
DRIVERS OF CHANGE IN UNIVERSITY LIBRARIES OF INDIA- A STUDY

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ABSTRACT

Change is the law of nature. The drivers of change vary from time-to-time and from place to place. Those who want to remain in existence have to change themselves and for doing so they first have to identify the cause of change. This study highlights the different drivers of change in the university library. This study provides insight into the various change drivers faced by librarians who are forcing the librarians to adopt and adapt new and improved technology. Some strategies for effectively identifying the drivers of change in the university libraries are also suggested. In this study it is found that there are many drivers of change in the university libraries in India. But only three drivers i.e. Information and communication technology (ICT), e-resources and users' needs and expectations are the main.

Keywords: drivers, change, change drivers, India, University libraries,

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"Change drivers are events, activities, or behaviours that facilitate the implementation of change" (Whelan-Berry, Gordon & Hinings, 2003, p.100).

1. INTRODUCTION

Change is a natural human experience that has been around since the beginning of the universe. Throughout our lives, we experience many forms of change: physically growth, from childhood, to adolescent, to adult; we experience new- skills, ideas,

responsibilities, expectations along this physical path. We make decisions as to what type of lifestyle, with its intrinsic moral and value systems, we should formulate or follow.

The changes may be natural, inner-directed processes, or may not be inner-directed. External influences, such as parental beliefs and societal customs, needs, and expectations, intervene. Mass media increases our awareness of what is happening around and influences our actions or opinions concerning these changes (Heichberger 1974).

The early 1970s was an era that now seems technologically obsolete. But today, humans are bombarded with technological change that occurs so rapidly, it may be distressing for many. No wonder that throughout history, there have always been intra-social groups promoting change and other groups resisting change (Wallis 1970). But this tug of ideologies is an important part of social change.

To cope with change, people must first detect change. According to Rensink (2002) the term "change detection" is primarily pertaining to "the visual processes involved in first noticing a change. At first the change appears unproblematic, but upon closer examination contains subtleties that may cause great confusion unless carefully handled. Change generally requires a transformation or modification of something over time. Thus, an action or motion is required to handle the change. Rensink (2002) describes the next aspect of change detection as "seeing a change in progress" and then "seeing that something has changed." And finally, it is important to distinguish between the change and the difference it has made. Rensink's assessment echoes Aristotle's ideas of change documented thousands of years ago.

A university librarian, who readily observes when change is necessary, sets effective plans in motion to cope with the change and understands that change affects staff members differently, is suitable to successfully manage change.

The information age has enhanced the nature of change. With the rapid development of information technology, such as blogs, wikis, and podcasts, change in university libraries now occurs more quickly and is more unpredictable. As Stueart and Moran (2004) stated, "Not only is the future not what one could imagine it to be even five years ago, but the speed of change is increasing in all sectors of society".

Nozero and Vaughan (2000) stated that the academic library of the 21st century is an institution facing numerous challenges, both from within and from without. Change is constant and everywhere. Pugh (2005) adds that Change in library and information services is now different in nature and greater in extent than ever before. In addition, change is not always amenable to the standard managerial responses and may require new ways of thinking about organizations including information services (Pugh, 2005). To achieve positive responses to change, a change leader needs to correctly understand the nature of change (Warnken, 2004) and how it varies (Cameron and Green 2004). Following the Darwin's theory of evolution, those who will understand the change and adopt it, will be able to survive and others existence is in danger. It is neither the strongest of the species that survives, nor the most intelligent that survives. It is the one that is most adaptable to change. Before all these we must understand what are the factors which bring about these change.

2. DRIVERS OF CHANGE

There are number of factors which drive the change. According to Stueart and Moran (2004), the drivers of change can be categorised into political, economic, social and technological (PEST) ones. The political factors include management policies, government policies, the economic factors include shrinking budget, physical space, the social factors include user' needs & expectations, cultural change, globalisation & privatisation and the technological factors include information & communication

technologies, knowledge management, e-resources. There are both external as well as internal pressures. Externally, the ICTs, the Internet and the commercial information providers are giving fierce competition to the libraries. Internally, organisational culture, declining budget, lack of staff and the lethargic attitude are some of the critical factors of the present state of change.

In this context, a study was carried out with the following objectives:

1. To identify different the drivers of change in university libraries where changes have taken place / are taking place.
2. To find the main drivers are which bring about change in the libraries.

3. SCOPE OF THE STUDY

This study is limited to general universities from North West region of India 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 twelve universities 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. The study has been limited to the following universities-

Panjab University, Chandigarh (PU)

Punjabi University, Patiala (PUP)

Guru Nanak Dev University, Amritsar (GNDU)

Kurukshetra University, Kurukshetra (KUK)

Maharishi Dayanand Univer Sity, Rohtak (MDU)

Himachal Pradesh University, Shimla (HPU)

University Of Jammu, Jammu (JU)

University Of Kashmir, Srinagar (KU)

University Of Delhi, Delhi (DU)

Jawaharlal Nehru University, New Delhi (JNU)

University Of Rajasthan, Jaipur (RUJ)

Maharishi Dayanand Saraswati University, Ajmer (MDA)

4. METHODOLOGY:

Based on the review of literature and insights gained through discussions with experts, the following drivers affecting the process of change in the academic libraries have been identified. A questionnaire having - questions related to drivers of change was developed for the study. It included both close ended and open-ended questions. Librarians (including deputy as well as assistant librarians) and section in-charges were selected and 72 questionnaire were distributed among these. Filled in questionnaires were collected personally. Participative observation is also made; the collected data is analyzed using suitable statistical techniques. 63 filled in questionnaires were returned, giving a response rate of 87.5 %.

5. ANALYSIS, PRESENTATION AND INTERPRETATION OF DATA

In the questionnaire the respondents were asked to identify the drivers of change in their respective university libraries and were asked to prioritise them. Based on the responses from the respondents the following observations were made-

DESCRIPTIVE ANALYSES

Among the 63 (100%) respondents, 24% were from Delhi, 19% were from Haryana, 16% from Jammu and Kashmir, 14% were from Punjab state, 11% were from

Rajasthan State, 10% were from Chandigarh and remaining 6% were from Himachal Pradesh. The state-wise break-up is shown in figure 5.1.

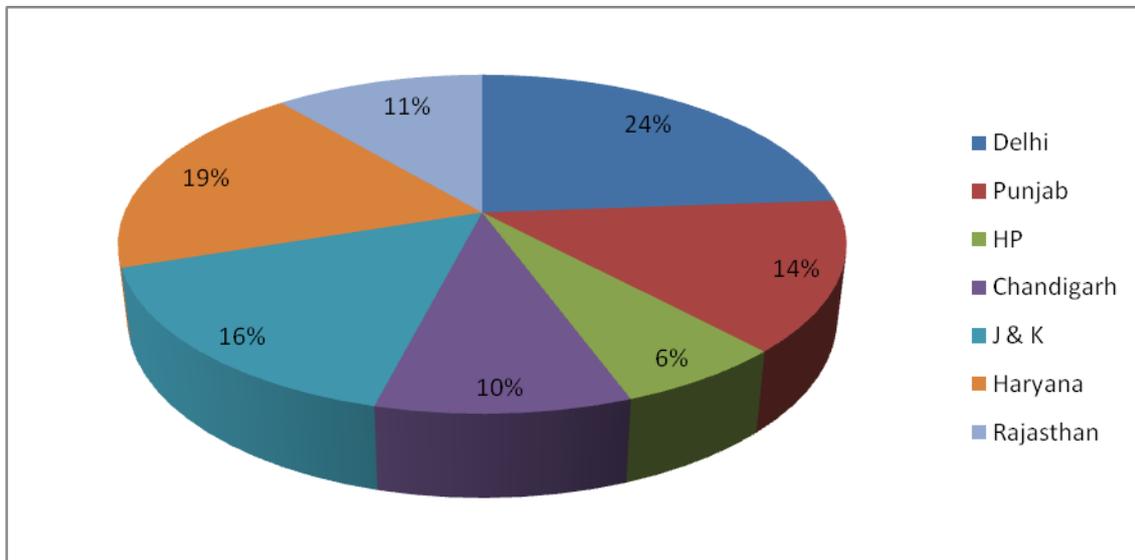


Figure 5.1: State-wise break-up of responses

Figure 5.1 shows that highest responses were from the universities of Delhi and least from the state of Himachal Pradesh.

5.1 Information and Communication Technologies

In the last few decades revolutionary change has been observed in the Information and Communication technology, which has affected almost all walks of life and the libraries are no longer remain unaffected from it. In most of the Indian University Libraries, more or less use of ICT can be observed.

Table 5.1: ICT as drivers of change in University Libraries

Priority	University												Total	Weighted score	
	DU	GN DU	HP	JN U	JU	K U	KU K	M D A	MD UR	PU	PU P	RU J			

1	5	3	3	7	7	3	0	4	1	4	3	1	41	410
	12.20%	7.30%	7.30%	17.10%	17.10%	7.30%	0.00%	9.80%	2.40%	9.80%	7.30%	2.40%	100.00%	
2	1	0	1	2	0	0	2	0	3	0	1	1	11	99
	9.10%	0.00%	9.10%	18.20%	0.00%	0.00%	18.20%	0.00%	27.30%	0.00%	9.10%	9.10%	100.00%	
3	0	0	0	0	0	0	1	0	0	1	0	0	2	16
	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	50.00%	0.00%	0.00%	50.00%	0.00%	0.00%	100.00%	
4	0	0	0	0	0	0	0	0	0	0	1	1	2	14
	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	50.00%	50.00%	100.00%	
5	0	0	0	0	0	0	0	0	0	1	0	0	1	6
	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%	
6	0	0	0	0	0	0	0	0	1	0	0	0	1	5
	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%	
7	0	0	0	0	0	0	0	0	3	0	0	0	3	12

	0.0 0%	0.0 0%	0.0 0%	0.0 0%	0.0 0%	0.0 0%	0.0 0%	0.0 0%	0.0 0%	100. 00%	0.00 %	0.0 0%	0.0 0%	100. 00%	
8	0	0	0	0	0	0	0	0	0	1	0	0	0	1	3
	0.0 0%	0.0 0%	0.0 0%	0.0 0%	0.0 0%	0.0 0%	0.0 0%	0.0 0%	0.0 0%	100. 00%	0.00 %	0.0 0%	0.0 0%	100. 00%	
Tota l	6	3	4	9	7	3	3	4	9	6	5	3	62	565	
	9.7 0%	4.8 0%	6.5 0%	14. 50%	11. 30%	4.8 0%	4.8 0%	6.5 0%	14.5 0%	9.70 %	8.1 0%	4.8 0%	100. 00%		

The above table shows that the 41(66.13%) out of 62(98.11%) respondents have given top priority to the ICT's being the main driver of change.

5.2 E-Resources

In the present scenario, the university libraries without e-resources cannot be imagining. Most of the international journals and research reports are coming in the e-format. So, e-resources have also driven the libraries for the adoption of new technologies.

Table 5.2: E-Resources as drivers of change in University Libraries

Pri ori ty	University												Tot al	We igh ted sco re	
	DU	GN DU	HP	JN U	JU	KU	KU K	M DA	M DU R	PU	PU P	RU J			

1	0	0	0	0	0	0	1	0	7	0	0	0	8	80
	0.0 0%	0.0 0%	0.0 0%	0.0 0%	0.0 0%	0.0 0%	33. 30 %	0.0 0%	77. 80 %	0.0 0%	0.0 0%	0.0 0%	13. 30 %	
2	5	3	0	3	0	2	0	4	0	3	1	0	21	189
	83. 30 %	100 .00 %	0.0 0%	33. 30 %	0.0 0%	66. 70 %	0.0 0%	100 .00 %	0.0 0%	50. 00 %	25. 00 %	0.0 0%	35. 00 %	
3	0	0	1	4	1	0	2	0	2	0	3	1	14	112
	0.0 0%	0.0 0%	33. 30 %	44. 40 %	14. 30 %	0.0 0%	66. 70 %	0.0 0%	22. 20 %	0.0 0%	75. 00 %	33. 30 %	23. 30 %	
4	0	0	0	1	0	0	0	0	0	3	0	0	4	28
	0.0 0%	0.0 0%	0.0 0%	11. 10 %	0.0 0%	0.0 0%	0.0 0%	0.0 0%	0.0 0%	50. 00 %	0.0 0%	0.0 0%	6.7 0%	
5	1	0	0	1	4	1	0	0	0	0	0	1	8	48
	16. 70 %	0.0 0%	0.0 0%	11. 10 %	57. 10 %	33. 30 %	0.0 0%	0.0 0%	0.0 0%	0.0 0%	0.0 0%	33. 30 %	13. 30 %	
6	0	0	1	0	0	0	0	0	0	0	0	1	2	10
	0.0 0%	0.0 0%	33. 30 %	0.0 0%	0.0 0%	0.0 0%	0.0 0%	0.0 0%	0.0 0%	0.0 0%	0.0 0%	33. 30 %	3.3 0%	

7	0	0	0	0	2	0	0	0	0	0	0	0	2	8
	0.0 0%	0.0 0%	0.0 0%	0.0 0%	28. 60 %	0.0 0%	3.3 0%							
9	0	0	1	0	0	0	0	0	0	0	0	0	1	2
	0.0 0%	0.0 0%	33. 30 %	0.0 0%	1.7 0%									
Total	6	3	3	9	7	3	3	4	9	6	4	3	60	477
	100 .00 %													

The above table shows that only 60(95.24%) respondents have observed that e-resources are one of the drivers of change.

5.3 User' Needs & Expectations

Library is a organisation, where user is the king. So, fulfilment of users' needs and expectation is the top priority of the libraries. The present user wants ready-made information in the various formats. So, the 'User' Needs & Expectations' is also one of the main drivers of change in the libraries.

Table 5.3: User' Needs & Expectations as drivers of change in University Libraries

Pri ori ty	University												Tot al	We igh ted sco	
	DU	GN DU	HP	JN U	JU	KU	KU K	M DA	M DU R	PU	PU P	RU J			

														re
1	1	0	0	2	0	0	2	0	0	1	3	1	10	100
	16.70%	0.00%	0.00%	50.00%	0.00%	0.00%	100.00%	0.00%	0.00%	16.70%	50.00%	33.33%	19.60%	
2	0	0	3	2	3	1	0	0	1	0	2	1	13	117
	0.00%	0.00%	75.00%	50.00%	75.00%	33.33%	0.00%	0.00%	11.10%	0.00%	33.33%	33.33%	25.50%	
3	1	3	0	0	0	0	0	1	2	3	1	1	12	96
	16.70%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	22.20%	50.00%	16.67%	33.33%	23.50%	
4	4	0	1	0	0	1	0	0	0	2	0	0	8	56
	66.70%	0.00%	25.00%	0.00%	0.00%	33.33%	0.00%	0.00%	0.00%	33.33%	0.00%	0.00%	15.70%	
5	0	0	0	0	0	1	0	0	3	0	0	0	4	24
	0.00%	0.00%	0.00%	0.00%	0.00%	33.33%	0.00%	0.00%	33.33%	0.00%	0.00%	0.00%	7.80%	
6	0	0	0	0	0	0	0	0	2	0	0	0	2	10
	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	22.20%	0.00%	0.00%	0.00%	3.90%	

									%					
7	0	0	0	0	0	0	0	0	1	0	0	0	1	4
	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	11.10	0.0	0.0	0.0	2.0	
	0%	0%	0%	0%	0%	0%	0%	0%	%	0%	0%	0%	0%	
9	0	0	0	0	1	0	0	0	0	0	0	0	1	2
	0.0	0.0	0.0	0.0	25.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2.0	
	0%	0%	0%	0%	%	0%	0%	0%	0%	0%	0%	0%	0%	
	6	3	4	4	4	3	2	1	9	6	6	3	51	409
	100	100	100	100	100	100	100	100	100	100	100	100	100	
	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	
	%	%	%	%	%	%	%	%	%	%	%	%	%	

The above table shows that only 51(80.95%) respondents have observed that user' needs & expectations is one of the drivers of change.

5.4 Management Policies

In some organisations, change is one of the main priorities and they change policies. So, management attitude towards change is also important.

Table 5.4: Management Policies as drivers of change in University Libraries

Pri ori ty	University												Tot al	We igh ted sco re	
	DU	GN DU	HP	JN U	JU	KU	KU K	M DA	M DU R	PU	PU P	RU J			

1	0	0	1	0	0	0	0	0	0	0	0	0	1	10
	0.0 0%	0.0 0%	50. 00 %	0.0 0%	0.0 0%	0.0 0%	0.0 0%	0.0 0%	0.0 0%	0.0 0%	0.0 0%	0.0 0%	2.3 0%	
2	0	0	0	0	0	0	0	0	1	2	0	0	3	27
	0.0 0%	0.0 0%	0.0 0%	0.0 0%	0.0 0%	0.0 0%	0.0 0%	0.0 0%	11. 10 %	50. 00 %	0.0 0%	0.0 0%	6.8 0%	
3	1	0	0	0	4	0	0	0	2	0	1	0	8	64
	50. 00 %	0.0 0%	0.0 0%	0.0 0%	57. 10 %	0.0 0%	0.0 0%	0.0 0%	22. 20 %	0.0 0%	33. 30 %	0.0 0%	18. 20 %	
4	0	1	0	0	0	0	0	3	0	0	0	0	4	28
	0.0 0%	33. 30 %	0.0 0%	0.0 0%	0.0 0%	0.0 0%	0.0 0%	0.0 0%	75. 00 %	0.0 0%	0.0 0%	0.0 0%	9.1 0%	
5	0	2	0	0	2	0	2	1	1	0	2	0	10	60
	0.0 0%	66. 70 %	0.0 0%	0.0 0%	28. 60 %	0.0 0%	100. 00 %	25. 00 %	11. 10 %	0.0 0%	66. 70 %	0.0 0%	22. 70 %	
6	0	0	0	0	0	2	0	0	0	0	0	0	2	10
	0.0 0%	0.0 0%	0.0 0%	0.0 0%	0.0 0%	66. 70 %	0.0 0%	0.0 0%	0.0 0%	0.0 0%	0.0 0%	0.0 0%	4.5 0%	

7	0	0	1	1	0	1	0	0	2	0	0	0	5	20
	0.0 0%	0.0 0%	50. 00 %	50. 00 %	0.0 0%	33. 30 %	0.0 0%	0.0 0%	22. 20 %	0.0 0%	0.0 0%	0.0 0%	11. 40 %	
8	1	0	0	1	1	0	0	0	2	2	0	1	8	24
	50. 00 %	0.0 0%	0.0 0%	50. 00 %	14. 30 %	0.0 0%	0.0 0%	0.0 0%	22. 20 %	50. 00 %	0.0 0%	33. 30 %	18. 20 %	
9	0	0	0	0	0	0	0	0	0	0	0	1	1	2
	0.0 0%	33. 30 %	2.3 0%											
10	0	0	0	0	0	0	0	0	1	0	0	1	2	2
	0.0 0%	11. 10 %	0.0 0%	0.0 0%	33. 30 %	4.5 0%								
Total	2	3	2	2	7	3	2	4	9	4	3	3	44	247
	100. 00 %													

The above table shows that only 44(69.84%) respondents have observed that 'management policies' is one of the drivers of change.

5.5 Knowledge Management

Change management literature also shows that 'Knowledge Management' is also one major driver of change.

Table 5.5: Knowledge Management as drivers of change in University Libraries

Pri orit y	University											Tot al	Wei ght ed scor e
	DU	GN DU	HP	JN U	JU	KU	MD A	MD UR	PU PU	PU P	RUJ		
2	0	0	0	2	0	0	0	0	1	1	0	4	36
	0.00 %	0.00 %	0.00 %	33.3 0%	0.00 %	0.00 %	0.00 %	0.00 %	33.3 0%	33.3 0%	0.00 %	10.3 0%	
3	2	0	2	1	2	0	3	0	1	0	0	11	88
	100. 00 %	0.00 %	66.7 0%	16.7 0%	100. 00 %	0.00 %	75.0 0%	0.00 %	33.3 0%	0.00 %	0.00 %	28.2 0%	
4	0	1	0	0	0	2	0	4	0	1	0	8	56
	0.00 %	100. 00 %	0.00 %	0.00 %	0.00 %	66.7 0%	0.00 %	44.4 0%	0.00 %	33.3 0%	0.00 %	20.5 0%	
5	0	0	0	1	0	1	0	2	0	0	1	5	30
	0.00 %	0.00 %	0.00 %	16.7 0%	0.00 %	33.3 0%	0.00 %	22.2 0%	0.00 %	0.00 %	33.3 0%	12.8 0%	
6	0	0	1	2	0	0	0	0	1	1	2	7	35

	0.00 %	0.00 %	33.3 0%	33.3 0%	0.00 %	0.00 %	0.00 %	0.00 %	33.3 0%	33.3 0%	66.7 0%	17.9 0%	
7	0	0	0	0	0	0	1	1	0	0	0	2	8
	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	25.0 0%	11.1 0%	0.00 %	0.00 %	0.00 %	5.10 %	
8	0	0	0	0	0	0	0	1	0	0	0	1	3
	0.00 %	11.1 0%	0.00 %	0.00 %	0.00 %	2.60 %							
9	0	0	0	0	0	0	0	1	0	0	0	1	2
	0.00 %	11.1 0%	0.00 %	0.00 %	0.00 %	2.60 %							
	2	1	3	6	2	3	4	9	3	3	3	39	247
	100. 00 %												

The above table shows that only 39(61.90%) respondents have observed that knowledge management is one of the drivers of change.

5.6 Shrinking Budget

Due to increasing costs, the effective budget goes on shrinking; this has forced the librarians to explore new alternatives.

Table 5.6: Shrinking Budget as drivers of change in University Libraries

Priority	University											Total	Weighted	
	DU	HP	JN	JU	KU	KU	MD	MD	PU	PU	RUJ			

			U			K	A	UR		P			score
1	0	0	0	0	0	0	0	0	0	0	1	1	10
	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	33.3 0%	2.60 %	
2	0	0	0	3	0	0	0	0	0	0	1	4	36
	0.00 %	0.00 %	0.00 %	60.0 0%	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	33.3 0%	10.5 0%	
3	2	1	3	0	0	0	1	0	0	0	0	7	56
	66.7 0%	50.0 0%	100. 00 %	0.00 %	0.00 %	0.00 %	100. 00 %	0.00 %	0.00 %	0.00 %	0.00 %	18.4 0%	
4	0	1	0	0	0	2	0	0	0	0	0	3	21
	0.00 %	50.0 0%	0.00 %	0.00 %	0.00 %	100. 00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	7.90 %	
5	0	0	0	0	0	0	0	1	1	1	1	4	24
	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	11.1 0%	25.0 0%	33.3 0%	33.3 0%	10.5 0%	
6	0	0	0	0	0	0	0	4	2	1	0	7	35
	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	44.4 0%	50.0 0%	33.3 0%	0.00 %	18.4 0%	
7	1	0	0	0	0	0	0	2	0	1	0	4	16

	33.3	0.00	0.00	0.00	0.00	0.00	0.00	22.2	0.00	33.3	0.00	10.5	
	0%	%	%	%	%	%	%	0%	%	0%	%	0%	
8	0	0	0	1	2	0	0	1	0	0	0	4	12
	0.00	0.00	0.00	20.0	66.7	0.00	0.00	11.1	0.00	0.00	0.00	10.5	
	%	%	%	0%	0%	%	%	0%	%	%	%	0%	
9	0	0	0	0	1	0	0	1	0	0	0	2	4
	0.00	0.00	0.00	0.00	33.3	0.00	0.00	11.1	0.00	0.00	0.00	5.30	
	%	%	%	%	0%	%	%	0%	%	%	%	%	
10	0	0	0	1	0	0	0	0	1	0	0	2	2
	0.00	0.00	0.00	20.0	0.00	0.00	0.00	0.00	25.0	0.00	0.00	5.30	
	%	%	%	0%	%	%	%	%	0%	%	%	%	
Tot	3	2	3	5	3	2	1	9	4	3	3	38	216
al	100.	100.	100.	100.	100.	100.	100.	100.	100.	100.	100.	100.	
	00	00	00	00	00	00	00	00	00	00	00	00	
	%	%	%	%	%	%	%	%	%	%	%	%	

The above table shows that only 38(60.12%) respondents have observed that 'shrinking budget' is one of the drivers of change.

5.7 Physical Space

Physical Space has become one of the major problems for all the traditional libraries. Due to lack of proper weed out policies and implementation of new services, the space for storage and operations is decreasing, to cope up with this problem; the libraries are forced to take new alternatives.

Table 5.7: Physical Space as drivers of change in University Libraries

Priority	University										Total	Weighted score
	DU	HP	JNU	JU	KU	KU K	MD UR	PU	PUP	RUJ		
2	0	0	0	0	0	1	1	0	1	0	3	27
	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	33.3 0%	11.1 0%	0.00 %	25.0 0%	0.00 %	8.30 %	
3	0	0	0	0	0	0	0	1	0	1	2	16
	0.00 %	25.0 0%	0.00 %	33.3 0%	5.60 %							
4	0	1	2	0	0	0	0	0	2	0	5	35
	0.00 %	33.3 0%	66.7 0%	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	50.0 0%	0.00 %	13.9 0%	
5	1	0	1	1	0	0	0	1	0	0	4	24
	50.0 0%	0.00 %	33.3 0%	50.0 0%	0.00 %	0.00 %	0.00 %	25.0 0%	0.00 %	0.00 %	11.1 0%	
6	1	0	0	0	1	2	0	1	0	0	5	25
	50.0 0%	0.00 %	0.00 %	0.00 %	33.3 0%	66.7 0%	0.00 %	25.0 0%	0.00 %	0.00 %	13.9 0%	
7	0	1	0	0	1	0	0	1	1	1	5	20

	0.00 %	33.3 0%	0.00 %	0.00 %	33.3 0%	0.00 %	0.00 %	25.0 0%	25.0 0%	33.3 0%	13.9 0%	
9	0	0	0	1	0	0	1	0	0	0	2	4
	0.00 %	0.00 %	0.00 %	50.0 0%	0.00 %	0.00 %	11.1 0%	0.00 %	0.00 %	0.00 %	5.60 %	
10	0	1	0	0	1	0	7	0	0	1	10	10
	0.00 %	33.3 0%	0.00 %	0.00 %	33.3 0%	0.00 %	77.8 0%	0.00 %	0.00 %	33.3 0%	27.8 0%	
Total	2	3	3	2	3	3	9	4	4	3	36	161
	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

The above table shows that only 36(57.14%) respondents have observed that 'physical space' is one of the drivers of change.

5.8 Government Policies

The time -to-time shift in the government policies and requirement of various types of information, has somehow also drive the libraries towards change.

Table 5.8: Government Policies as drivers of change in University Libraries

Priority	University											Total	Weighted score
	DU	GN DU	HP	JN U	JU	KU	KU K	MD A	MD UR	PU	RUJ		
2	0	0	0	0	0	0	0	0	1	0	0	1	9

	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	11.1 0%	0.00 %	0.00 %	3.00 %	
3	0	0	0	0	0	0	0	0	1	0	0	1	8
	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	11.1 0%	0.00 %	0.00 %	3.00 %	
4	0	1	0	0	5	0	0	0	2	0	0	8	56
	0.00 %	100. 00 %	0.00 %	0.00 %	71.4 0%	0.00 %	0.00 %	0.00 %	22.2 0%	0.00 %	0.00 %	24.2 0%	
5	0	0	1	0	0	0	0	0	0	0	0	1	6
	0.00 %	0.00 %	50.0 0%	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	3.00 %	
6	0	0	1	0	2	0	0	0	0	0	0	3	15
	0.00 %	0.00 %	50.0 0%	0.00 %	28.6 0%	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	9.10 %	
7	0	0	0	1	0	0	2	0	0	1	0	4	16
	0.00 %	0.00 %	0.00 %	50.0 0%	0.00 %	0.00 %	100. 00 %	0.00 %	0.00 %	50.0 0%	0.00 %	12.1 0%	
8	0	0	0	1	0	0	0	1	2	0	1	5	15
	0.00 %	0.00 %	0.00 %	50.0 0%	0.00 %	0.00 %	0.00 %	100. 00 %	22.2 0%	0.00 %	33.3 0%	15.2 0%	

9	1	0	0	0	0	1	0	0	3	1	2	8	16
	100.00%	0.00%	0.00%	0.00%	0.00%	33.30%	0.00%	0.00%	33.30%	50.00%	66.70%	24.20%	
10	0	0	0	0	0	2	0	0	0	0	0	2	2
	0.00%	0.00%	0.00%	0.00%	0.00%	66.70%	0.00%	0.00%	0.00%	0.00%	0.00%	6.10%	
Tot al	1	1	2	2	7	3	2	1	9	2	3	33	143
	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	

The above table shows that only 33(52.38%) respondents have observed that 'government policies' is one of the drivers of change.

5.9 Globalisation & Privatisation

The increasing Globalisation and Privatisation has forced the librarians into a competitive world, where there is a race for providing better and effective services. In such an environment, the university librarians have also started to explore better technologies.

Table 5.9: Globalisation & Privatisation as drivers of change in University Libraries

Priority	University										Total	Weighted score	
	DU	HP	JNU	JU	KU	MDA	MDUR	PU	PUP	RUJ			

												e
1	0	0	0	0	0	0	1	1	0	0	2	20
	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	11.1 0%	50.0 0%	0.00 %	0.00 %	7.10 %	
2	0	0	0	0	0	0	2	0	0	0	2	18
	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	22.2 0%	0.00 %	0.00 %	0.00 %	7.10 %	
3	0	0	0	1	3	0	0	0	1	0	5	40
	0.00 %	0.00 %	0.00 %	50.0 0%	100. 00%	0.00 %	0.00 %	0.00 %	50.0 0%	0.00 %	17.9 0%	
4	1	1	0	1	0	0	2	0	0	2	7	49
	100. 00%	33.3 0%	0.00 %	50.0 0%	0.00 %	0.00 %	22.2 0%	0.00 %	0.00 %	66.7 0%	25.0 0%	
5	0	0	0	0	0	0	1	0	1	0	2	12
	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	11.1 0%	0.00 %	50.0 0%	0.00 %	7.10 %	
6	0	0	0	0	0	1	1	0	0	0	2	10
	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	100. 00%	11.1 0%	0.00 %	0.00 %	0.00 %	7.10 %	
8	0	1	0	0	0	0	1	0	0	1	3	9
	0.00 %	33.3 0%	0.00 %	0.00 %	0.00 %	0.00 %	11.1 0%	0.00 %	0.00 %	33.3 0%	10.7 0%	
9	0	1	1	0	0	0	1	1	0	0	4	8

	0.00 %	33.3 0%	50.0 0%	0.00 %	0.00 %	0.00 %	11.1 0%	50.0 0%	0.00 %	0.00 %	14.3 0%	
10	0	0	1	0	0	0	0	0	0	0	1	1
	0.00 %	0.00 %	50.0 0%	0.00 %	3.60 %							
Tot al	1	3	2	2	3	1	9	2	2	3	28	146
	100. 00%											

The above table shows that only 28(44.44%) respondents have observed that globalisation & privatisation is one of the drivers of change.

5.10 Cultural Change

Change in culture is clearly visible. The present user unlike traditional user doesn't want to visit libraries for information. He/she prefers to have readymade information from 'Google'. In such a situation it is becoming more and more difficult for the librarians to maintain their existence.

Table 5.10: Cultural Change as drivers of change in University Libraries

Priority	University									Total	Weighted score
	DU	HP	JNU	JU	KU	MD A	MD UR	PU	RUJ		
2	0	0	0	1	0	0	0	0	0	1	9
	0.00 %	0.00 %	0.00 %	50.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	3.60 %	
3	0	0	1	0	0	0	2	0	0	3	24

	0.00 %	0.00 %	33.30 %	0.00 %	0.00 %	0.00 %	22.20 %	0.00 %	0.00 %	10.70 %	
4	0	0	0	1	0	1	1	1	0	4	28
	0.00 %	0.00 %	0.00 %	50.00 %	0.00 %	100.0 0%	11.10 %	33.30 %	0.00 %	14.30 %	
5	0	2	0	0	0	0	1	1	0	4	24
	0.00 %	66.70 %	0.00 %	0.00 %	0.00 %	0.00 %	11.10 %	33.30 %	0.00 %	14.30 %	
6	0	0	0	0	0	0	1	0	0	1	5
	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	11.10 %	0.00 %	0.00 %	3.60 %	
7	0	0	0	0	1	0	0	0	2	3	12
	0.00 %	0.00 %	0.00 %	0.00 %	33.30 %	0.00 %	0.00 %	0.00 %	66.70 %	10.70 %	
8	0	1	0	0	1	0	1	0	0	3	9
	0.00 %	33.30 %	0.00 %	0.00 %	33.30 %	0.00 %	11.10 %	0.00 %	0.00 %	10.70 %	
9	0	0	1	0	1	0	2	0	0	4	8
	0.00 %	0.00 %	33.30 %	0.00 %	33.30 %	0.00 %	22.20 %	0.00 %	0.00 %	14.30 %	
10	1	0	1	0	0	0	1	1	1	5	5
	100.0 0%	0.00 %	33.30 %	0.00 %	0.00 %	0.00 %	11.10 %	33.30 %	33.30 %	17.90 %	

	1	3	3	2	3	1	9	3	3	28	124
	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	
	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	

The above table shows that only 28(44.44%) respondents have observed that cultural change is one of the drivers of change.

The comparison of all the change drivers in the different university librarians is shown in the following table-

Table 5.11: Drivers of change in University Libraries

Drivers of Change	Pri ori ty 1	Pri ori ty 2	Pri ori ty 3	Pri ori ty 4	Pri ori ty 5	Pri ori ty 6	Pri ori ty 7	Pri ori ty 8	Pri ori ty 9	Pri ori ty 10	Weig hted Score	Perc enta ge
information & communication technologies	41	11	2	2	1	1	3	1	0	0	565	89.7
shrinking budget	1	4	7	3	4	7	4	4	2	2	216	34.3
user' needs & expectations	10	13	12	8	4	2	1	0	1	0	409	64.9
knowledge management	0	4	11	8	5	7	2	1	1	0	247	39.2
cultural change	0	1	3	4	4	1	3	3	4	5	124	19.7

globalisation & privatisation	2	2	5	7	2	2	0	3	4	1	146	23.1
management policies	1	3	8	4	10	2	5	8	1	2	247	39.2
government policies	0	1	1	8	1	3	4	5	8	2	143	22.7
e-resources	8	21	14	4	8	2	2	0	1	0	477	75.7
physical space	0	3	2	5	4	5	5	0	2	10	161	25.6

Table 5.11 shows that three drivers are significant. Information and communication technology (ICT) is the main driver with the highest score of 89.7% followed by e-resources with 75.7% score and users' needs and expectations with 64.9% scores. All others drivers are less significant with less than 50% scores.

Figure 5.1 shows the comparison of the different drivers of change in the University Libraries.

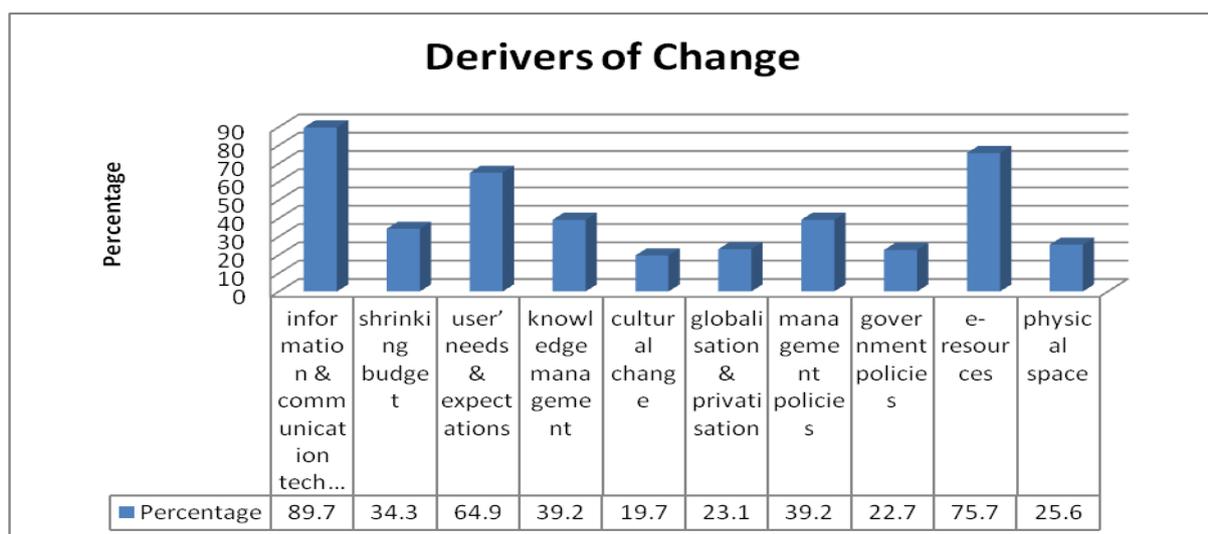


Figure 5.2: Drivers of change in University libraries

Figure 5.2 shows the comparison of the different drivers of change in the university libraries.

Finding From Librarians' Survey

- Information and communication technology (ICT) is the main driver.
- 'E-resources' is the second most important driver with 75.7% score and users' needs and expectations with 64.9% scores the third most important.
- 'Government policies' is the least important driver.
- The drivers are change varies from university to university.
- Most of the libraries have acquired e-resources like e-books and e-journals.
- Most of the libraries are purchasing new equipments for improving their services.
- Major change has been observed in library rules accordingly.
- Negligible change has been noticed in library policies.

Strategies for Managing Changes:

Based on the librarians' perceptions, the following strategies are suggested -

- The librarians should identify the different drivers of change.
- There should to clear management policies towards change.
- 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
- 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 study we can conclude that there are many drivers of change in the university libraries in India. But only three drivers i.e. Information and communication technology (ICT), e-resources and users' needs and expectations are the main. All others drivers are less significant. Most of the libraries are funded by the state or central government, i.e. why shrinking budget is not an important one. But in almost all the universities there is lack of change management policies to identify the areas where change if require and to plan their strategies accordingly.

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