

Strategic Change Management By Medical College Library Professionals Of Karnataka: A Study.

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Abstract.

Managing change is challenging issue for librarians in present dynamic technological information world. In this research we tried to know how librarians accepting the change in library management what strategies they using for professional development, to overcome changes in external environment, survive in changing environment, how they are resisting change and becoming successful librarians. We found that medical college librarians didn't getting any support from their organisations for professional development, still they using all possible strategies to manage the change for a large extent. Our study is limited to 47 medical college libraries affiliated to Rajiv Gandhi University of Health Sciences.

Keywords: Strategic change management, Library Management, Library Professionals

1. Introduction.

Both external environment and internal environment factors causing a change in academic libraries. Managing change is essential for their survival and development to academic libraries. Due to drastic developments in information technology, information explosion, changing economy, education and learning environment created challenging environment for library professionals. To overcome this and prepare themselves for change management they should update themselves in every library management aspects. To achieve organizational goals change management must go side by side with academic libraries leadership.

2. Review of literature

Change described as "an empirical observation of difference in quality of state over time" by Van da Ven and Poole(1995). Farley, Broady-Preston and Hayward (1998) said that involvement of employees in decision making, providing a knowledge and effective training and management are essential in the process of change management. Tam, Lawrence W H and Robertson, Averil, C (2002) says development in IT, changing economy, changing educational and learning environment and changes in scholarly communications are main causes for changes happening in library environment. Siddiqui (2003) claims that the diversity and speed of information made available by technological advancements has forced academic libraries to adapt the new waysto provide services and run their operations.

According to Malhan (2006), due to globalization, growing competition in the field of higher education and external pressure of market forces universities are undergoing change to stay current and competitive in their areas of operation. Appleton, Stevenson and Boden (2011) highlighted academic libraries to become more adoptive to evolving demands of students and faculties, making a trends and benchmarking against comparative institution there is need accept change management. According to Ameen (2011), libraries have a risk of losing their status which is already-underappreciated if they failed to provide their communities with greater services than just gathering and arranging information resources. Shan, Sidra, and Shaheen, Maqsood A. (2013), found there is a dearth of knowledge about change management in Pakistani universities in their research, and the majority of them not at all emphasis on things like personal growth, starting new projects, forging consensus among stakeholders, and reducing resistance to change.

3. Objectives .

In this study an attempt has been made how medical college library professionals are accepting the changes taking place in the field of LIS and how they managing the change. The main objectives of the study are :

To identify strategies used by librarians of medical colleges to:

1. Their professional development.
2. Accept, overcome changes with external environment.
3. Adopt to survive in changing library environment.
4. Avoid resistance to change.
5. To be a leader, motivator and successful librarian

4. Scope and Limitation of the study.

The present study includes 47 Government and private medical colleges affiliated to RGUHS, Bengaluru, and all the Autonomous, Deemed and to be deemed medical colleges of Karnataka are excluded from our study.

5. Methodology

Data collection was conducted using the census method through a structured questionnaire, supported by interview method and discussions with librarians as needed. Data was collected by visiting all 47 medical college libraries personally. Respondents were asked to give rank as 5=To a very large extent, 4=To a large extent, 3=To a moderate extent, 2=To Some extent, 1=Not at all, in questionnaire for our questions. 108 questionnaire were distributed and 97 (89.81) was the response rate. SPSS(22.0) version is used to know the visibility of strategies. Mean is used to know the top strategies used in conflict management.

6. Analysis and Interpretation.

An attempt has been made to report and summarise the research data collected from the library professionals from medical colleges affiliated to RGUHS on strategic change management by medical college library professionals.

6.1 Demographic information.

Table-1: Age and experience of Library Staff

Group	Age of the Librarians				Experience of the Librarians						Additional Qualification other than MLISc		
	Less than 30	30 to 39	40 to 50	50 and above	1 to 4 years	5 to 9 years	10 to 14 years	15 to 19 years	20 to 24 years	Above 25 years	Ph.D	K-SET	M.Phil
N = 97	10 (10.3 0%)	22 (22.6 8%)	40 (41.2 3%)	25 (25.7 7%)	10 (10.3 0%)	11 (11.3 4%)	19 (19.5 8%)	24 (24.7 4%)	19 (19.5 8%)	14 (14.4 3%)	18 (18.5 5%)	4 (4.12 %)	11 (11.3 4%)

To know how library professionals can able to manage or cope up with the changing library environment in terms of technology, services, user education etc. it is necessary to look into the background of their age, experience, and qualification. These are the factors that tell us how they themselves can able to manage the changing library environment in multi direction.

Table 1 shows 67% respondents age is above 40 years and having good experience i.e. 58.76% librarians has more than 15 years of experience and apart from their master's degrees, only 34.02% respondents have additional higher qualifications. To maintain their existence in the growing competitive work environment it is must for librarians to prepare themselves to overcome changing environment for which their age, experience and additional qualification means a lot.

6.2 Strategies used for professional development of the staff to cope up change by organizations / institutions

Table-2: Strategies for Professional development

Strategies	5	4	3	2	1	Mean Value
Staff are sent on job training	14 (14.43)	9 (9.28)	3 (3.09)	26 (26.8)	45 (46.39)	2.19
Staff are sponsored for conference / seminars/ workshops	30 (30.93)	17 (17.53)	18 (18.56)	11 (11.34)	21 (21.65)	3.25
Staff are encouraged to go for higher studies	14 (14.43)	6 (6.19)	22 (22.68)	6 (6.19)	49 (50.52)	2.28
Staff are encouraged to go abroad	0	0	0	0	97	1.00

	(0.00)	(0.00)	(0.00)	(0.00)	(100.00)	
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1. 5=To a very large extent, 4=To a large extent, 3=To a moderate extent, 2=To Some extent, 1=Not at all organizations or institutions plays vital role in the professional development of their employees by encouraging them in multidirectional way. When we asked respondents how organization help them to cope up with changing work environment, table 2 explains that staffs are sent to conference, seminars and workshops for moderate extent with mean value of 3.25. To some extent staffs are encouraged for higher studies with mean value of 2.28 and sent them for job trainings scores 2.19 mean value, but no staff are encouraged to go abroad for further higher education, conferences, seminars or for trainings.

6.3 Strategies used for Management of external change by librarians.

Table-3: Strategies used to accept, overcome change with external environment

Strategies	5	4	3	2	1	Mean Value
Established good network with other libraries	42 (43.30)	28 (28.87)	12 (12.37)	15 (15.46)	0 (0.00)	4.00
Quick in sensing environment changes and responding	37 (38.14)	26 (26.80)	15 (15.46)	17 (17.53)	2 (2.06)	3.81
Try to learn new things quickly	31 (31.96)	44 (45.36)	10 (10.31)	10 (10.31)	2 (2.06)	3.95
Try to be entrepreneurial	37 (38.14)	22 (22.68)	21 (21.65)	17 (17.53)	0 (0.00)	3.81
Maintain contact with key persons and professionals outside	45 (46.39)	24 (24.74)	8 (8.25)	20 (20.62)	0 (0.00)	3.97
Extremely competitive	37 (38.14)	20 (20.62)	21 (21.65)	15 (15.46)	4 (4.12)	3.73
Development of cosmopolitan outlook	33 (34.02)	16 (16.49)	23 (23.71)	23 (23.71)	2 (2.06)	3.57

Table-3 indicates the strategies used to accept, overcome change with external environment. The data shows that established Good Network with other Libraries is the most prominent strategy (mean=4.00). This strategy is employed to a very large extent by 43.30% and to a large extent by 28.87% of respondents. Following closely is Maintain Contact with Key Persons and Professionals Outside, with a mean score of 3.97. This strategy is utilized to a very large extent by 46.39% of respondents and to a large extent by 24.74%. Further, Try to Learn New Things Quickly also scores highly, with a mean of 3.95. This approach is used to a very large extent by 31.96% and to a large extent by 45.36%, reflecting its importance in adapting to new challenges and opportunities efficiently.

The strategy of Quick in Sensing Environment Changes and Responding has a mean score of 3.81, with 38.14% of respondents indicating it is used to a very large extent and 26.80% to a large extent. Similarly, Try to Be Entrepreneurial has the same mean score, showing a strong inclination towards innovative and proactive behavior in response to changes. Extremely Competitive has a mean score of 3.73, with 38.14% using this strategy to a very large extent and 20.62% to a large extent. This highlights the importance of competitiveness in navigating external challenges, although it is slightly less emphasized compared to networking and learning.

Further, development of Cosmopolitan Outlook scores the lowest among the strategies, with a mean of 3.57. This approach is employed to a very large extent by 34.02% suggesting a moderate focus on the adaption to changes. Overall, the analysis indicates that building networks and maintaining key external contacts are the most effective strategies for adapting to external changes, while other strategies like rapid learning and entrepreneurial behavior also play crucial roles but with slightly less emphasis.

6.4 strategies used for Adopting for change

Table-4: Strategies used for adopt to survive in the present day changing libraries and information center environment

strategies	5	4	3	2	1	Mean Value
To be innovative and creative	21 (21.65)	39 (40.21)	21 (21.65)	16 (16.49)	0	3.67
To quickly adopt to changing environment	19 (19.59)	41 (42.27)	23 (23.71)	14 (14.43)	0	3.67
To redesigning the internal environment of library and information centers	28 (28.87)	39 (40.21)	23 (23.71)	7 (7.22)	0	3.90

To look at change as an opportunity rather than threat	19 (19.59)	36 (37.11)	28 (28.87)	14 (14.43)	0	3.61
To manage conflict effectively between conviction and change	23 (23.71)	37 (38.14)	20 (20.62)	17 (17.53)	3 (3.09)	3.71
To adopt to risk taking and marginalize mistakes of the staff	15 (15.46)	39 (40.21)	27 (27.83)	16 (16.49)	0	3.54
To encourage and support creative idea of subordinate/s	29 (29.90)	38 (39.18)	22 (22.68)	8 (8.24)	0	3.90
To reduce bureaucratic procedure to communicate and reinforce values and beliefs among the staff	28 (28.87)	39 (40.21)	24 (24.74)	6 (6.18)	0	3.91

“Survival of the fittest” is truly applicable in in modern competitive world, table 4 reveals that medical library professionals adopting all the 8 strategies to large extent for survive in changing environment with very low difference in their mean values and percentages. Reduce bureaucratic procedure to communicateand reinforce values and beliefs among the staff is has highest mean value of 3.91 and adopt to risk taking and marginalize mistakes of the staff is the lowest mean of 3.54 and quickly adopt to changing environment has highest percentage of 42.27 and look at change as an opportunity rather than threat with lowest percentage of 37.11 are the evident for above findings.

6.5 Strategies used to resist the change in LIS environment.

Table-5: Strategies do you use to avoid resistance to change

strategies	5	4	3	2	1	Mean Value
Encourage the staff to participate in plan and implementation of change	29 (29.90)	38 (39.18)	22 (22.68)	8 (8.24)	0	3.90
Provide opportunities to express their own ideas	29 (29.90)	38 (39.18)	22 (22.68)	8 (8.24)	0	3.90
Give room for continuous education programmes	17 (17.53)	37 (38.14)	29 (29.90)	14 (14.43)	0	3.58
Did not permit absenteeism, resignation, transfer and such other withdrawal symptoms	31 (31.96)	36 (37.11)	19 (19.59)	11 (11.34)	0	3.89

As a leader one should have the quality of futuristic thinking and assess the forthcoming challenges in profession to get success individually as well as institutionally. Table 5 reflects that medical college librarians almost for very large extent using strategies Encourage the staff to participate in plan and implementation of change, Provide opportunities to express their own ideas and did not permit absenteeism, resignation, transfer and such other withdrawal symptoms scoring mean values 3.90, 3.90 and 3.89 respectively and having 39.18%, 39.18% and 37.11%. Give room for continuous education programmes strategy used for large extent with mean od 3.58 shows library professionals have much focused to avoid resistance to change.

6.6 strategies used for personal and professional recognition.

Table – 6: Strategies used to be a leader / motivator / successful librarian

Strategies	5	4	3	2	1	Mean Value
Remained highly focused in work	54 (55.67)	29 (29.90)	4 (4.12)	10 (10.31)	0 (0.00)	4.31
Inspired subordinates	39 (40.21)	29 (29.9)	20 (20.62)	9 (9.28)	0 (0.00)	4.01
Maintained good relation with college management and principal for ever	61 (62.89)	22 (22.68)	10 (10.31)	4 (4.12)	0 (0.00)	4.44
Maintain punctuality, timeliness and discipline	63 (64.95)	23 (23.71)	7 (7.22)	4 (4.12)	0 (0.00)	4.49
Effective handling of aggression and frustration	44 (45.36)	24 (24.74)	24 (24.74)	5 (5.15)	0 (0.00)	4.10
Always believed in productivity and showing results	51 (52.58)	24 (24.74)	13 (13.40)	9 (9.28)	0 (0.00)	4.21
Delegating work to subordinates	43 (44.33)	21 (21.65)	12 (12.37)	21 (21.65)	0 (0.00)	3.89
Neither be very lenient nor very strict	36 (37.11)	36 (37.11)	20 (20.62)	5 (5.15)	0 (0.00)	4.06

Using disciplinary procedure in handling the staff	38 (39.18)	23 (23.71)	9 (9.28)	4 (4.12)	23 (23.71)	3.51
Having team management and team building skills	46 (47.42)	33 (34.02)	5 (5.15)	13 (13.4)	0 (0.00)	4.15
Be democratic in approach	36 (37.11)	25 (25.77)	14 (14.43)	22 (22.68)	0 (0.00)	3.77
Highly objective and less critical	45 (46.39)	24 (24.74)	19 (19.59)	9 (9.28)	0 (0.00)	4.08
Friendly but task oriented	37 (38.14)	40 (41.24)	20 (20.62)	0 (0)	0 (0.00)	4.18
Influential but less judgmental	17 (17.53)	54 (55.67)	24 (24.74)	2 (2.06)	0 (0.00)	3.89
Least interested in social and community activities	23 (23.71)	31 (31.96)	25 (25.77)	14 (14.43)	4 (4.12)	3.57
Have good media and public relations	18 (18.56)	43 (44.33)	7 (7.22)	19 (19.59)	10 (10.31)	3.41
Develop the capacity of partnership building and networking	14 (14.43)	38 (39.18)	31 (31.96)	10 (10.31)	4 (4.12)	3.49
Developed advocacy and lobbying	15 (15.46)	36 (37.11)	15 (15.46)	23 (23.71)	8 (8.25)	3.28
Learnt negotiating strategies	41 (42.27)	32 (32.99)	13 (13.40)	7 (7.22)	4 (4.12)	4.02

Table - 6 depicts the strategies employed to be an effective leader, motivator, and successful librarian highlight various approaches with varying levels of emphasis. The strategy Maintain Punctuality, Timeliness, and Discipline is the most emphasized, with the highest mean score of 4.49. This approach is adopted to a very large extent by 64.95% and to a large extent by 23.71% of respondents, underscoring its critical role in leadership effectiveness and personal accountability. It is followed by maintained Good Relations with College Management and Principal Forever, with a mean score of 4.44. This strategy is used to a very large extent by 62.89% and to a large extent by 22.68%, highlighting the importance of fostering long-term, supportive relationships with key stakeholders.

Remained Highly Focused in Work also scores highly, with a mean of 4.31. This strategy is crucial for leadership effectiveness, with 55.67% of respondents indicating it is used to a very large extent. Further analysis shows that Always Believed in Productivity and Showing Results and Having Team Management and Team Building Skills both reflect strong leadership qualities. They score means of 4.21 and 4.15, respectively. The former is used to a very large extent by 55.67% and the latter by 47.42%, indicating a strong emphasis on achieving results and effective team management. Learnt Negotiating Strategies scores a mean of 4.02, with 42.27% using this approach to a very large extent and 32.99% to a large extent.

Friendly but Task Oriented, Effective Handling of Aggression, Highly Objective and Less Critical, and Frustration and Inspired Subordinates also rank highly with means of 4.18, 4.10, 4.08 and 4.01, respectively. These strategies highlight the importance of motivating and managing emotional responses within the team. Overall, the analysis shows that maintaining discipline, building strong relationships, and focusing on productivity are the most crucial strategies for leadership and success in a librarian role, while other strategies, though important, are less central.

7. Findings

1. Medical college librarians dint have much support from their organizations for professional development. Medical college professionals using all 7 strategies for large extent to accept, overcome change with external environment. To large extent all respondents are focusing on adopt them to changing library environment. All possible strategies are applied by respondents to almost very large extent to avoid resistance to change. Over all to very large extent all strategies are employed by medical college library professionals to be a leader, motivator and successful librarian.

8. Conclusion

Management of change in present library is very challenging for medical college library professionals. Though they are not getting much support from their organizations, they are highly focused on prepare themselves to accept changes taking place in the field and applying all possible strategies for large extent to manage change.

9. References

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