The model of effective library management in Rajabhat University

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Abstract

The objectives of this research were; 1) to study the stages of problem in managing and administering the library of Rajabhat Universities, as well as to find solutions to solve such the problems and obstacles, 2) to develop the managerial model to improve the service quality of the library, and 3) to test and assure that the created model is practical for improving the effective library service: rectify and adjust for inadequacy. This research is a combination of qualitative and quantitative method. The 227 personnel working in the libraries in 6 Rajabhat Universities located in Bangkok were designed as the research populations. The key informants were the 20 library head administers. The tools applied to gather the relevant data were questionnaires and interview forms. Quantitatively, the data were analyzed for its Percentage, Average Score, and Standard Deviation (S.D.). Qualitatively, the data were contextually analyzed. The research findings are; 1) the overall library managerial performances of Rajabhat University was rated good (X = 4.19), 2) However, it was founded that the libraries did not promote a Customer Focus service, in addition; the personnel in these libraries were lacking of the effective communication and publication, and the environment in the library was not learning friendly. Therefore, the library personnel are encouraged to focus more on the users and the head administer ought to supportively develop to increase the performances of their officers. Moreover, they should increase the various communication channels between library office and the users. In addition, the attractive and learning friendly atmosphere according to the concept of The 21st Century Library should be implemented, and 3) The effective library management model ought to be comprised of 6 components which are: organization management, planning, staffing, resourcing, servicing, and technologies.

Keywords: Library management, Rajabhat University library, library management model.

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1. Introduction

At present, the library is very important to education, especially to higher education. This is because higher education is characterized by being dynamic. It is continually changing and progressing along with the progress in various disciplines. Higher education is like the brain bank of the society and country (Office of the National Education Committee, 2002). Countries throughout the world, including those in Europe, America, Australia, and Asia have visions for their own development using education as the mechanism for mobilizing and enhancing competencies of their human resource to increase the potential for competition of the country (Nakhornthap, 2002, 2, cited in Office of the National Education Committee, 2542). In instructional management, higher education institutions need to provide and manage various resources including buildings and facilities, human resource, and library which are an important resource that supports instruction and research. The academic library is considered to be an important factor for supporting the instruction and production of graduated students of that institution. The administration and management of library to enable it to be an efficient library is therefore important because if the service user wants to get some information but the library cannot provide it, then the library will be useless (Thangcharoen, 2006, p. 16). Besides its roles in support of instruction, the library also has the role of being a museum and an important source for disseminating information of the country. Rajabhat universities are a new group of universities that have been developed from teachers colleges. There are still a lot of problems in their administration and administrative structures of their various wok units, especially in their libraries. Due to the fact that the library is the important resource for searching information by instructors and students, both the instructors and students have high expectations for its services to meet their needs for information. Therefore the model of library administration and management that respond to the needs of instructors and students will greatly affect their uses of the library services and the roles of the library in support of instruction.

2. Literature Review

The concepts and theories related to this research are the following:

Concepts concerning modern administration and management

There are many concepts concerning modern administration and management. They are specified as follows:

The one-stop-service concept. This is the provision of all concerned services in one place to enable the service users to quickly and conveniently receive all services that they need resulting in their satisfaction with the service provision (Klaphachan & Saowaphayon, 2003).

The innovation management concept. The Royal Society Dictionary of Thai Language (2002) defines innovation as new things, new ideas, or new process that have been created or adapted from old ones. Therefore, in innovation management the administrator must understand the meaning of innovation and how to manage it.

The facility management concept. The Royal Society Dictionary of Thai Language (2002) defines facilities as the buildings, services, equipment, etc. that are provided for a particular purpose. Therefore, in facility management the administrator must take actions to make sure that the facilities are in prime condition and serve the user's needs well.

The benchmarking concept. This is a way to find the best practice by studying the practices of various agencies and compare them to decide which one is the best to be adopted for practice in one's own organization.

The change management concept. At present, the environment affecting work performance, such as the social condition, economic condition, political condition, and information technology have

changed rapidly resulting in the organizations or companies having to adjust themselves continuously in order to cope with the changes.

The conflict management concept. The personnel working in any organization have different background factors, such as educational level, family upbringing, and culture. As a result, conflicts may occur among the personnel. The administrator must manage the organization to prevent or solve conflicts to make sure that the organization performs its duty smoothly.

The crisis management concept. Crises in any organization can occur. The careful administrator must be aware of any crisis situation that can occur and be prepared to handle it.

The customer-based management concept. This is the management that focuses on provision of services to respond to the customer's needs.

The outsourcing concept. This is the hiring of outside work agency or outside persons to work for the organization under the contract for particular job or jobs.

The team building concept. This means the creation of a group of persons to work together in a team for a particular job or jobs in order to achieve the pre-determined goals (Runcharoen, 2002).

The six sigma management concept. This is an administrative process that focuses on efficiency improvement of work performance that is below the central standard. It is the application of statistical principles for improvement of work performance deficiency.

The reengineering concept. This is the administration by reforming or restructuring the work performance process of the organization.

The downsizing concept. This is the reduction of the size of organization to achieve better work performance results. By downsizing a company, it is hoped that its expenditure will decrease, while its profit will increase.

Concepts concerning organizational administration and management of a library

Lynch (2004) mentions that bias and library management cannot get along. If one wants to judge whether or not library management is perfect, one must base his/her judgment on the uses of the library and the needs for using the library of service users who consider that the library is necessary. In library management, the structure of organization must be in accord with its policy and operational method that must be adjusted to comply with the changing environment and technology. The library must create its own special characteristics and standards. In library management, the focus must not be on gaining profits based on the invested budget but must be on providing the best services possible. The duty and roles of professional staff and non-professional personnel must be clearly determined. The organization must plan for developing skills and competencies of the personnel. Also, the library should have an information system to enable it to make decisions efficiently. Kirk, Jr. (2004) and Stueart and Moran (2002) state that the leader is the most important person in library management. In modern library management, Wipawin (2000, 119-120) states that the importance should be given to the following: (1) the administration model, either centralization or decentralization by reducing the steps in giving orders to achieve faster work performance; (2) the work system and operational steps; (3) the information resource; (4) the technology and database of the library; (5) the information services; (6) the circulation model including both the counter service, online data retrieval, and teaching and giving directions on using information resource; (6) the development of library personnel; (7) the public relations of the library; and (8) the creation of cooperation between the library and community.

Public relations and library development

Public relations are the process for communication to promote the efficiency of service provision to both individuals and groups and to promote activities for development of the library activities. Academician mentions that public relations help to present good images of the library to the public and enable the library to achieve the goals of its service provision. Das and Karn (2008), Kavulya (2004), Konata (2006), and Sweeney and Richard (2005) state that in development of the library, one must take into consideration the following: (1) the creating of diversified resources for service provision of the library; (2) the application of marketing principles in providing services, for example, giving rewards to service users; (3) the creation of satisfaction of service users by arranging the atmosphere, buildings and facilities, materials and equipment that attract the interest of users and also applying technology to facilitate service provision; (4) the acquisition of appropriate information resources for service in the library that have passed the screening process to ensure that they come from reliable sources; (5) the adding of value to the information to make it more relevant to the needs of service users such as transforming the information from the printed form into the electronic form; (6) the library must put emphasis on responding to the needs of service users; (7) the formulation of rules and regulations for quality service provision of the library; the library and its service users must create agreement terms that are of standard and mutually understood; (8) the creation of innovations or new strategies for service provision; and (9) the library should plan for implementation of strategies with participation of library personnel.

Storage development

Storage development is the process to classify different materials or information resources into same groups that is important for service provision of the library. O'dell (2002, p. 9) states that in development of the storage system, the organization must put emphasis on the convenience of service users for using and finding the materials. This process includes arrangement of physical settings, atmosphere, and facilities such as the shelves, tables, and chairs. Therefore, if the library can clearly classify the groups of users, it can develop its storage system that is easily accessible or can arrange the library into different zones that can better respond to the needs of service users.

Guidelines for service provision

Chase (2004, cited in Phamornsthit, 2007) proposes three following approaches for service provision: (1) the production-line approach, which focuses on the speed of work performance of the personnel; (2) the self-service approach, which focuses on the participation of service users in designing the service system to make sure that service users can make use of the services by themselves more easily; and (3) the personal attention approach, which focuses on providing services to individual service users based on their specific needs.

3. Research Method

This study is a mixed-method research employing both the quantitative and qualitative research methodologies. Its research process including various steps is described as follows:

1. Analysis of documents of the six Rajabhat universities concerning the administration and management of their libraries.

2. Distribution of questionnaires to survey opinions of personnel of the six libraries on the administration and management process of their libraries. This is a quantitative research with the following operation details:

2.1 Research population and sample. The research population comprised 227 practitioners in the six Rajabhat university libraries including section heads, librarians, and personnel

2.2 Research instrument and data collection. A questionnaire was employed as the research instrument to collect data from all of the 227 personnel of the six libraries.

2.3 Data analysis. The research data were analyzed using a computer program. Data were analyzed using descriptive statistics including the percentage, mean, and standard deviation.

3. Field study of the physical environment and context of the six libraries and in-depth interviews of directors and vice-directors of the six Rajabhat university libraries, one library of a university in the old university group, and one private university library. This is a qualitative research. The qualitative data were analyzed with content analysis and presented in descriptive form.

4. Research results

4.1. Conditions of administration and management of the six Rajabhat university libraries

Analysis results of conditions of administration and management of the six Rajabhat university libraries are presented in the form of rating means of opinions of the library personnel as shown in Table 1 below:

Table 1. Rating mean on the overall condition of administration and management of the six libraries

Administration and Management of Rajabhat University Libraries	$\overline{X}$	S.D.	Meaning	Rank
1. The policy and planning aspect	4.08	0.71	High	7
2. The organizational management and organizational structure aspect	4.04	0.86	High	8
3. The personnel aspect	4.10	0.71	High	6
4. The directing aspect	4.33	0.65	High	1
5. The coordination and control aspect	4.22	0.70	High	5
6. The information resource storage aspect	4.10	0.76	High	6
7. The buildings, facilities and equipment aspect	4.32	0.63	High	2
8. The general administration aspect	4.24	0.70	High	4
9. The information technology aspect	4.24	0.70	High	4
10. The quality assurance aspect	4.30	0.65	High	3
11. Total	4.19	0.70	High	-

From Table 1, it can be seen that the total rating mean of administration and management of the six Rajabhat university libraries is at the high level (mean = 4.19). When specific aspects of administrations are considered, the top rank is the directing aspect which is at the high level (mean = 4.33); the second rank is the buildings, facilities and equipment aspect which is at the high level (mean = 4.32); the third rank is the quality assurance aspect which is at the high level (mean = 4.30); the fourth rank is the general administration aspect which is at the high level (mean = 4.30); the fifth rank is the coordination and control aspect which is at the high level (mean = 4.22); the sixth rank is the personnel aspect which is at the high level (mean = 4.10); the seventh rank is the policy and planning aspect which is at the high level (mean = 4.08); and the eighth rank is the organizational management and organizational structure aspect which is at the high level (mean = 4.04).

2. The problems, obstacles and guidelines for solving problems of the six libraries.

The problems and obstructions for administration and management of the six libraries, together with recommendations on guidelines for solving problems are presented as follows:

(1) The problem is that the provision of library services does not focus on serving the needs of service users; therefore the library should put more emphasis on responding to the needs of service users.

(2) The problem is that the university administrators do not recognize the importance of the library, therefore the university leaders or administrators must give more importance to the library.

(3) The problem is that the library personnel still lack various skills and there are still not sufficient numbers of library personnel, therefore the library should acquire more qualified personnel to work in the library.

(4) The problem is that the standards for higher education institution libraries determined by the Office of the Higher Education Commission are old and probably not up-to-date; therefore there should be a review on the standards to revise them to be in accord with the present conditions.

(5) The problem is that the library still lacks administration strategies, therefore brainstorming sessions should be organized to develop the strategies.

(6) The problem is that the library administrators and section heads still lack leadership; therefore the library should take actions to prepare personnel to become section heads or administrators in the future.

(7) The problem is that the library still lacks public relations; therefore the library should increase more channels for communications and public relations, and apply the marketing principles in its operation.

(8) The problem is that section heads in the library still lack monitoring and supervising skills, therefore the library must develop the skills of the existing and future section heads and carefully screen persons to be the new section heads.

(9) The problem is that the present buildings and facilities of many Rajabhat university libraries are still not appropriate, therefore in constructing the new buildings or decorating the existing buildings for the library, the librarians should be asked to participate in designing them.

(10) The problem is that the practitioners still do not understand the direction or overall picture of development; therefore the administrators should create correct understandings between the personnel and the administrators on the clear direction of administration and goals.

(11) The problem is that the landscape and physical settings of the library are still not attractive to the service users, therefore there should be actions taken to improve the attractiveness of library's landscape and physical settings.

(12) The problem is that the library still cannot procure sufficient resources; therefore it should increase the channels for acquisition of its resources.

(13) The problem is that the library still does not apply modern social media technology in its work; therefore it should implement new ideas such as the concept of library on smart phones to facilitate the users' convenience.
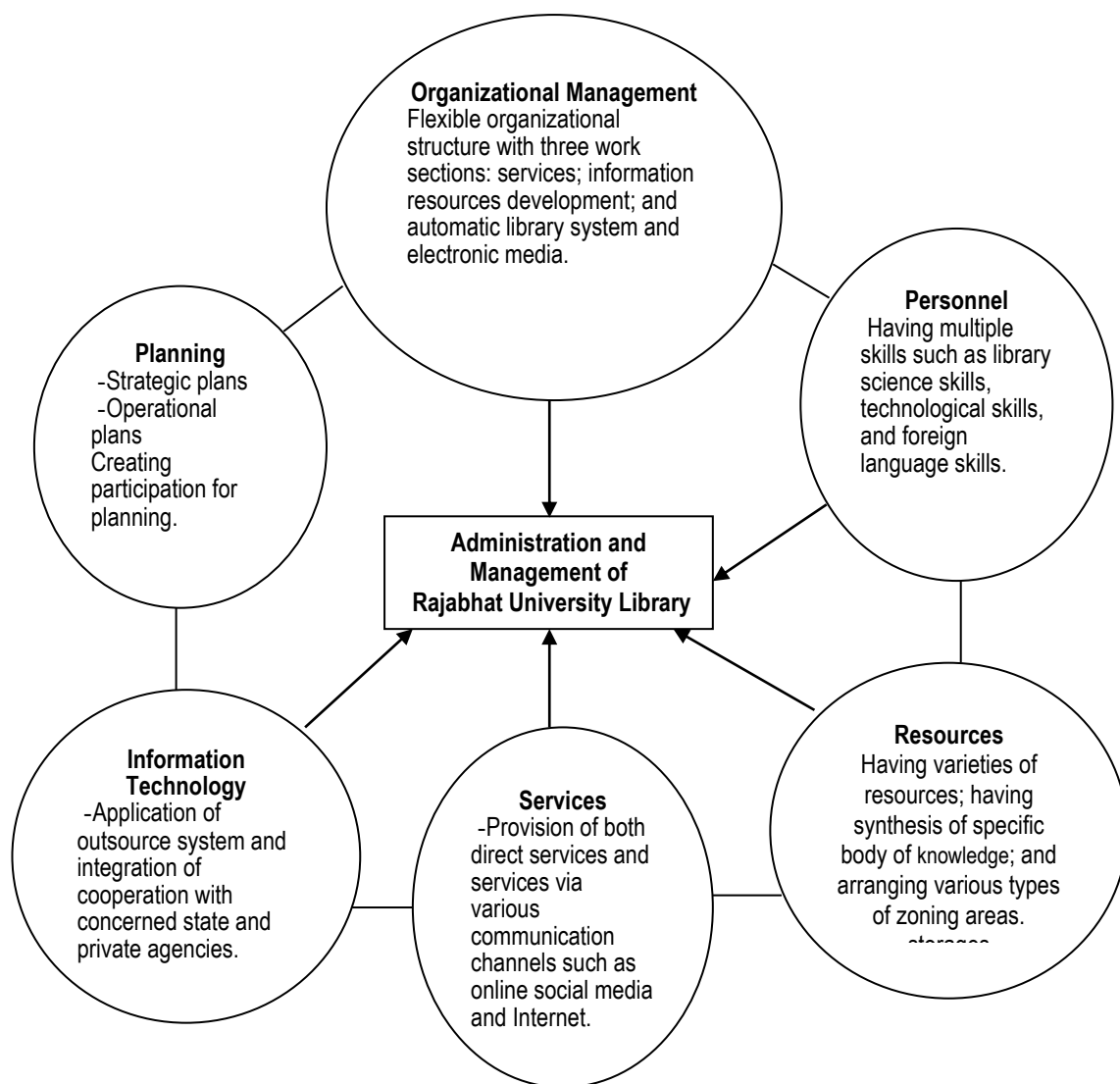
(14) The problem is that the library personnel still receive in-service training or engage in further study at the low proportion level; therefore they should be promoted to develop themselves on a continuous basis.

(15) The existing rules and regulations of the library at present are still not comprehensive and flexible, therefore the library personnel should be given alternatives in making decisions to facilitate service provision.

(16) The library administrators should be well-informed on library science or information technology and efficiently apply their knowledge on their jobs; therefore they should be help to develop their knowledge of the two disciplines.

4.2. The efficient model and guidelines for development of the efficient model for administration and management of Rajabhat University library

Guidelines for development of the efficient model for administration and management of Rajabhat University library are stated below. Guidelines for development of the model are developed based on the following data: (1) data obtained from synthesis of documents on concepts, theories and related research studies concerning the efficient model for administration and management of Rajabhat library; (2) data obtained from the questionnaire; and (3) data obtained from in-depth interviews of library administrators. The developed model is shown in the Figure below:

Organizational Management
Flexible organizational structure with three work sections: services; information resources development; and automatic library system and electronic media.

Planning
-Strategic plans
-Operational plans
Creating participation for planning.

Personnel
Having multiple skills such as library science skills, technological skills, and foreign language skills.

Administration and Management of Rajabhat University Library

Information Technology
-Application of outsource system and integration of cooperation with concerned state and private agencies.

Services
-Provision of both direct services and services via various communication channels such as online social media and Internet.

Resources
Having varieties of resources; having synthesis of specific body of knowledge; and arranging various types of zoning areas.

4.3. The efficient model for administration and management of Rajabhat University library.

As shown in the above Figure, the efficient model of administration and management of Rajabhat university library has the following details:

1. The planning aspect. In this aspect there are strategic planning, tactical planning, operational planning, and the creation of participation in planning.

2. The organizational management aspect. In this aspect there is the determination of flexible organizational structure that can be modified in accordance with the situations. The organizational structure is composed of three main work sections: services, information resources development, and automatic library system and electronic media.

3. The personnel aspect. The Rajabhat university library personnel must have multiple skills such as library science skills, technological skills, and foreign language skills.

(4) The information resources aspect. The information resources of Rajabhat university library must be of diversify varieties. There are also synthesis of specific body of knowledge, and the arrangement of various types of zoning areas and resource storage systems.

(5) The services aspect. In this aspect there are the provision of both direct services and services via various communication channels such as online social media and the Internet.

(6) The information technology aspect. In this aspect the outsource system is applied for procurement of equipment, database and electronic media. Also, there is the integration of cooperation with concerned state and private agencies.

After the confirmation, the model that is appropriate for Phra Nakhon Rajabhat University library still comprises six original aspects: (1) the planning aspect; (2) the organizational management aspect; (3) the personnel aspect; (4) the information resources aspect; (5) the services aspect; and (6) the information technology aspect. However, there is the recommendation for combining the Information Office with the Library Office to form a new work unit and rename it the Office of Academic Resources and Information Technology Services as this unification will result in more efficient administration and management of the library. So the university must take actions on this issue.

Recommendations for application of research results

The administrators should give importance to the following matters: (1) the efficient administration and management of all aspects in order to clearly develop the roles of the library; (2) the principles of modern organizational administration should be implemented with application of technology and the principle of administration of changes so that the service receivers obtain the highest benefits; (3) the work system and operational steps of the library must be under quality control with the application of quality assurance system and the operation based on quality indicators; (4) public relations is a basic foundation of the library work and it can help create positive attitude in the service users, therefore the library should put more efforts to find various channels of public relations; (5) the creation of cooperation is an important factor in administration of modern libraries, therefore the administrators must create cooperation among library personnel and between the library and the community; (6) the library should apply the principles of marketing and proactive service provision in its operation; and (7) in order to maintain quality of service provision, the library and its service users must create mutual agreements on the quality standards of service provision.

6. Conclusion

Based on results of this research on the model for efficient administration and management of Rajabhat university library, Rajabhat university libraries must give importance to the organizational structure and management of work units in the library, library development, potential development of library personnel, and library planning that covers its information functions. The library must take actions to acquire varieties of resources and synthesize the body of knowledge including development of information that responds to the needs of individual users and groups of users. Finally, the library

must apply technology in its work operation in order to achieve the highest benefits of administration and management.

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