Review Article

Review on need of change in library management System

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Abstract

The organization has an internal environment but exists in the external environment. To function efficiently and effectively, the organization has to maintain equilibrium between external and internal environment. Change management is a continuous process, to sustain in the equilibrium position; change management is the strategic tool for organizational development. The library being a service sector in an organization, it too faces both external and internal forces.

Keywords: external and internal forces, organizational development, change management, library, Change

Introduction

Change management is a systematic approach to dealing with the transition or transformation of an organization's goals, processes or technologies. The purpose of change management is to implement strategies for effecting change, controlling change and helping people to adapt to change.

The Change is called "as the law of life" because the only thing constant and consistent is change. The pace of change has increased drastically during the past few decades almost in every walk of human life. The reasons for this are technological developments, globalisation and competition. In today's world uncertainties have made the manager's job very difficult and

challenging. Academic libraries in India are under pressure to make the most information possible with the resources they have. Information processing, storing, retrieval, and dissemination are all done on computers in libraries [1]

McKinsey & Company consultant Julien Phillips published a change management

model in 1982 in the journal *Human Resource Management*.[2]

Robert Marshak has since credited the big six accounting and consulting firms with adopting the work of early organizational change pioneers, such as Daryl Conner and Don Harrison, thereby contributing to the legitimization of a whole *change management industry* when they branded their re-engineering services as *change management* in the 1980s.[3]

In the late 1980s, General Electric under Jack Welch was somewhat shell-shocked and demoralized following several years of organizational restructuring and de-layering that resulted in far fewer people but the same amount of work, while saddled with a stifling bureaucracy. Welch directed a team that ultimately included Dave Ulrich, Todd Jick, Steve Kerr, and Ron Ashkenas among others, to create a process to "get unnecessary work out of the system." The process became known as Work-Out, which was similar in concept to Quality Circles that were made popular by Japanese companies in the 1980s. "In small teams, people challenge prevailing assumptions about 'the way we've always done things' and come up with recommendations for dramatic improvements in organizational processes. The Work-Out teams present their recommendations to a senior leader in a Town Meeting where the manager engages the entire group in a dialog about the recommendations and then makes a yes-no decision on the spot. Recommendations for changing the organization are then assigned to 'owners' who have volunteered to carry them out and follow through to get results. That's Work-Out in a nutshell." "[Work-Out] is also a catalyst for creating an empowered workforce that has the self-confidence to challenge the inevitable growth of organizational bureaucracy. It can help create a culture that is fast-moving, innovative, and without boundaries." [4]

Change is the law of nature. Change involves organization's structure, system, and design, technology, community & culture according to the strategy. The organization has an internal environment but exists in the external environment. To function efficiently and effectively, the organization has to maintain equilibrium between external and internal environment. Change agent acts as a proactive rule in this direction for effective change in the organization to fulfill organization's goal and vision. In library, Librarian acts as the change agent to bring about change in the library.

What is Change Management?

Organizational change refers broadly to the actions a business takes to change or adjust a significant component of its organization. This may include company culture, internal processes, underlying technology or infrastructure, corporate hierarchy, or another critical aspect.

Organizational change can be either adaptive or transformational:

- **Adaptive changes** are small, gradual, iterative changes that an organization undertakes to evolve its products, processes, workflows, and strategies over time. Hiring a new team member to address increased demand or implementing a new work-from-home policy to attract more qualified job applicants are both examples of adaptive changes.

- **Transformational changes** are larger in scale and scope and often signify a dramatic and, occasionally sudden, departure from the status quo. Launching a new product or business division, or deciding to expand internationally, are examples of transformational change.

Change management is the process of guiding organizational change to fruition, from the earliest stages of conception and preparation, through implementation and, finally, to resolution. An effective management strategy is crucial to ensure businesses successfully transition and adapt to any changes that may occur.

CONCEPT

'Change' also means dissatisfaction with the old and belief in the new.

Every organization has to adopt the change management strategy for organizational development and for sustain.

Demands are for change are both external and internal. As we have seen, outside factors include legislation, technology,Socio-economic forces, the political agendas, etc. Those from inside include re-orientation, the new function of libraries, leaders and reorganisation.However, changes does not happen by itself;people make it happen. To be successful, change has to incorporate the mission, goals and objectives of the organisation [5].

Organizations/libraries are required to maintain harmony with their ever-changing environment. They have to maintain compatibility with the environmental changes for their survival, growth and prosperity. Otherwise, the organizations/libraries may fall back in the changing scenario of the world [6]. According to Jayaprakash and Ramanaiah [7], "The organizations which fail to change are sure to fail. Library and information centers are not exception to these phenomena". Organizations must carefully observe the environment and incorporate suitable changes the situation demands. They must be proactive in affecting change.

Nandagopal and Sivakumar in 'Change management in library and information services' [8] writes that "Library is considered as an organization within organization". Library is a part of an organization/institution be it a business enterprise, corporation, research institution, university, college or other educational body.

In order to implement changes, the library need to develop a strategic plan.

Modern Challenges in Change Management

By definition, change calls for the development of a new system. Managers must adopt a fresh way of thinking about the

organisation in order to effectively manage change. According to Duck (1998), this requires the manager to do more than simply break down the change into smaller bits. They must also manage each employee as an operating machine, similar to how a doctor would treat a patient's individual ailments. Three paradigms, namely deeply held, unconscious set of assumptions and beliefs, items taken for granted, and expectations, appear to have an impact on change management.

Therefore, the organisational sustainability and competitive advantage is the change management plan. According to Mckinsey, a company's ability to manage change effectively depends on the intricate interplay of the seven S's, or strategy, structures, systems, personnel, style, shared values, skills, and superior goals. The following diagram illustrates this relationship:
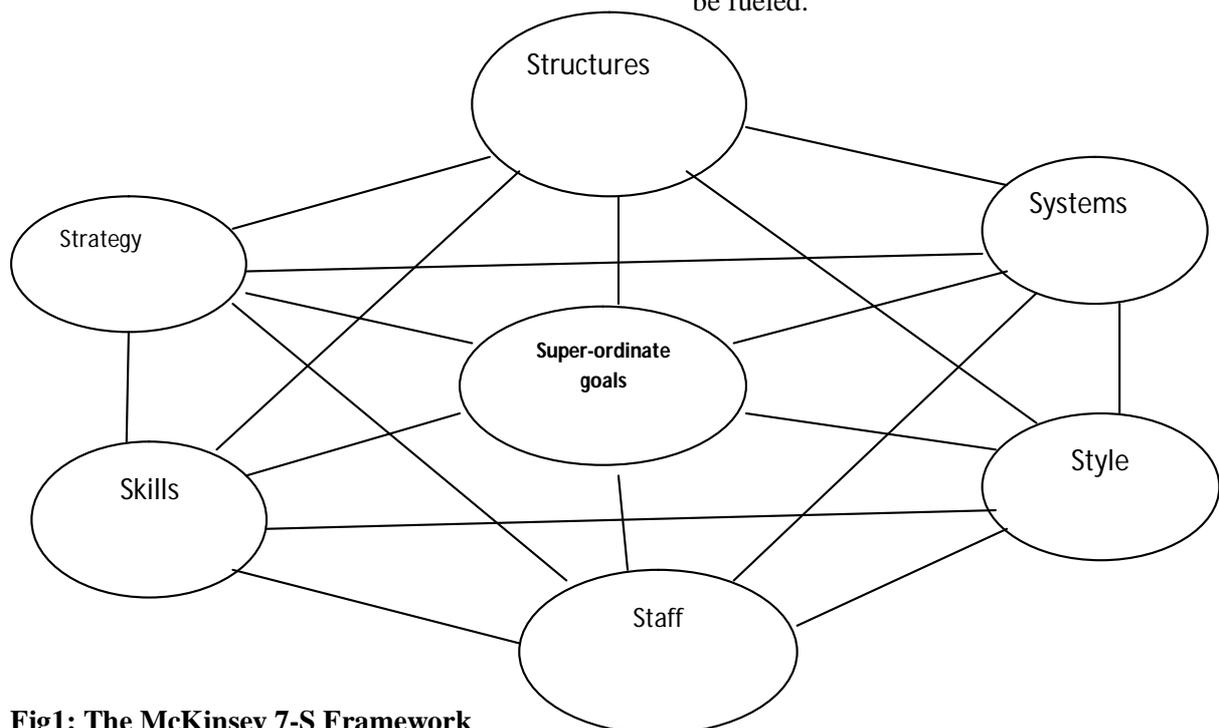
According to Zohar [9], there are two main forces to which change managers are vulnerable. These are quantum and Newtonian constructs. The Newtonian perspective places an emphasis on distinct functional pieces and views an organisation from the perspective of atomicity. As a result, there is a propensity towards fragmentation. Second, the Newtonian thinks that change management follows rigid rules since it is deterministic. This is why some of its proponents are surprised when the results of a change programme are drastically different from what was expected.

These managers, according to Zohar [9], think that change management and programmes should provide them the authority to control the environment and take advantage of the market. These supervisors frequently yell at their staff, "Customers are out there, and they need to be managed." Their expectations must be established, and their dissatisfactions must be fueled.

Fig1: The McKinsey 7-S Framework

Under Newtonian influence, sixth change management sees the organisation as living in a perpetual and seemingly unsolvable tension between the individual and the group. that the main goals of change management are to encourage individual initiative and creativity while simultaneously strengthening group cooperation and teamwork. Based on this, a lot of change managers emphasise the critical importance of the individual while simultaneously being wary of the collective. In this situation, leadership cultivates one's own inner light and potential while feeling that there is little or nothing to learn from the group being led's remarkable insight and inspiration.

According to Zohar [9], 99 percent of all species (or organisations) that went extinct had rigid structures and were unable to adapt to their surroundings. Fear of taking chances was more significant. They contend that being in the present is more reassuring than discussing or gambling with one's future. They frequently get swept away when the future strikes like a hurricane. However, when a change plan includes a lot of fun components, the new organisation usually develops architecture that promotes play, rewards structures, and values taking risks.

Kurl Lewin claimed that three steps are necessary for change to be successful in an organisation: unfreezing, intervening (moving), and refreezing. The following figure illustrates the three steps:

- **Unfreezing**
- 1. Identify the need for change
- 2. Increasing the driving force to change
- 3. Reducing the resisting forces to change
- **Moving**
- 1. Invidual   components
- 2. Group components
- 3. Task compnents
- 4. Structural components
- 5. Technology compnents

- **Refreezing**
- 1. Reinforcing   the   newly   learned behaviour
- 2. Finding "fits" between organizational componets
- 3.   Maintaining   "fits'   between organizational componets

Currently, librarians are also receiving subject-specific training. They are in the forefront of promoting   cutting-edge   technical advancements like Internet2 and are heavily engaged in group digitization projects.

The Economy's Changing: Responses

Libraries have started to look for financial support from corporate sponsors as one response to the new economy. The availability of improved business information and their capacity to handle customer difficulties are two ways libraries are able to take on a new function. They can leverage their collective buying power to secure lower rates for informational resources, and by creating a variety of programmes, they can entice collaborations between businesspeople, the government,   educational   institutions,   the

media, etc. Libraries are currently implementing business system design techniques for library administration and e-commerce principles to their work processes.

CONCLUSION

Change management is a continuous process, to sustain in the equilibrium position; change management is the strategic tool for organizational development. The librarybeing a service sector in an organization, it too faces both external and internal forces. With evolution and application of ICT in libraries, libraries have to adopt ICT for quality and value-added service to the user's community. Even though there is still a long way to go in this direction, once public libraries start making such efforts, they will become a crucial part of society and be able to lead Mumbai.

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