A Study of Change Management on Digital Resource Sharing and Networking of Tamil Nadu Law Institution Libraries

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Abstract:
The librarians have been coming across a sea of changes and fast developments in their profession. The library field is growing more dynamic day by day, and poses number of challenges, which have to be taken into their stride by acquiring skills of modern technology. The major aim of this study is to evaluate to what extent the library staff of the Tamil Nadu Dr Ambedkar Law University and its eight Affiliated College libraries are willing to accept the change management strategies. Hypotheses are framed on the basis of the objectives of the study. The methodology involves collection of data from the library staff of the law university and its affiliated colleges. A questionnaire is being formulated to fulfill the objectives and to validate the hypotheses. The data will be analyzed using appropriate statistical tools and the findings will be registered.

Keywords: Change Management (CM), Strategies of CM, SWOT analysis, Library Automation, Digital library, Cloud Services etc,

1. Introduction

Libraries are unique organizations and they differ from other organizations due to their policies regarding offering free service. Though the academic institutions collect library fees they are considered as service oriented rather than revenue fetching departments. That is because they depend on the grants for their survival and they do not generate income for their own survival. The libraries play a vital role in the intellectual development of the users, but their significant role becomes ambiguous. The services rendered by the library staffs are generally taken for granted and lack of social recognition leads to complications. However the present day libraries are making great efforts to overcome all the pitfalls and bringing in a lot of changes. This article is based on a small survey to determine to what extent the library staff and users are willing to accept the change management strategies.

2. Change Management

Change management is a process which is implemented in a systematic manner to ensure significant changes for the improvement of the organization. It transforms the organization, procedures to better improved strategies which lead the whole staff to achieve the mission and vision.

Change management is important for the survival and emerging successfully in the modern knowledge thrust society. Society is moving fast, driven by highly competitive situation. Hence the users of the library expect instant information which suits their requirement exactly. Though the Internet is effective in providing instant information the relevance of the information for a particular purpose may not be suitable. Libraries should take up these opportunities to prove themselves and compete with the Internet. To achieve this adapting to change management is very important. Change management may pose certain problems. However, handling change management effectively will support the sustainability of the libraries and draw the attention of the society towards them.

3. Strategies of Change Management

The strategies of change management are explained in the form of a diagram.

Diagram

Mission
↑
Achieving the goal through change management
↑
Implementing the change management strategies smoothly
↑
Minimizing risks and removing blocks
↑
Formulating change strategies
↑
Laying down policies
↑
Survey
↑
SWOT Analysis

Figure 1

SWOT analysis helps to identify the Strength, Weakness, Opportunities and Threats of the libraries. The person who is responsible for change management must first make a SWOT analysis to identify these factors before venturing into change management.

Survey involves three types of survey which are essential to ascertain the feasibilities of implementing change management. User's survey will help to identify their specific intellectual requirements. Market survey will help to determine the resources available in the market and the financial capacity of the library to meet the expenses. And the survey of the staff will reveal their attitude towards change management which will ensure the smooth implementation of change management.

Laying down policies involves the efforts and cooperation of higher authorities and the staff which will be based on the feasibility of implementation of change management effectively.

Change management strategies depend on the existing situation of the library, which involves careful planning and formulating change strategies. It may be a process of completely revamping the existing practices or modification of some of the practices. It depends on the levels of changes to be adopted. The responsibility should be assigned to a separate team, which should control, supervise and implement the change management. The team should be able to identify the factors responsible for blocks and determine the smooth path to implement the change strategies. While doing so the risks involved should be taken care of and they should strive hard to remove or minimize the risk factors.

Implementing change management strategies must be done in very smooth and systematic manner so that no confusion is created among the staff or the users. The induction of the change strategies should not disturb the day to day routine and at the same time it should be evaluated to determine the extent of successful implementation.

The evaluation procedure should indicate to what extent it helps to achieve the mission, and the difference between the previous achievement of the overall goals and the goals achieved after implementing change management.

4. Need for this Study
Generally, when change management topic is discussed, there is always mention about the resistant of the staff for change management. This instigated the researchers to take up this topic and see whether the library staffs have a positive attitude or negative attitude towards change management if it is implemented in their libraries.

5. Objectives of this Study
- To make a survey of the attitude of the library staff towards change management. Concept.
- To study whether there is any relation between their attitude regarding change management and their designation, qualification, and years of working experience.
- To draw inference from the study and enumerated the findings.

6. Methodology
A short questionnaire consisting of twenty questions was designed and it was distributed among the library staff and users of Tamil Nadu Dr Ambedkar Law University library   and its affiliated college library. However it was possible to collect responses from only seventy one from these affiliated colleges and university. The data collected was tabulated and presented in tables, which are analyzed to draw inferences and findings. Chi-square was used to test the hypotheses formulated for this study.

7. Hypotheses

- H_0 There is no difference between the male and female staff in their opinion regarding the change management.
  H_1 There is a difference between the male and female staff in their opinion regarding the change management.
- H_0 The qualification of the staff and their opinion regarding change management are not related with each other.
  H_1 The qualification of the staff and their opinion regarding change management are related with each other.
- H_o The experience of the staff does not have any impact on their opinion regarding change management.
- H_1 The experience of the staff have an impact on their opinion regarding change management.
- H_0 There is no significant difference between the respondents of institutions and their opinion on change management.
- H_1 There is a significant difference between the respondents of institutions and their opinion on change management.
- H_0 There is no significant difference between the Type of respondents and their opinion on change management.
- H_1 There is a significant difference between the Type of respondents and their opinion on change management.

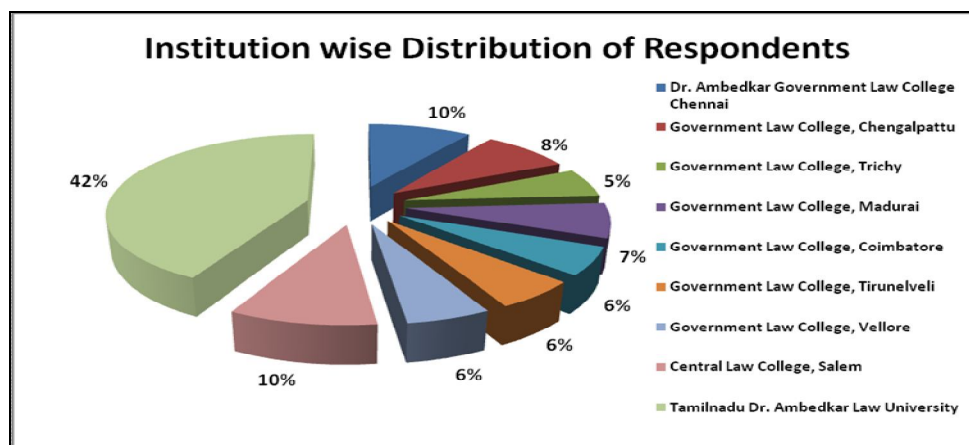| Institution wise Distribution of Respondents			
Sl. No.	Code	Description	Respondent Number
1	MLC	Dr. Ambedkar Government Law College Chennai	7
2	CLC	Government Law College, Chengalpattu	6
3	TLC	Government Law College, Trichy	4
4	MDLC	Government Law College, Madurai	5
5	CBLC	Government Law College, Coimbatore	4
6	TVLC	Government Law College, Tirunelveli	4
7	VLC	Government Law College, Vellore	4
8	CLCS	Central Law College, Salem	7
9	TNDALU	Tamilnadu Dr. Ambedkar Law University	30
		Total	71

Table 1

Chart 1

The above diagram represents the distribution of the respondents from various institutions. From the above diagram it is found that 42% of the respondents are from TNDALU, and 10% each from the MLC and CLCS,. Further 8% from CLC and 7% from MDLC and balance 6% each from the other affiliated institutions.

Respondent Type Vs Distribution of Respondents			
Sl. No.	Code	Description	Respondent Number
1	LS	Library Staff	16
2	TS	Faculty	19
3	ST	Student	36
		Total	71

Table 2

From the above table it is found that the 36 respondents are students and 19 respondents are faculties and balance 16 is library staff.
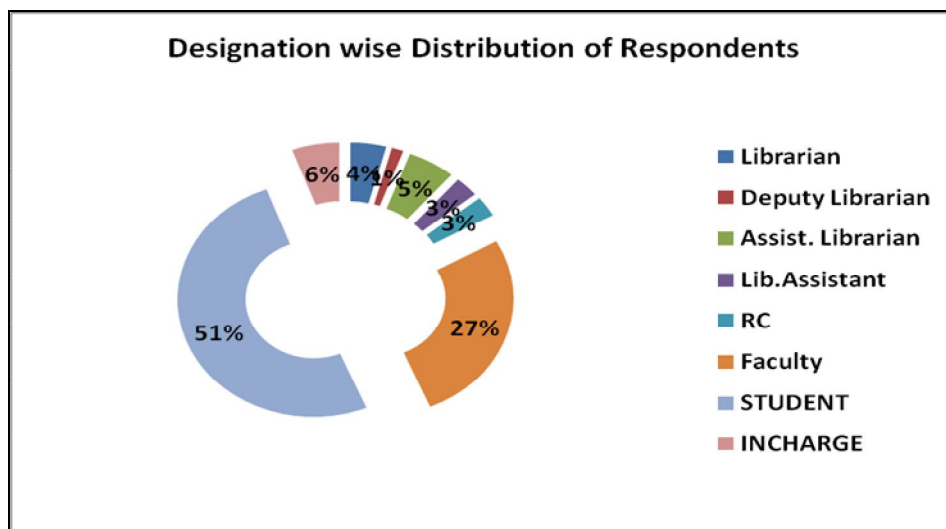

Chart 2

The above diagram states that majority of the respondents ie. 51% are students and next 27% are faculties. The balance respondents are Library staff and library in charges.
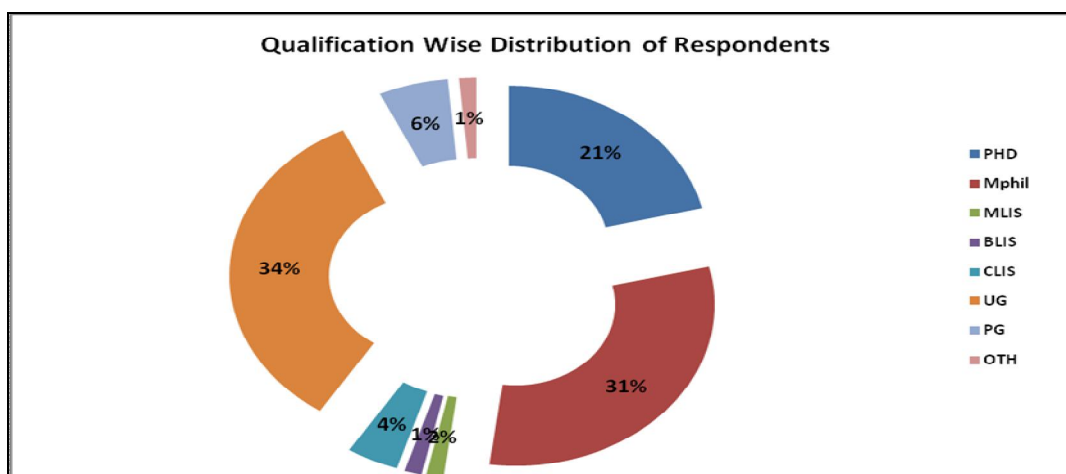

Chart 3

With regard to the distribution of the respondents based on their educational qualification it is found that 24 respondents are Under graduates, 4 are post graduates, 22 and 15 are M. Phil and PhD holders respectively and 3 CLIS and the balance 1 each as MLIS, BLIS and others.
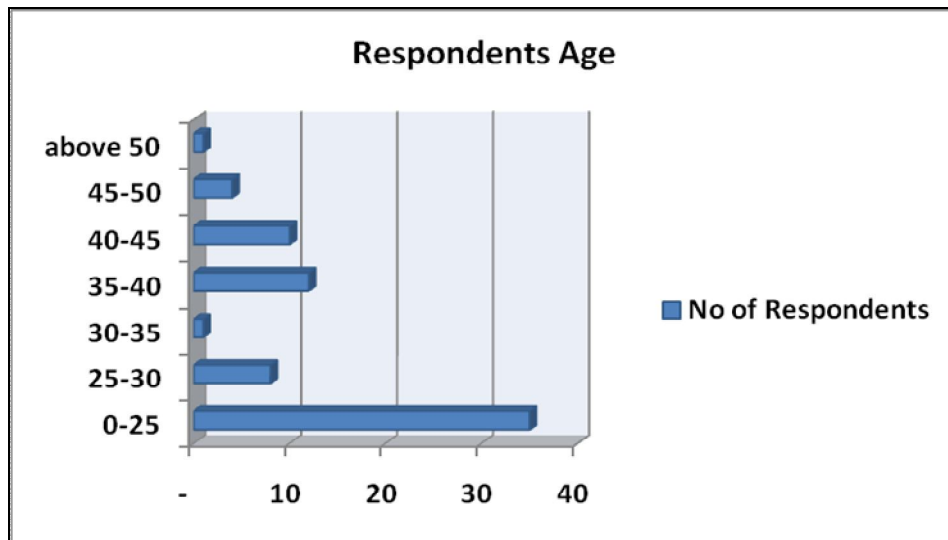
Chart 4

The above chart states that majority of the respondents are within 25 years of age, next highest number is 35 to 40 years of age, followed by 40-45 years of age and 45 to 50 years of age. Among the respondents the least number is in the age group of 30-35 and above 50 years of age representing 1 each.
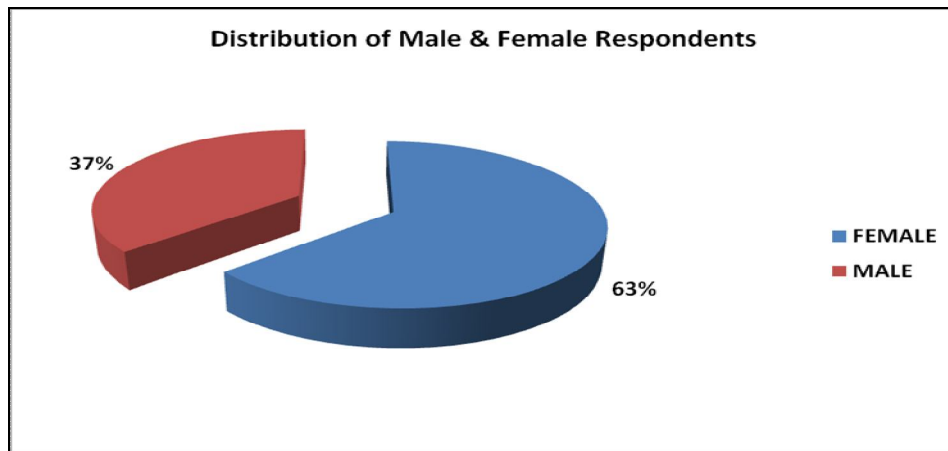

Chart 5

The above diagram illustrates that 63% of the respondents are female and balance 37% are male.
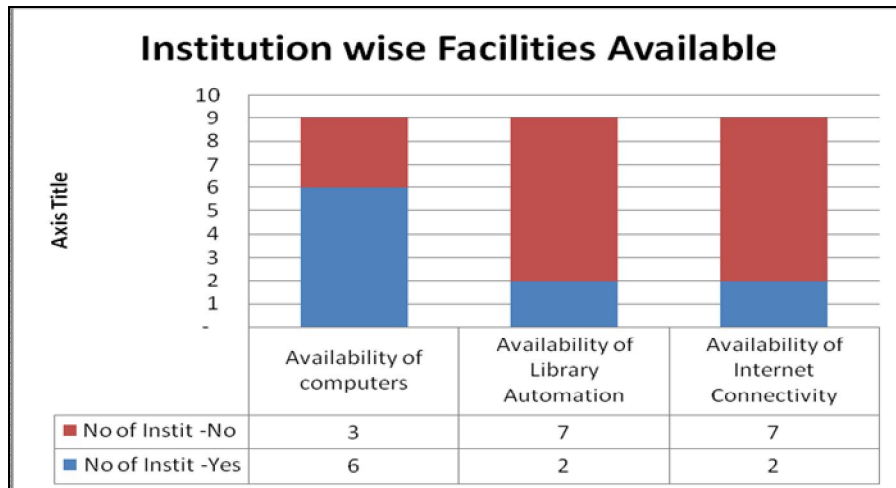

Chart 6

From the above diagram it is found that out of 9 institutions selected for the study 6 have computers and the balance 3 do not have computers. The availability of library automation and internet connectivity facility only 2 out of 9 institutions have the facility and the balance 7 do not have the facility.

Skills Vs Respondent					
Sl. No.	Description	Yes	No	Total
1	Computer Knowledge	63	8	71
2	Knowledge in Cloud Environment	54	17	71
3	Awareness in Library Automation through Cloud Environment	46	25	71
	Total	163	50	213

Table 3

Out of 71 respondents 63 respondents have computer knowledge and 54 have knowledge in cloud computing and 46 are aware of library automation through cloud Environment.
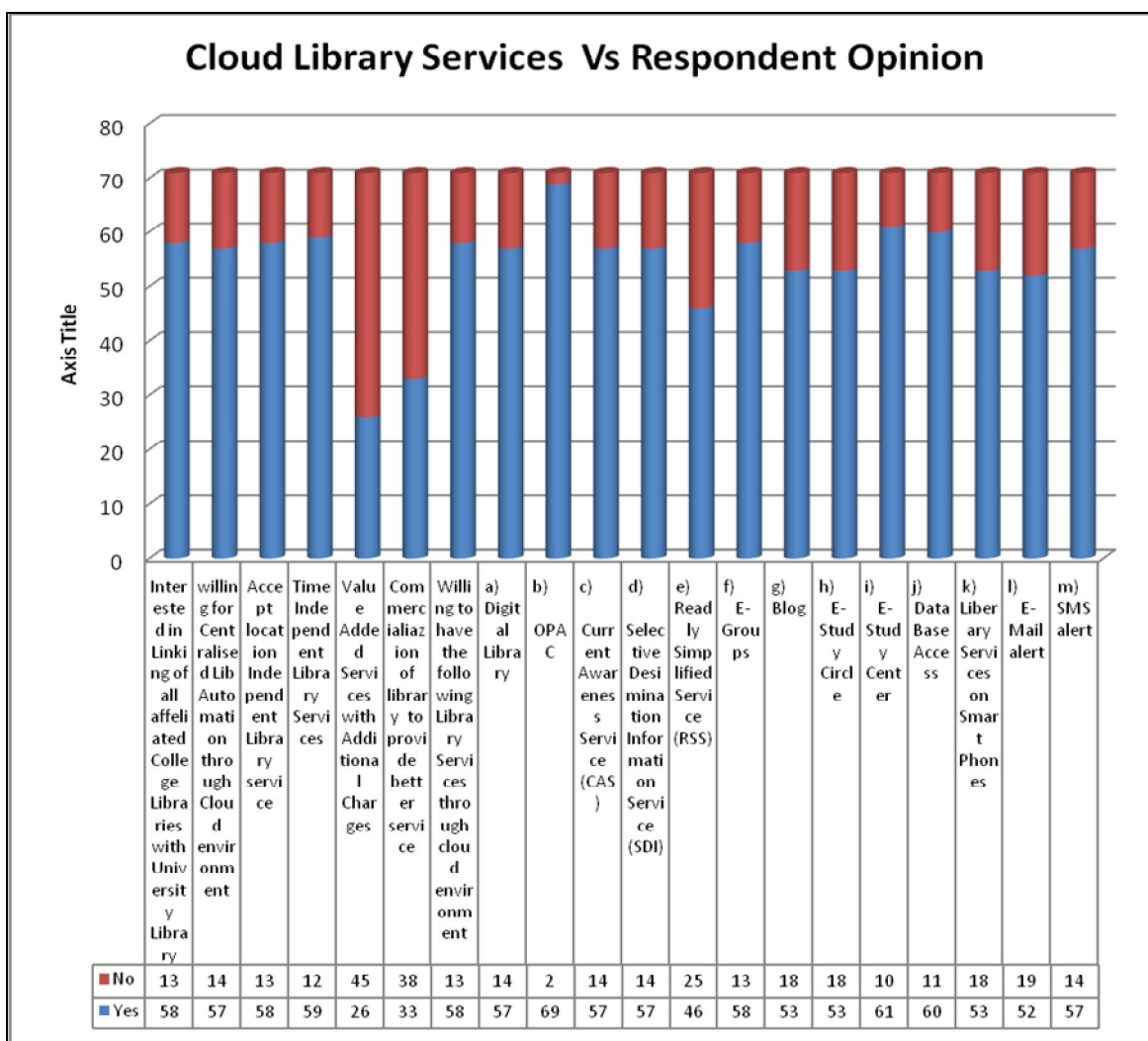

Chart 7

The above diagram represents the opinion of respondents on the various library services available through cloud computing and their willingness to have the facility. Majority of the respondents give their opinion in favour of providing the various library services through cloud computing. Among the various services the respondents have reservations in providing value added library services on chargeable basis and out of the 71 respondents 45 have stated they are not in favour of the same. Similarly the respondents are also not

in favour of commercialization of the library services to provide better service, 38 are stated their opinion that they are not in favour and 33 have given their opinion in favour of the library service.
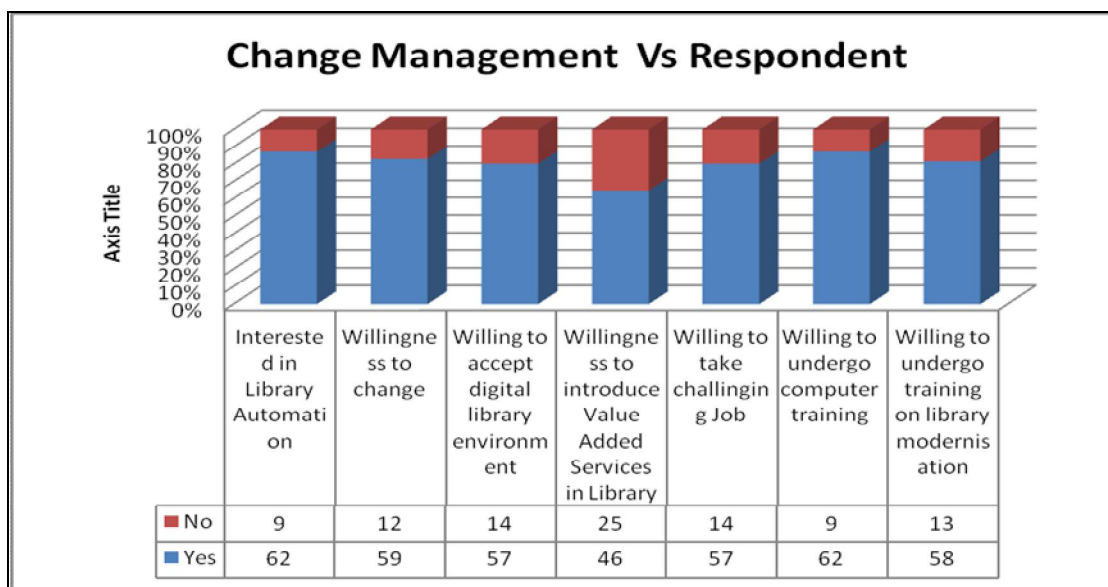

Chart 8

Majority of the respondents have given positive feedback towards Change management attributes. Around 90% of the respondents are interested in having library automation and have shown willingness to undergo computer training. More than 80% of the respondents have given positive response to willingness to change, willing to accept digital library environment, willing to take challenging job and willing to undergo training on library modernization. The score was marginally less for willing to introduce value added services in library.

Gender Vs Change Management Objectives									
		Observed Value			Expected Value			Chi square Value		
		Change Management Objectives			Change Management Objectives			Change Management Objectives		
Sl. No.	Description	Yes	No	Observed Value	Yes	No	Expected Value	Yes	No	Chi square Value
1	Male	64.00	14.00	**78.00**	65.55	12.45	**78.00**	0.04	0.19	**0.23**
2	Female	115.00	20.00	**135.00**	113.45	21.55	**135.00**	0.02	0.11	**0.13**
	Total	**179.00**	**34.00**	**213.00**	**179.00**	**34.00**	**213.00**	**0.06**	**0.30**	**0.36**

Chi Square Table 1

The Chi square table indicates that there is no significant difference between the sex and their opinion regarding change management. Hence the null hypothesis is accepted.
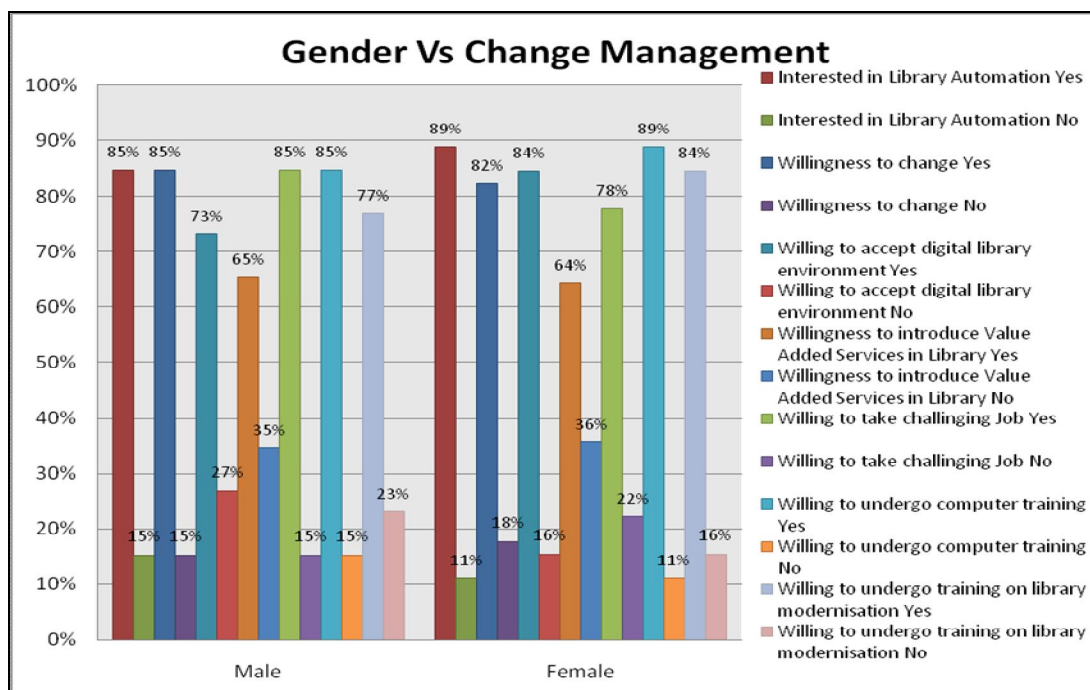
Chart 9

The above chart shows the response among the sex towards opinion of change management.

		Observed Value			Expected Value			Chi square Value		
Qualification Vs Change Management Objectives										
		Change Management Objectives			Change Management Objectives			Change Management Objectives		
Sl. No.	Description	Yes	No	Observed Value	Yes	No	Expected Value	Yes	No	Chi square Value
1	PHD	34.00	11.00	**45.00**	37.50	7.50	**45.00**	0.33	1.63	**1.96**
2	M. Phil	51.00	15.00	**66.00**	55.00	11.00	**66.00**	0.29	1.45	**1.75**
3	MLIS	3.00	-	**3.00**	2.50	0.50	**3.00**	0.10	0.50	**0.60**
4	BLIS	3.00	-	**3.00**	2.50	0.50	**3.00**	0.10	0.50	**0.60**
5	CLIS	9.00	-	**9.00**	7.50	1.50	**9.00**	0.30	1.50	**1.80**
6	UG	65.00	7.00	**72.00**	60.00	12.00	**72.00**	0.42	2.08	**2.50**
7	PG	12.00	-	**12.00**	10.00	2.00	**12.00**	0.40	2.00	**2.40**
		165.00	**33.00**	**198.00**	**165.00**	**33.00**	**198.00**	**1.53**	**7.67**	**9.21**

Chi Square Table 2

The Chi square table indicates that there is a significant difference between the qualification of the respondents and their opinion regarding change management. The Chi square value is greater than the table value. It shows that there is a significant difference among the Qualification of staff and their opinion regarding change management. Hence the null hypothesis is rejected.
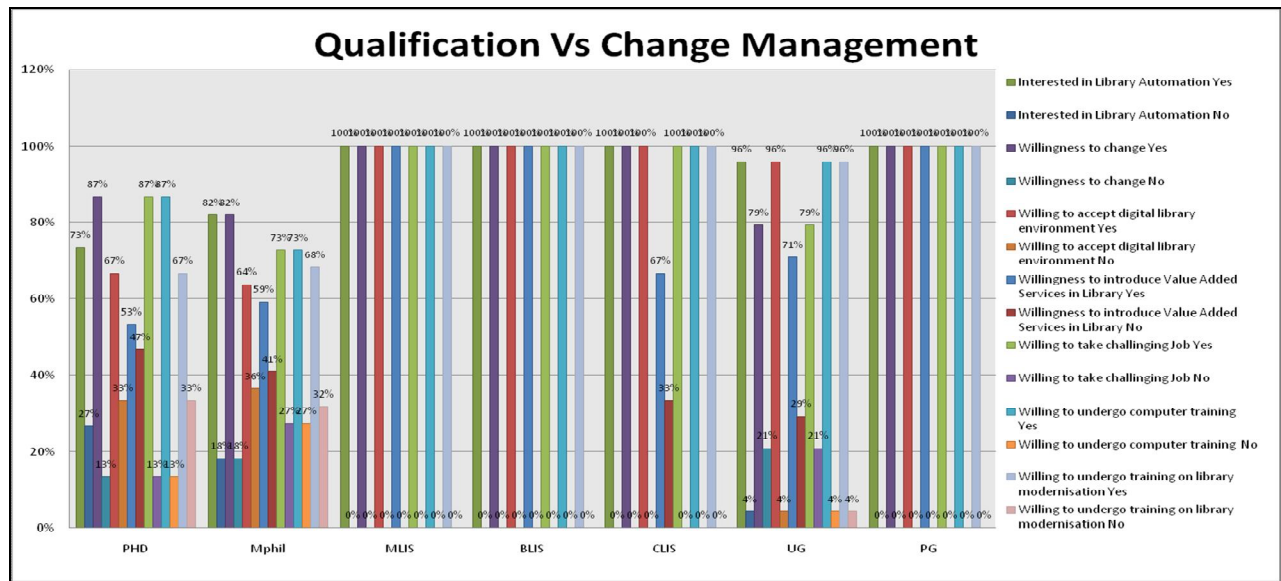
Chart 10

The above chart Displace the qualification of the respondents from various institutions on change management.

		Observed Value			Expected Value			Chi square Value		
Experience Vs Change Management Objectives										
		Change Management Objectives			**Change Management Objectives**			**Change Management Objectives**		
Sl. No.	Description	Yes	No	Observed Value	Yes	No	Expected Value	Yes	No	Chi square Value
1	below 5 years	28.00	7.00	**35.00**	24.29	10.71	**35.00**	0.57	1.29	**1.86**
2	5-10 Years	89.00	23.00	**112.00**	77.71	34.29	**112.00**	1.64	3.71	**5.35**
3	10-15 years	33.00	23.00	**56.00**	38.86	17.14	**56.00**	0.88	2.00	**2.88**
4	15 years and above	20.00	22.00	**42.00**	29.14	12.86	**42.00**	2.87	6.50	**9.37**
	Total	**170.00**	**75.00**	**245.00**	**170.00**	**75.00**	**245.00**	**5.96**	**13.51**	**19.46**

Chi Square Table 3

The Chi Square value is higher than the table value in the above chi square table. Hence there is a significant difference between the respondents based on their experience and their opinion on change management. Hence the null hypothesis is rejected.
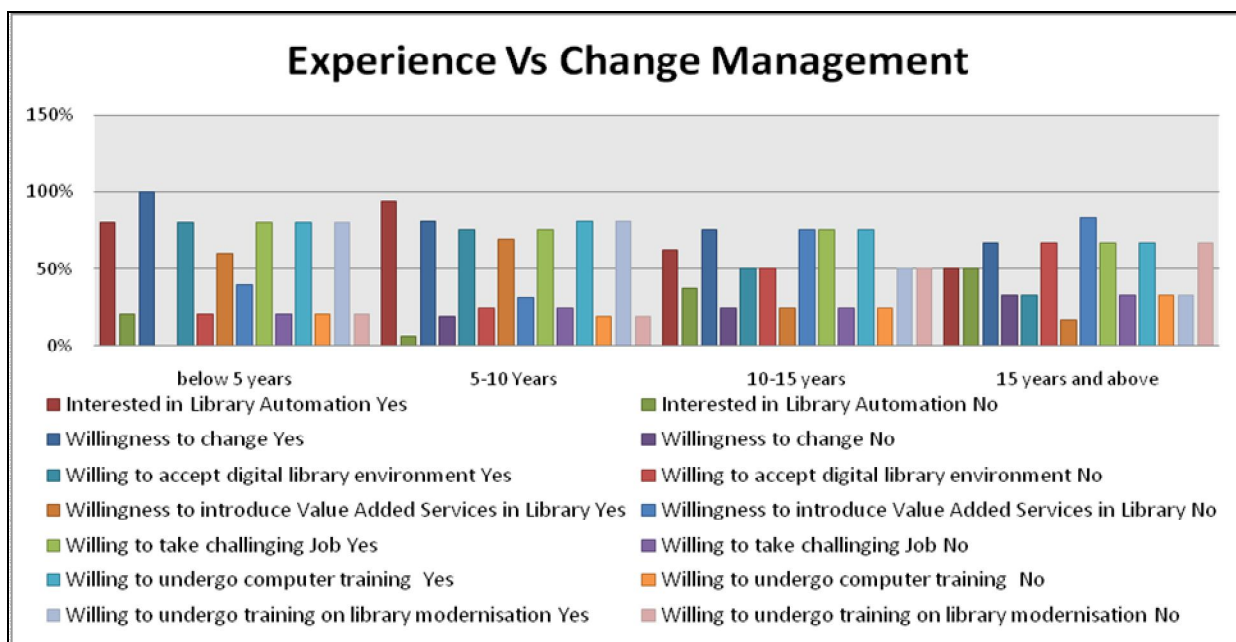
Chart 11

The above chart presents the different experience of the staff and their awareness regarding the change management.

Sl. No.	Description	Observed Value	Expected Value	Chi square Value
	Institution Vs Change Management Objectives			
1	Dr. Ambedkar Government Law College Chennai	49.00	49.00	0.04
2	Government Law College, Chengalpattu	42.00	42.00	14.94
3	Government Law College, Trichy	28.00	28.00	0.08
4	Government Law College, Madurai	35.00	35.00	0.57
5	Government Law College, Coimbatore	28.00	28.00	0.58
6	Government Law College, Tirunelveli	28.00	28.00	0.45
7	Government Law College, Vellore	28.00	28.00	0.04
8	Central Law College, Salem	49.00	49.00	1.64
9	Tamilnadu Dr. Ambedkar Law University	210.00	210.00	4.82
	Total	497.00	497.00	23.15

Chi Square Table 4

The Chi Square value is higher than the table value in the above chi square table. Hence there is a significant difference between the respondents of institutions and their opinion on change management. Hence the null hypothesis is rejected.
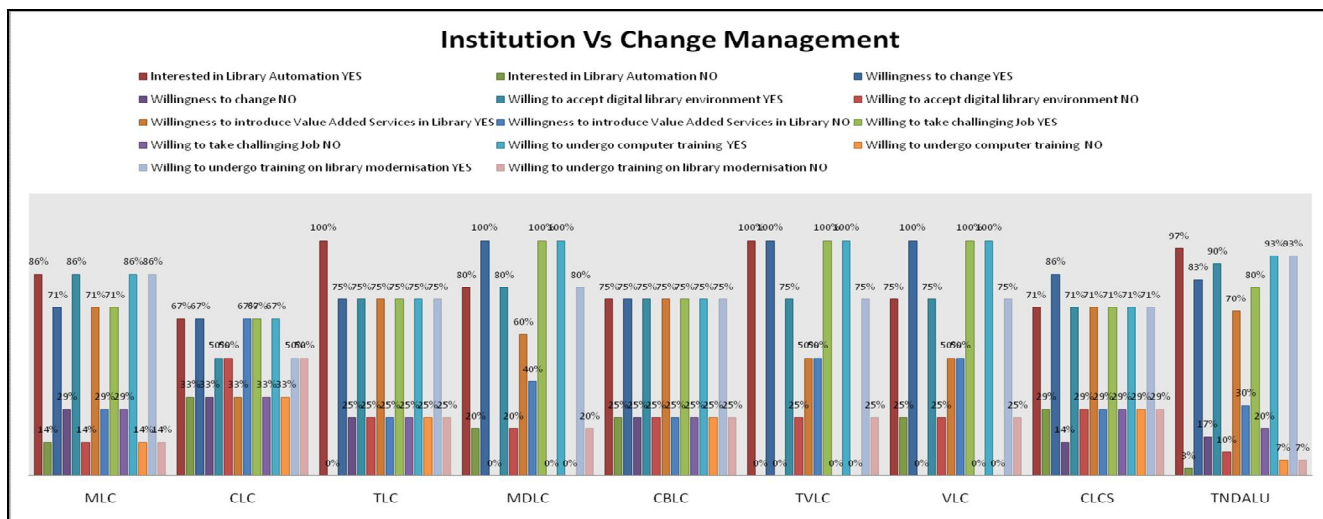
Chart 12

The above chart indicates that the different institutions awareness regarding the change management

Sl. No.	Description	YES	NO	Observed Value	YES	NO	Expected Value	YES	NO	Chi square Value
**Respondent Type Vs Change Management Objectives**
1	Library Staff	93.00	19.00	**112.00**	90.37	21.63	**112.00**	0.08	0.32	**0.40**
2	Faculty	77.00	56.00	**133.00**	107.31	25.69	**133.00**	8.56	35.76	**44.32**
3	Student	231.00	21.00	**252.00**	203.32	48.68	**252.00**	3.77	15.74	**19.50**
	Total	**401.00**	**96.00**	**497.00**	**401.00**	**96.00**	**497.00**	**12.41**	**51.82**	**64.22**

Chi Square Table 5

The Chi Square value is higher than the table value in the above chi square table. Hence there is a significant difference between the Type of respondents and their opinion on change management. Hence the null hypothesis is rejected. It is also observed that there is overwhelming support for the change management among the students and the library staff and there is less support from the faculty.
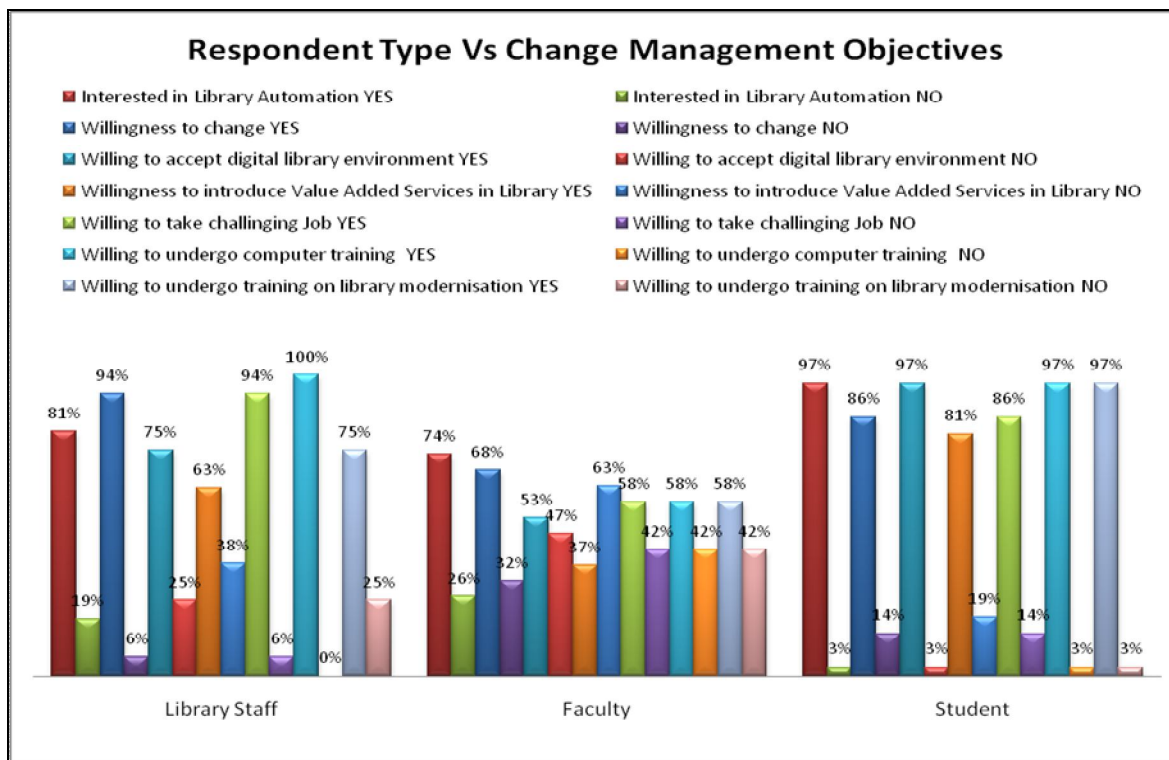
Chart 13

The above chart presents that the different type of respondent's awareness regarding the change management objectives.

8. Findings

- Most of the staff are keen in updating their knowledge and willing to undergo computer training
- The staffs are quite willing to take more efforts to attract the attention of the users to the library services and resources.
- Different levels of the staff do not share the same opinion regarding the change management.
- The study revealed that there is no significant difference between the sex of the staff and their opinion regarding change management.
- Different age groups of staff differ in their opinion regarding change management.
- Qualifications of the staff have an impact on their opinion regarding change management.
- The work experiences of the staff also have an impact on their opinion regarding the change management.
- The staff from different libraries included in this study does not share the same opinion about the change management.
- The work experience of the staff and their awareness regarding change management objectives differ with each other significantly.
- The awareness regarding the change management objectives also differ with the designation of the staff.
- The study revealed that there is high resistance among the users for charging additionally for the value added services like library services through smart phones, e-mail alert, SMS alert etc.
- The study also exposes that there is considerable resistance for the commercialization of the library services.

9. Conclusion

As per the study it is found that change management implementation depends on various factors such as the library itself, age, experience designation and qualification of the staff of the libraries. The study also reveals that there is overwealiming support among the respondents for the extension of library services and implementation of library services through cloud computing. Further the respondents also show their willingness to undergo training for the same. The awareness of the overall change management objective is essential prerequisite for the implementation of change management.   But the study finds that all the staff members included in this study do not share the same awareness regarding these objectives.

Hence it is concluded before implementing change management a survey must be undertaken to study the attitude of the staff regarding implementing change management in the library. The team who are responsible for this task must study the attitude of the staff very carefully and prepare them to accept the change management by counselling them and providing appropriate training.

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