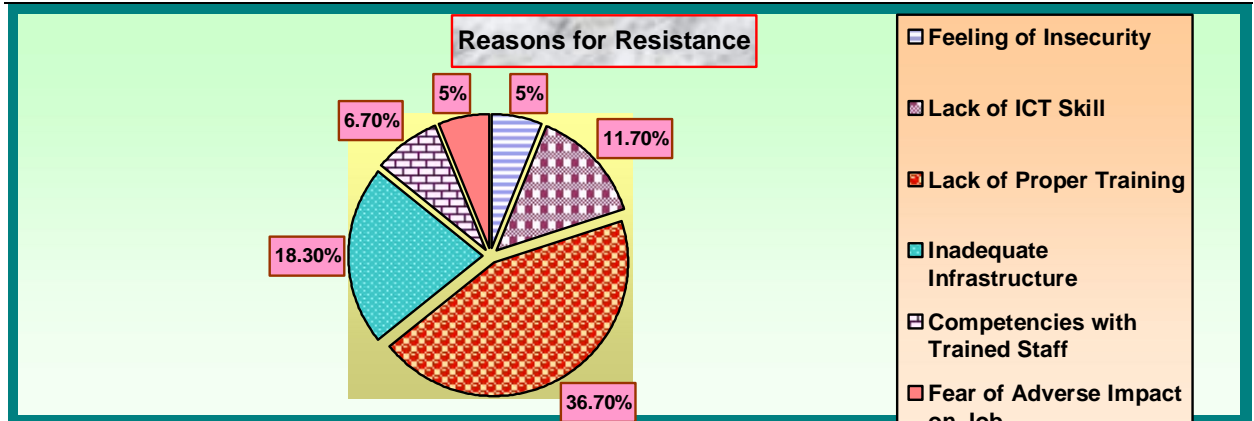


In **Table 4**, when staff is asked do they resist technological changes then 55% respondents has admitted of not resisting change, whereas 45 % says they resist.

6.6 Reasons for resisting technological change

Table 5

Name of Universities	Feeling of Insecurity		Lack of upgraded ICT Skills		Lack of Proper Training		Inadequate Infrastructure		Competencies with Trained staff		Uncertainty about adverse Impact on job	
	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes
UoK	15	0	12	3	9	6	14	1	14	1	15	0
UoJ	15	0	13	2	12	3	13	2	14	1	15	0
SMVDU	7	3	8	2	7	3	6	4	8	2	7	3
BGSBU	2	0	2	0	2	0	2	0	2	0	2	0
SKAUST-J	6	0	6	0	0	6	6	0	6	0	6	0
SKAUST-K	12	0	12	0	8	4	8	4	12	0	12	0
Total	57	3	53	7	38	22	49	11	56	4	57	3
%age (60)	95	5	88.3	11.7	63.3	36.7	81.7	18.3	93.3	6.7	95	5



In **Table 5**, when staff is asked about reasons behind their resistance to technological changes then majority (36.7%) of the respondents has told ‘Lack of proper training’ the main reason behind their resistance, followed by Inadequate Infrastructure 18.3%, lack of updated ICT Skill 11.7%, Competencies with already trained staff 6.7% and Feeling of insecurity & Fear of adverse impact on their job 5%.

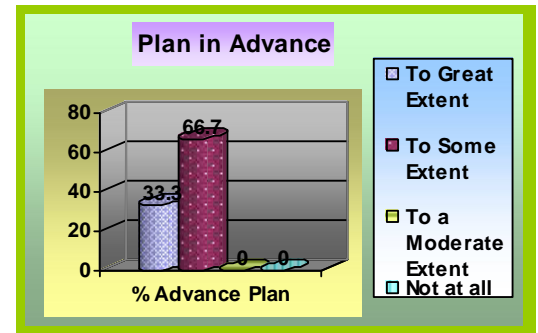
7. Librarians’ role

Librarian or Deputy/Assistant Librarian of each university was approached with a separate Questionnaire regarding how they implement change and what strategies and models they are using to enact technological change as a top level manager in the library in this Digital era.

7.1 Plan well in advance

Table 6

Strateg y	Plan well in advance				Total
	To great exten t	To some exten t	To Moderate exten t	a Not at all	
	2	4	0	0	6
%age	33.3 %	66.7%	0%	0%	100%

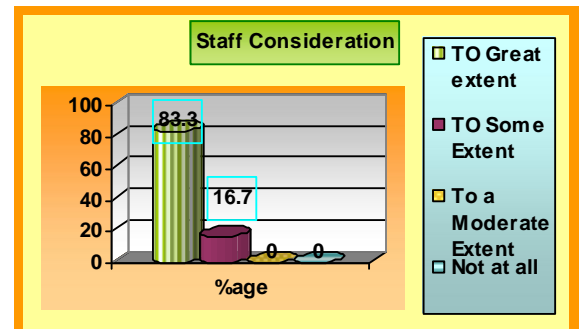


In **Table 6**, when librarians are asked whether they plan change well in advance for its successful implementation then majority of them i.e. 66.7% says to some extent, followed by 33.3% to great extent and 0% responds not at all.

7.2 Staff Consideration

Table 7

	Staff Considered Before Change				Total
	To great exten t	To some exten t	To Moderate exten t	a Not at all	
	5	1	0	0	6
%age	83.3%	16.7%	0%	0%	100 %



says they consider to a great extent and 16.7% says to some extent.

7.3 Change Management model used

Table 8

	Change management model used		Total
	Yes	No	
	1	5	6
%age	16.7%	83.3%	100 %

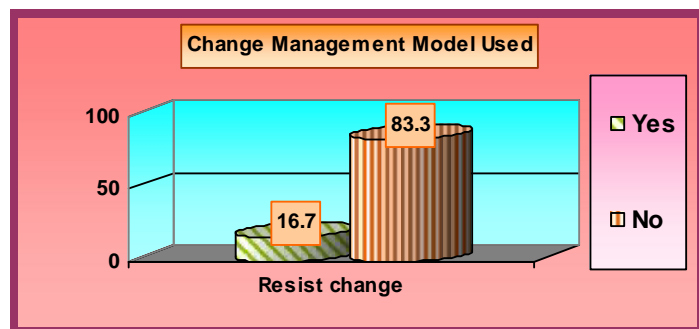


Table 8, shows that when librarians were asked, do they consider any change management model for implementing change then nobody says 'yes' except SKAUST-K.

Findings and Suggestions

- Technological placate, supporting technological change and non-resistance of change by library professionals coincide as 55 % respondents reply was affirmative. Inference drawn is that technological placate, supporting technological change and non-resistance are highly correlated and interdependent factors in the universities under study.
- Majority of the staff has admitted that they are comfortable with the technological innovations as it is the demand of today, so librarians need not to prepare them for change but they must win their support by communicating and involving them in change processes
- Majority of respondents from library staff has admitted that their opinion is considered before/while implementing change. Merely taking their opinions under consideration is not sufficient each staff member should be involve and trained for implementing changes.
- Majority of library staff says that they favour technological changes in their libraries as they understand that it is necessary to succeed and grow in future. So they must also develop updated ICT skills to handle these changes for their professional and personal growth.
- Despite of knowing that technological change is necessary 45 % respondents says that they resist change. Lack of proper training is emerged out as the major reason behind their resistance followed by Inadequate Infrastructure, lack of updated ICT Skill, Competencies with already trained staff and Feeling of insecurity & Fear of adverse impact on their job. So proper training must be provided with practical demonstration by providing adequate infrastructure to work. Librarians need to communicate effectively with staff about their doubts and fears regarding changes at regular intervals.
- Majority of the Librarians of these universities has said that they consider opinion of the staff before or while implement change. 83.3% respondents also admitted that they plan technological change well in advance before implementing it. 16.7 % says that they plan to some extent. Planning is the first step towards the successful completion of any project or processes. So each library manager should plan change and communicate it with the staff beforehand in a systematic manner to make them aware of what, why and how of change.
- Even though majority of the Librarians plans technological change well in advance before implementing it but no librarian is adopting any change management model for implementing technological change in their libraries except SKAUST-K. Librarians of these universities must consider and adopt change management model such as ADKAR model, Kurt Lewin's Three Stage Model etc. to understand change processes, strategies and methods for implementing change successfully.

- It is important for librarian to maintain good human relation with not only library user and also other staff of the library to win their support, favours and co-operation in implement technological change to run library efficiently and effectively. This not only helps him to understand the feelings of the library users and staff but also factors affecting resistance to technological change by the staff.

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