Managing Change in the 21st Century Nigerian Libraries

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Abstract

The purpose of this study is to discuss how change is managed in the library of the 21st Century. This study explored the literature on change management in the ever changing information landscape. Literatures of primary and secondary nature were used in discussing the concept of change; the traditional and new roles of libraries; the challenges in managing the change in the library of the present age were highlighted and discussed. The contingency theory of management was then applied to the study and it was discovered that the contingency theory of management is still applicable to a dynamic work environment. Conclusion was drawn and recommendations that could ensure best practices in managing a library in the 21st Century were then given.

Keywords: Management, Change management, Twenty-first Century Library, Nigeria

1.1 Introduction

The twenty first 21st) century is a dynamic one with changes noticeable in all areas of life be it economic, occupational, spatial, cultural and technological development due to the presence of much information and the new technologies for creating, processing, storing, using, transferring and exchanging information sometime in real time. It is palpable that change is always occurring in the workplace; therefore, the unprecedented amount of change in organizations today should unsettle anyone. The future success of organizations will depend upon how well we they process and anticipate change at all levels (Düren, 2013; Clack, 1995).

The implication is that individuals and organizations especially those involved in information services are constantly adjusting in the areas of human and other resources in order to be well equipped to perform their functions. Libraries and other information services are now faced with offering new services to their community of users which poses new challenges to various leaders or managers of libraries because they, like other managers , have to deal with contemporary issues facing organizational managers of today . These issues include managing change itself, knowledge management, technology management, globalization management, economic and socio-cultural issues management; managing organizational culture and environment; managing social responsibility, ethics and diversity; managing organizational design and structure and the challenge of competition management.

Change management has to do with constant renewal of organization's direction, structure and capabilities to meet up with the dynamic needs of an organization's patrons

(Moran and Brightman 2001 in Evans and Ward 2007). It involves constantly creating and managing a new system (Adeyoyin , Imam and Bello 2011) especially in a dynamic society.

However before discussing the various issues that pose as challenges to the management of the present day library in the course of managing change in details, it is good to discuss change as a concept and other related factors.

2.1 Literature Review
2.2 The Concept of Change

Organizational change is the introduction of new organization structures, systems, policies and practices in response to changes in the environment (Armstrong, 2004). Cole and Kelly (2011) say it has to do with making a difference in things that make up an organization like mission, strategy, goals, structure, processes, systems, technology and human resources in order to make the organization more effective and efficient. Adeyoyin, Imam and Bello, (2012) are of the opinion that change is inevitable and those organizations that realize this fact always make the provision for managing it while those who fail to realize this fact are always at the mercy of change.

Causes of Change

It is good to know the causes of change in order to understand the preparation or provision that will be made towards it. Lo (2012) mentions technology, economy, learning and communication patterns as some of the agents of change in an academic library. Allen (2005) also mentions information technology and constantly changing information needs of library users as some of the causes of change in a library. In order for an organization to change, there is need for a change agent who could be a senior manager in the organization or an outsider (Cole,

2002). This is a person who is interested in promoting, supporting, sponsoring, initiating or helping to implement change in an organization (Cole and Kelly, 2011).

Types and Nature of Change

In discussing types of change, Armstrong (2004) says there are basically two types of change, which are strategic and operational. Strategic change is about organizational transformation, it concerns organization board and long-term issues. It also has to do with moving to a future state. It permeates every fibre of an organization's environment while operational change is about new systems, procedures, structures, and technology that impact the workings of only a part of an organization. In talking about the nature of change, Evans and Ward (2007) say organizational change takes place in all sectors of the organization but they say the change might be incremental or radical: incremental if it is daily small changes while it is radical if it takes place abruptly resulting in instant and total change in all the sectors of the organization. Whatever the type or nature of organizational change, it must be properly managed in order to get the desired result.

Change Management

In discussing change Lewin in Evans and Ward (2007) say there must be three interrelated conditions for effective change. The three conditions are referred to as unfreezing, changing and freezing. Unfreezing involves sensitizing employee to learn new ways of doing things, which means management or relevant managers must help the staff to recognize that the present order is not effective and manager must also help to direct the staff to change appropriately. The next condition is known as changing, this involves the staff starting to work with new patterns of behaviour and it means that manager must watch carefully so that

members of staff do not go back to the old order. He/she must also do all he/she can to motivate staff members to adjust. Refreezing occurs when the new pattern has been internalized by the staff and it has become part and parcel of the organizational culture, manager can motivate by rewarding staff who have successfully adjusted to the new pattern.

Change Resistance

There is tendency for employees to want to resist change for some reasons discussed as follows. The shock of a new pattern which people feel might disrupt the established way of doing things; economic fears which has to do with the new pattern probably leading to loss of money or job; the fear of a new order making life more difficult; fear of uncertainty of what is likely to be the impact of change; fear of losing symbolic treasures like separate office, reserved parking space and some other ones; threat to interpersonal relationships; threat to status or skill and competence fear which has to do with the ability to cope with new tasks. The manager must overcome resistance to change by identifying and analyzing the impact of change on the employee and allay their fears where they are unfounded; the manager can also involve them in the change process by considering their suggestions for the best conditions for all. In addition, there must always be unambiguous communication so that all concerned understand the change to take place, the reason for it and the impact on individuals, groups and organizations.

Change Implementation

Overcoming resistance to change will help change implementation but in addition to that, manager can use the concept of organizational development. The concept is a planned change technique that basically targets the employees that will undergo the process of change. The techniques that are involved in

organizational development can help to manage conflicts, assist with mergers and help to revitalize organizations (Evans and Ward, 2007). The stages of organizational development (OD) programme are: analysis, diagnosis, action plans and review (Cole and Kelly, 2011). It is also applicable in the field of information service like library that is constantly experiencing change in a dynamic information society. The traditional and new services in the library will now be considered to see the changes in library services.

2.3 Traditional Library Services in Nigeria

A library is capable of taking various definitions but for the purpose of this study, a library is an organized collection of information materials in print and non-print formats that are made accessible to specific community of users for reference or borrowing or both. Access to a library could be physical or digital. There are different types of library which include national, academic, special, school and public. Whichever type, libraries are very important for provision of information and making people knowledgeable in various areas of life. Thus they play vital roles in individual and societal growth through their services more especially in this present age. The library as a key player in acquisition, processing, preservation, and dissemination of information owes its users the responsibilities or duties of providing good information to meet their needs. Therefore various categories of people in different communities look up to the library as the major source of information (Uhegbu and Unagha, 2008).

Provision of library services entails the combination of some resources like human resources, infrastructure and information materials. The human resources include professional librarians, library officers and assistant librarians while infrastructure includes the buildings,

facilities, furniture and every other material apart from information materials. The information resources include information in print and non-print formats which are used by library users in the course of accessing library services. Eskay and Chima (2013) say libraries make it possible for people to be partakers of the information society therefore they are to make information available to all irrespective of their gender, age, ethnic background, education, socio-political standing or physical condition.

Libraries, irrespective of their type, are invaluable for personal and societal development as they provide resources in form of human, material and infrastructure that make it possible for everyone to have access to information on every area of life and also provide an environment that is serene for reading. Not only that, libraries through their resources make it possible for independent learning and for individuals to widen their horizon on various concepts, they also make it possible for great thinkers and leaders to be developed through people who are well read. Libraries serve economic purpose by stocking information on various fields of knowledge thus helping people to save some financial resources that could have been personally expended on reading materials. They perform recreational role by making available information materials like newspapers, magazine, encyclopaedia and other general reading materials that people can make use of in the libraries for leisure and recreational purposes. Some books and other information materials found in the library are also valuable for health purpose (Makinde, 2006).Library services are of great benefit to every field of knowledge as the resources of the library aid the processes of learning, teaching and research thus promoting academic excellence (Momodu, 2013). Libraries also foster socio-cultural relations by providing various information and educative materials on various regions and races that will help others understand them.

In order to perform its role, the library stock print and electronic information materials which include textbooks, journals, indexes, abstracts, newspapers, magazines, reports, CD-ROM databases, internet, e-mail, videotapes, cassettes, diskettes, magnetic disc, computers and microforms (Popoola and Haliso 2009 cited in Aina and Adekanye 2013). These information materials are also used for library services such as abstracting and indexing services, current awareness services, computer services, intra and inter library loan services, information and references services and photocopying services (Lawal-Solarin, 2012).

Thus, it could be seen that the library is important to the life of every member of any society. This fact informed the stipulation of International Federation of Library Association (IFLA) that provision of information and library services must be to all members of the society as every member of the society has a right to have access to and understand information, more so in this twenty-first century.

2.4 The Twenty First Century and Changing Roles of Nigerian Libraries

The present age is known as information and knowledge age. It is an age when information generation, processing, storage and dissemination witness constant changes as a result of invention and development of new technologies. Therefore there is information explosion as the information highway is overloaded. However, various information users need good information, that is, information that is relevant, timely and suitable for its purpose and saved in various formats. The twenty first century has also been described as the jet age. Okebukola (1997) views it as the age of technological development. Nwalo (2009) in talking about the twenty first century says it is a period of great expectations especially in the

area of development for individuals, establishments and countries.

He is also of the opinion that it is also a period of hope for African nations by way of restoration of all that national disasters and various evil acts of men have robbed the continent of. Thus he sees it as having much in store for Africa in various areas of life, like socio-political, economic, health education and technological development among others. However, he is quick to add that Africa cannot achieve her lofty dreams if her nations do not invest in generating collecting, processing, disseminating and using actionable, relevant, accurate and timely information. In the course of talking about the nature of information in the 21st century, Macgregor (2005) observes that the era is overloaded with information to the point of explosion which is being controlled by the activities of the information profession like the internet. He goes on to say that information has to be properly managed in order to sift the wheat from the chaff so that information users can have access to quality information. He did not forget to add that a major challenge posed to information provision and usage in the 21st century is in the area of digital information. The fact that information is an asset that will play a role of equal importance with other economic resources in the 21st century is also greatly emphasized by Macgregor (2005).

If information is then going to take the center stage alongside other resources as it has also been observed by other scholars like Berry and Krishna (2009) who say effective use of information leads to innovation, cost-cutting, profit making and generally achieving the desired results that will give an establishment a competitive edge. .

From the foregoing it could be safely concluded that information is a great asset for any establishment or organization that wants to be in the lead in the 21st century and that library and information centers have great responsibilities to provide quality information as described by Lucey (1997) which is information that is relevant, timely, accurate and complete for its purpose from a right source and communicated through the right channels.

Therefore the 21st century brings with it new roles and requirements for different competencies and skills for information professionals, beyond those traditionally practiced and understood, thus requiring increased intellectual flexibility. Information professionals now need to be equipped as, or capable of performing or adapting to the following new roles:

Technology experts both in using and training technology.

Knowledge mappers/engineers: representing or mapping tacit and explicit knowledge to enable its classification, dissemination and identifying the gaps in the knowledge.

Knowledge gatekeepers: acting as subject experts and familiar with evolving vocabulary (taxonomies, metadata, metatags and filtering etc.).

Knowledge editors to repackage knowledge into the most accessible, appropriate formats.

Networkers and Knowledge Brokers, with good networks of contacts within and outside the organization.

Web designers to display and share knowledge in eye-catching ways.

Programmers to customize their instructions and services according to their customers' needs.

Knowledge and information disseminators rather than custodians of information.

Researchers both for personal and professional development and for providing up to date assistance to patrons.

Knowledge consultants to provide

expert advice beyond the usual operational zone.

World knowledge content experts to keep updated with international news in their specialised areas

Metadata specialists able to describe and dictate management and preservation strategies for digital information.

Knowledge Asset Managers to identify, evaluate advice upon and manage a portfolio of knowledge assets, such as copyrights. (Chase, 1998 in Jain, 2009).

In order to perform the new roles effectively and efficiently in the 21st century librarians in Nigeria need new competencies like very good communication and interpersonal skills in order to be able to interact with colleagues, patrons and suppliers; understanding the dynamic needs of users and employers and proffering relevant solutions, ability to sell the idea of knowledge management and its benefits; negotiation skills necessary for dealing with suppliers and licensers, ability to create with long term vision, general management skills to manage information resources, human resources, finance, project, change and strategic planning , ability to analyze and think laterally and ability to adapt culturally (Jain, 2009).

However, in spite of having the relevant skills necessary for managing the 21st Century library, librarians are still faced with some challenges that come with change. They are discussed in the following section.

2.5 The Challenges Inherent in Managing the Change in the Twenty-first century Library

These challenges include change management, knowledge management, technology management, globalization management, managing economic and socio-cultural and issues; organizational culture and environment management; managing social responsibility, ethics and diversity; managing organizational design and structure and the challenge of competition management. Adeyoyin, Imam and Bello (2012) and some other researchers used various other terms in discussing them. They are discussed as follows.

Change Management: Change is the process of things or people becoming different, that is, it involves moving from one position or situation to another. Lewin in Evans and Ward, 2007 in his forced-field analysis of organizational change noted that for effective change to occur in the behaviour of organizational staff, the process must involve three inter connected stages. The first stage involves sensitizing members to a new order meaning that managers must be able to show that the old order is no more effective and highlight the benefits of the new order and leading the way in moving from the old manner of doing things to the new way. This also involves training and re-training and being patient for adjustment to take place. This stage is referred to as unfreezing. The second stage which Lewin called changing is the period of time when employees start to practice the new pattern of behaviour. This involves testing in order to assess the new pattern and it requires that managers be vigilant to avoid a gradual slip into the old way of working. The managers need to do everything possible to motivate staff to adjust easily and perfectly. The third stage takes place when the new way of doing things has been internalized by the employees and the new order is effected in every fibre of the organization. The role of the manager in this stage is to reward or compensate those employees that have complied with implementing the new pattern. It is the duty of the manager in a 21st century library to ensure that the driving force to overcome the status quo is greater than the forces restraining change in the organization.

Knowledge Management: Knowledge management is the process of creating, storing, sharing and using knowledge in order to achieve organizational objectives and goals. Taylor (1999) in Jain (2009) said it is 'a journey that moves an organization from a knowledge-chaotic environment to a knowledge-centric enterprise that is supported by a comprehensive knowledge system'. Jain (2009) was of the opinion that knowledge is transformed information which is refined, relevant and actionable meaning that the building block for knowledge is information; he went on to say that librarians need to pay attention to all types of organizational and professional knowledge in order to add value to service provision. Library managers need to be conscious of the fact that the present society is information society with emerging knowledge society therefore they need to motivate library staff, patrons and other affiliates to be involved in sharing knowledge that can move their libraries forward for best practices through the provision of necessary facilities, tools, systems, conducive environment, motivation and using a leadership style that encourages interpersonal relationships.

Another contemporary issue to be managed in the 21st Century library is technology. Managing technology involves a lot of challenges especially in this present age of information society where there is constant change in the way information is being created, documented, stored, used and shared because of constant innovation in information telecommunication technology. Evans and Ward (2007) observed that managing technology presents some challenges like financial, staffing, training, environmental scanning in order to maintain currency, collaboration/ interdependency in the area of software usage and resource sharing, regular updating of databases of management information system, good documentation of policy and process since technology usage

reduces physical interaction of human resources and quality assurance through system, process and physical facility controls for security purpose. The 21st Century library manager must be able to make appropriate budget for changing technology, hire qualified staff, train and retrain staff, be knowledgeable in using relevant ICT and be able to do environmental scanning to ensure that his/ her library is using appropriate and current technology to give best services to his/her library users.

Globalization is another contemporary issue that library managers have to grapple with in the course of managing the 21st Century library. Globalization could be defined as the process or result of making people and business operate in different countries all around the world (Longman Dictionary). Giddens (2002) said it affects almost every activity sector of the world today be it the economy, politics, technology or culture while Oliver (2006) added that the information management work is not left out and that many issues are being raised in this area which include creating and implementing standards, need for multinational companies and international organizations, flow of information across borders and increase in the movement of information management practitioners across nations. Kapoor (n.d) on his part observed that globalization encouraged shortage of talents in developed nations; cheap labour and growing markets in developing countries; he added that where there are global staffing there is the challenge of managing employees with different cultural background and language skills. As globalization generates decentralization in big organizations there is the need for management to adopt various management styles to suit each locality where the organization has branch and management must plan strategically in order to take care of every outlet worldwide. In library services a

lot of diversity issues will have to be managed by the managers in order to take care of every segment of the society in the area of facility, staffing, and collection.

Managing Organizational culture is another challenge that confronts the 21ˢᵗ century library manager. Organizational culture also known as corporate culture is the values, beliefs and practices that combine to give an organization a distinct environment. It includes the expectations, philosophies and values that sustain the organization and are visible in the image, internal operations, and external relations, written and unwritten rules of the organization and are considered valid (Online Business Dictionary, 2017). In the course of managing change in various areas of an organization there is the tendency for the organizational culture to be affected. Employee must be re orientated on what is acceptable presently that differs from past behaviour in the area of work and behaviour and social relations within the organization. In order to be able to do this effectively, the manager must understand the culture so that he/she can effect the necessary change(s) when the need arises therefore the manager needs to hold talks by way of meetings and other forms of communication in order to sensitize the workforce about the changing work environment; the manager must also positively influence and motivate them to change, in this context, the manager needs to be enthusiastic and adopt the transformational leadership style and even the transactional leadership style as organizational culture is not easily changed.

Another challenge to be managed in the dynamic 21ˢᵗ century library has to do with economic and socio-cultural issues. This has to do with the social, economic and cultural environment of a business. Economically, the manager of a 21ˢᵗ Century library needs a lot of funds to be able to operate the library effectively especially with the ever changing information technology a lot of financial resources is needed to acquire, use and preserve many of the new technologies. But there is limited budget that needs to be shared among various competing needs therefore the library manager must be able to do a lot of lobbying with the parent institution management and external donors. Not only that, socio-culturally, the library manager according to Evans and Ward (2007) needs to be mindful of the values, way of life, historic background and customs of the society in which the library operates as these will help him/her to know the people's beliefs religious-wise and attitudes to issues like corruption among others. Understanding these will help a lot in managing the staff, resources and the users; through some of these issues the manager might be able to know the information materials that should be acquired in the library but he/she needs to relate interpersonally with the people before he/she might understand some of them.

Social Responsibility, Ethics and Diversity: The manager of the contemporary library needs to understand the fact that the 21ˢᵗ century society though an information one is also a diversified one due to globalization. Going by the ethical statements of library and information practitioners it is the responsibility of the library manager of the 21ˢᵗ century library to take care of every segment of his/her community of users irrespective of their nation, ethnic group, religious learning, gender, generational level, social class, employment status or physical status (Evans and Ward, 2007). The library manager must include every member of the users' community in collection development, facility provision and staffing in order for the library services to be a successful one.

Organizational design and structure: It is the duty of the 21ˢᵗ Century library manager to operate an organizational structure that will facilitate taking prompt and reasonable

decision therefore a tall organization that makes use of bureaucratic form of administration will not do any good but a flat one where various line managers and supervisors can participate in prompt decision making in order to arrive at the best decision that will help to achieve group objectives and organizational goals in a dynamic society.

The Challenge of Competition is another issue that the library manager of today must be mindful of. By being mindful that the information user has some other options of not coming to use a particular library or not using the library at all, the 21st Century library manager will do all possible to use competitive intelligence for competitive advantage by way of best practices in order to attract and sustain the interest of his/her library users so that the library does not remain like a publisher warehouse or a bookseller's shop so that technology and other facilities do not wear and tear more out of disuse.

3.1 Application of Management Theory to Library Management

Having discussed the various challenges plaguing the management of change in the 21st century library, there is the need to see the application of management theory The Contingency Theory of management is applicable in managing the various issues already discussed. The proponent of contingency theory of management was Mary Parker Follet (1920s-) other researchers of the contingency theory include: Fred Luthans, Tom Peters, Tom Burns, George Stalker, Fred Emery, Eric Trist and Joan Woodward.

This theory according to Evans and Ward (2007) says that there is no one approach that is always right in management as:

- Managers have to employ different approaches when dealing with people and activities

- Managers need concrete knowledge of organizational theory and a good understanding of the environment before choosing an appropriate approach
- Environment scanning is a major factor in using this approach
- Effective managers must ensure there is a fit among organizational structure, size, technology and environment
- Technology is not as important as the skill of the people using it, flatter structure and low span of control are encouraged.

The manager of the 21st Century library can apply the contingency theory in solving the various contemporary issues confronting the management of the library in the 21st Century by adopting different management technique to manage each challenge.

Conclusion

Managing change in the 21st Century library is a task with many challenges that requires that the manager be knowledgeable to understand the present status of his library in terms of infrastructure, collection, staff, products and services; the manager must also know the benchmark in information provision in this present age and understands that this constantly changes.

In managing change in the 21st Century a library manager should be able to plan strategically for change so that change does not impose itself on the organization, the manager should also be able to organize and co-ordinate all the resources harmoniously making sure they are effective , efficient , adequate and adjustable to achieve the desired organizational goals in a dynamic work environment, in addition, the manager must be able to influence and motivate the human

resources which are the most valuable assets in the organization to be sensitive to the constant change in the professional environment and to be always well equipped to meet up with constant challenges by conditioning themselves to change every now and again, finally the manager must constantly re-evaluate the library performance in line with the set goals and objectives and see whether or not there is need for plans to be adjusted; he/she must also always scan the professional environment of the library to ensure the library is meeting up with the benchmark at any given time and ensure that the library is always making provision for adjustment through training and increased budget in order to meet up with the best practices in the professional arena and perfectly meeting up with the information needs if its community of users at any given time in a constantly changing information environment. Other recommendations are hereby given that will help the 21ˢᵗ Century library manager in the course of managing change in the library, they are discussed as follows.

Recommendations

In order for the twenty-first century library manager to be able to manage the change that is prevalent in the information society and emerging knowledge economy of the twenty-first century, effectively and efficiently the following are needed:

Finance- a lot of funds should be provided by library stakeholders like government and parent institutions of research and academic library so that the library manager can have enough to expend on constantly changing information communication technologies and for regular training of staff to meet up with the demands of the 21ˢᵗ century information society.

The 21ˢᵗ Century library manager must be intelligent and innovative in the area of products/ services, facilities and staffing

The ability to constantly redefine the roles of the library in line with the dynamic information society and collaborative world is important

Ability to apply appropriate management technique to various situation process and activity

Ability to create an organizational culture that supports new ways of providing service and a conducive environment that encourages organizational learning (Allen, 2005).

Ability to achieve balance between people and technology (Jain, 2009).

Motivational ability is also compulsory for the 21ˢᵗ century library manager who should be able to motivate staff to do the right thing at the right time and compensate appropriately. There is also the need for library users too to be motivated to use the library as information communication technologies are making it possible to work from home.

The 21ˢᵗ century library manager also needs to know when to train and retrain staff so that they can always adjust to the changing professional environment; this can be successfully done through constant environmental scanning.

Ability to recognize and manage diversity as a result of globalization is also important for today's library manager

The 21ˢᵗ century library manager must also be a visionary leader who is able to plan strategically and is able to involve all concerned in envisioning the new library using interpersonal and communication skills

The 21ˢᵗ century library manager

should be able to clearly define the responsibilities of each staff, provide opportunities for employees to develop their expertise and be enthusiastic in achieving organizational objectives and goals.

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