CHANGE-MANAGEMENT IN UNIVERSITY LIBRARIES
OF HARYANA AND HIMACHAL PRADESH: A USER SURVEY

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Abstract :

This survey highlights the different areas of university library work - its operations, collections, services, infrastructure and suprastructure, where the change has taken/is taking place in the last few years. This survey provides insight into the problems faced by users; some strategies for effectively managing changes in the university libraries are also suggested. In this survey it is found that the change observed in these university libraries is not transformational but incremental in nature in most of the areas. Change observed is mostly superficial in nature while the core of their activities, operations and services largely remain unchanged.

KEYWORDS :

Areas of change, change management, Haryana, Himachal Pradesh, India, University libraries*,*

INTRODUCTION

Academic institutions around the globe are undergoing a radical change and the university libraries in India no longer remain an exception to this. Today academic librarians are facing much challenging work environment where change is driven by technological innovations, growing client expectations, shifts in government policies, financial pressures and many more reasons. The privatization of higher education in India has already led to an increase in the competition among different universities. In such a competitive environment, the user has become more demanding, thereby imposing a threat to university libraries which resist change.

University libraries are moving from MARC to Library 2.0, 3.0 and beyond; ownership to accessibility, physical to remote access, OPAC to Information Commons, quiet areas to group study areas, bibliographical instructions to information literacy & hand-on learning, printed collection to e-resources, just-in-case to just-in-time, top-down approach to bottom-up approach and forced management to participative management (Marcum;2003). For the last few years all these changes are taking place in the foreign university libraries and now some of the Indian university libraries have also started following these practices. But initiating and implementing these changes in the Indian university libraries is not an easy task. Budgetary constraints, centralization of powers, red-tapism and employees' resistance are some of the key issues that have created some major obstacles in this change process.

To cope up with these problems greater managerial skills are required. The participation of staff, proper and timely communication, "top down" to "bottom up" managerial styles are required. Continuous training is needed to maintain employment prospects in an increasingly competitive workplace. Librarians must adopt the idea of a user-centred culture. The library managers should bring about these changes in such a way that it is evolutionary and not revolutionary.
In this context, a study was carried out with the following objectives:

1.To identify different the areas in university libraries where changes have taken place / are taking place.
2.To find out the problems faced by users as a result of change in libraries.
3.To suggest strategies for managing changes in the university libraries effectively.

LITERATURE SURVEY

So far studies have been done on various aspects of change in the academic libraries and many case studies have also been done. The studies of Robertson (2007); Rodwell and Fairbairn (2007); and Ivic (2009) mainly throw light on the various factors responsible for the change in the academic libraries. The case studies of Malhan (2006); Well (2007); Leong (2007) and Saw (2007) also show how the libraries are going through the change. The studies of Troll (2001); Tam and Robertson (2002) and Williamson (2006) discuss the overall changing scenario of the academic libraries on the international level. Most of these studies suggest that transformational change has taken place in libraries in the developed countries. Almost all the areas of the libraries have undergone change. Now the libraries are catering to their users' needs at their doorsteps and also providing tailor-made services.

SCOPE OF THE STUDY

This study is limited to general universities from Haryana and Himachal Pradesh that were at the time of data collection for study (2012), at least twenty years old. Only state general universities are covered in the study, excluding agricultural, engineering, medical, open and technical universities. Faculty members, research scholars, post-graduate students and administrative staff from, the three universities Kurukshetra University, Kurukshetra (established in 1969); Maharishi Dayanand University, Rohtak (established in 1976) and Himachal Pradesh University, Shimla (established in 1970) were covered as library users in the survey. Undergraduate students having less than 4 years of use of university library were not included in the study as they might not be aware about the changes in the university library and they would not in a position to observe the change process.

METHODOLOGY:

A questionnaire having – questions was developed for the study. It included both close ended and open-ended questions. 60 active users of the library, who have been using their university library for at least four years, from each university, were selected at random and questionnaire was distributed among these. Filled in questionnaires were collected personally. Participative observation is also made; the collected data is analyzed using suitable statistical techniques. 143 filled in questionnaires were returned, giving a response rate of 79.4 %.

ANALYSIS, PRESENTATION AND INTERPRETATION OF DATA

Users' Profile

The respondents include PG students, Research Scholars, Faculty and Administrative Staff from all the three universities. The data is collected from 51 responses from Himachal Pradesh University, Shimla, 32 responses from Kurukshetra University, Kurukshetra and 60 responses from Maharishi Dayanand University, Rohtak. The distribution of the respondents of the study is shown in table 1.

Table.1: User-Wise Break Up of respondents

		Faculty & Administrative Staff	P G Students	Research Scholars	Total
HPU	No. of respondents	6	10	35	51
	percentage	11.80%	19.60%	68.60%	100.00%
KUK	No. of respondents	10	3	19	32
	percentage	31.30%	9.40%	59.40%	100.00%
MDU	No. of respondents	19	0	41	60
	percentage	31.70%	0.00%	68.30%	100.00%
	Total No. of respondents	35	13	95	143
	percentage	24.48%	9.09%	66.43%	100.00%

The questionnaires were distributed among the faculty and administrative staff, students and research scholars. As the above table indicates, most of the respondents (66.43%) were research scholars.

Period of Library Usage:

The respondents were asked how long they have been using their university library system in various capacities. The

responses are categorised as shown in table 2.

Table 2: Period of Library Use

		<5 Yrs	> 5 Yrs	Total
HPU	No. of respondents	38	13	51
	percentage	74.50%	25.50%	100.00%
KUK	No. of respondents	13	19	32
	percentage	40.60%	59.40%	100.00%
MDU	No. of respondents	29	31	60
	percentage	48.30%	51.70%	100.00%
	Total No. of respondents	80	63	143
	percentage	55.94%	44.06%	100.00%

Table 2 indicates that more than half of respondents (55.94%) have been using their university library for less than five years and among this highest percentage (74.5) of respondents is from HPU, Shimla.

Areas of Changes in Library Operations:

The respondents were asked to point out the areas in the library operations where major changes have taken place in the last few years. The responses are tabulated as follows:

Table 3: Areas of Changes in Library Operations

		No	Yes	Total
Circulation	No. of respondents	83	60	143
	percentage	58.04%	41.96%	100%
Serial Control	No. of respondents	103	40	143
	percentage	72.03%	27.97%	100%
OPAC	No. of respondents	102	41	143
	percentage	71.33%	28.67%	100%
Acquisition	Total No. of respondents	121	22	143
	percentage	84.62%	15.38%	100%

From the above table, it is clear that highest percentage of respondents (41.96%) has observed change in the circulation and least change (only 15.38%) is observed in the   acquisition area during the last few years. Nearly equal number of the respondents have also indicted that changes have also taken place in the OPAC as well as serial control.
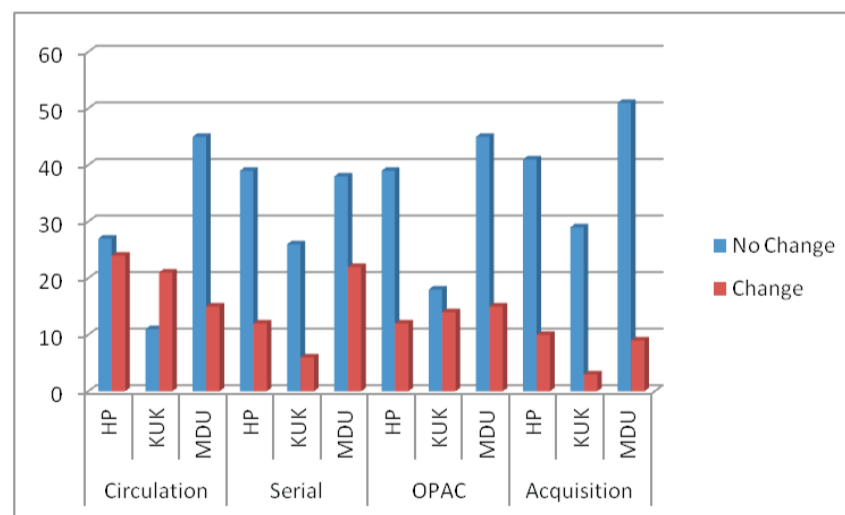

Figure 1: Areas of Changes in Library Operations

Form the above figure it is clearly visible that very small change had taken place in the library operations in all the three university libraries.

CHANGES IN LIBRARY COLLECTIONS:

The respondents were asked to point out the areas in the library collection where major changes have taken place in the last few years. The responses are shown in Table 4.

Table 4: Changes in Library collection

		No	Yes	Total
Book collection	No. of respondents	87	56	143
	percentage	60.84%	39.16%	100%
Print Journals Collection	No. of respondents	110	33	143
	percentage	76.92%	23.08%	100%
Reference Collection	No. of respondents	108	35	143
	percentage	75.52%	24.48%	100%
Special collection	Total No. of respondents	124	19	143
	percentage	86.71%	13.29%	100%
Audio-visual collection	No. of respondents	130	13	143
	percentage	90.91%	9.09%	100%
E-collection	Total No. of respondents	115	28	143
	percentage	80.42%	19.58%	100%

From the Table 4 it is clear that 39.16% of the respondents are of the view that maximum change has been taken place in the book-collection and least change in the Audio- visual collection. Some change has also been observed in reference, print-journal and e-collection.

Changes in Library Services:

The respondents were asked to point out the areas in the library services where major changes have taken place in the last few years. The responses are as shown in Table 5:

Table 5: Changes in Services

		No	Yes	Total
Document Delivery Services	No. of respondents	126	17	143
	percentage	88.11%	11.89%	
Bibliographic Services	No. of respondents	122	21	143
	percentage	85.31%	14.69%	
Photostat Services	No. of respondents	72	71	143
	percentage	50.35%	49.65%	
Reference Services	Total No. of respondents	110	33	143
	percentage	76.92%	23.08%	
Referral Services	No. of respondents	142	1	143
	percentage	99.30%	0.70%	
Inter Library Loan Services	Total No. of respondents	141	2	143
	percentage	98.60%	1.40%	

Table 5 shows the changes in the library services. It is clear from the above table that 71 (49.65%) respondents have observed change in the Photostat service. Least number of respondents (0.70%) has observed change in referral or referral service. Some changes have also been observed in reference service as well as document delivery services.

Changes in Library Infrastructure:

The respondents were asked to point out the areas in the library infrastructure where major changes have taken place in the last few years. The responses are tabulated as follows:

Table 6: Library Infrastructure: Library Building

		No	Yes	Total
HPU	No. of respondents	30	21	51
	percentage	58.82%	41.18%	100.00%
KUK	No. of respondents	2	30	32
	percentage	6.25%	93.75%	100.00%
MDU	No. of respondents	30	30	60
	percentage	50%	50%	100.00%
	Total No. of respondents	62	81	143
	percentage	43.36%	56.64%	100.00%

The above table shows that 93.75% of the respondents from Kurukshetra University, Kurukshetra are of the opinion that the university library building has undergone major changes in the past few years. But majority of the respondents (58.82%) from the Himachal Pradesh University are of the opinion that their university library building has not undergone any change. Half the number of respondents is of the view that major changes has taken place in the MD University library building as well.

Table 7: Library Infrastructure: New Equipment

		No	Yes	Total
HPU	No. of respondents	23	28	51
	percentage	45.10%	54.90%	100.00%
KUK	No. of respondents	24	8	32
	percentage	75%	25%	100.00%
MDU	No. of respondents	37	23	60
	percentage	61.67%	38.33%	100.00%
	Total No. of respondents	84	59	143
	percentage	58.74%	41.26%	100.00%

As far as the new equipments like Photostat machines, microfilm readers, barcode technology, self-issue/return, etc. are concerned, over all 41.26% of the respondents from all the three universities are of the opinion that libraries have acquired new equipment. Maximum response towards the purchase of new equipments (54.9%) is from Himachal Pradesh University and least response (25%) is from Kurushetra University, Kurushetra.

Library Suprastructure:

The respondents were asked to point out the areas in the library suprastructure where major changes have taken place in the last few years. The responses are tabulated as follows:
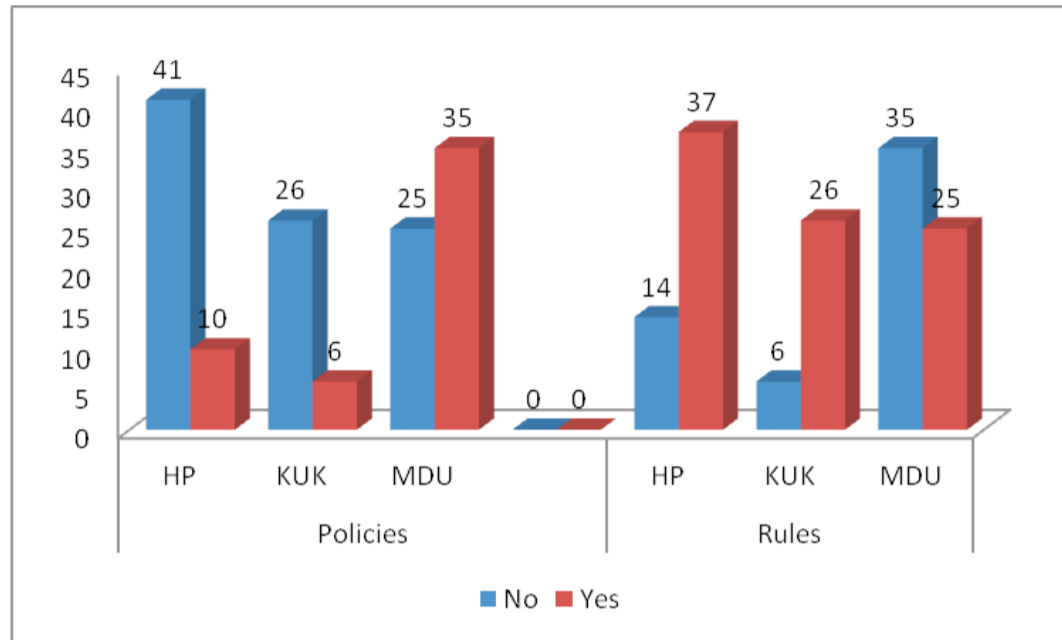
Figure 2: Changes in Suprastructure

Above figure shows that Maharishi Dayanand University, Rohtak leads in the change in suprastructure. Highest percentage of respondents is of the view that major changes in policies have been taken place in the Maharishi Dayanand University library, Rohtak where as major changes in rules have been taken place in the Himachal University library, Shimla. Rules have also undergone change in the Kurukshetra University Library as well Maharishi Dayanand University library, Rohtak.

Nature of Changes in Library

The respondents were asked to point out the nature of changes taken place in the library in the last few years. The responses are tabulated as follows:

Table 8: Nature of Changes

		Incremental	Transformational	Both	Total
HPU	No. of respondents	23	11	17	51
	percentage	45.10%	21.57%	33.33%	100.00%
KUK	No. of respondents	9	8	15	32
	percentage	28.13%	25%	46.87%	100.00%
MDU	No. of respondents	33	22	5	60
	percentage	55%	36.67%	8.33%	100.00%
Total	Total No. of respondents	65	41	37	143
	percentage	45.45%	28.67%	25.88%	100.00%

From table 6, it is observed that 45.45% of the respondents from all the three universities are of the view that incremental changes have taken place in the university libraries. The Changes in the HP University library and MD University library are mostly incremental in nature where as in the Kurukshetra University library is both incremental as well as transformational.

Technological Changes:
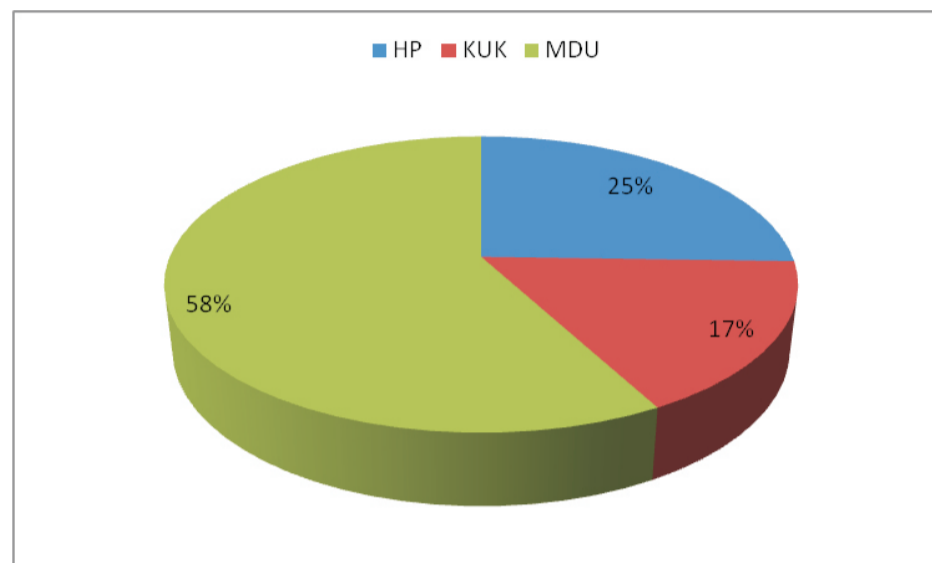
Figure 3: Changes in technology

From the above figure it is observed that when the users were asked whether the changes in their library made the users compulsory to use their own equipment such as laptops, than 102 (71.33%) respondents are of the view that their libraries mandate to use their own equipments such as laptops. Of these 97, 58% of the respondents are from the MD University library, followed by 25% and 17% from HP University library and Kurukshetra University library respectively.

Impact of Changes: The success of the changes depends on the positive impact. The respondents were asked to identify the impact of changes; the responses are categorized below-

Positive Impact of changes:

Table 9: Positive Impact of Changes

Positive Impact				
		No	Yes	Total
HPU	No. of respondents	9	42	51
	percentage	17.65%	82.35%	100.00%
KUK	No. of respondents	1	31	32
	percentage	3.12%	96.88%	100.00%
MDU	No. of respondents	0	60	60
	percentage	0%	100%	100.00%
Total	Total No. of respondents	10	133	143
	percentage	6.99%	93.01%	100.00%

When respondents were asked whether the changes have been positive, 93.01% of them agreed. More than 80% from all the three universities are of the view that this impact has made their library use easy. This positive impact, according to them, mostly varies from some extent to a considerable extent.

Negative Impact of changes and the problems faced by respondents:

Only a few respondents (14) were of the opinion that the changes have also made negative impact on their library use of these, out of them, 71.42% believed that this impact is very limited. Most of them think that although the libraries have implemented new technologies yet there is lack of skilled staff to handle them. The libraries have been made air-conditioned, but there is no power back-up. With the introduction of new courses and increase in the students in the existing courses, students' strength has increased manifold but the reading space has not been increased proportionately. With the advent of online journals the libraries are paying more heed towards them but the most of the users are either not familiar with their use or they don't have adequate access to them.

FINDING:

41.96% of the respondents believe that maximum changes have taken place in the Circulation.

Nearly one-third of the users (31.96%) are of the view that major changes have been taken place in the book-collection. This shows that the libraries are paying more heed to this aspect. Only 19.58% of the respondents have observed change in e-collection.

Only 0.70% and 1.40% of the respondents have observed change in the referral service and ILL respectively.

The majority of the respondents are of the view that the libraries are bringing about change in infrastructure and technology.

There is less change in the policies but major change has been observed in the rules of the libraries.

Incremental change has been observed in the libraries.

71.33% of the respondents observed technological change in the services.

93.01% of the respondents have observed positive impact of the change taking place in the libraries. This indicates that the libraries are going in the right direction of change process and are successful to a considerable extent.

STRATEGIES FOR MANAGING CHANGES:

Based on the users' perceptions, the following strategies are suggested for managing these changes-

Proper orientation to library users is required for the use of library

Time-to-time training regarding the use of new technology acquired by the library is required

There should be a suggestion box in the library and genuine suggestions should be implemented in the management policy

Every library should have a change policy

Proper communication of all changes in services/ facilities, etc. is a must for the success of change

Instead of top-down approach, librarians should follow bottom up approach

CONCLUSION:

From this survey we can conclude that incremental as well as transformational change is taking place in the libraries but incremental changes seems to be taking place more than transformational one. University libraries are making efforts to improve their operations, services and collections. The impact of these changes is also positive to a considerable extent, but in view of users' perceptions there is still need of improvement in the change-management policies.

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