



Organisational readiness to implement an integrated library system in Uganda: an assessment of Makerere University Library(MakLib)

By
Sarah Nakayima Maka
Makerere University
(MIT 4 Graduate 2016)

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Introduction

- Implementation of ILS gives libraries opportunities to automate their core activities for efficient service delivery
- Many libraries have succeed in their implementation of ILS; others are facing partial or complete failure especially in Sub- Saharan Africa for various reasons.
- An organisation's readiness for change is regarded as a critical antecedent to successful implementation of information systems (Lalic & Marjanovic, 2010).
- Organisations need to assess their readiness to establish their present capacity to implement an ILS.
- The state of organisational readiness is a recurring process (Razmi, Sangari, & Ghodsi, 2009:1170; Combe, 2014:23)

Introduction ...

- MakLib acquired Virtua Integrated Library System (ILS) in 2003
 - to offer efficient services to the its clients
 - to meet the University's mission by enhancing information acquisition, processing, storage, retrieval and dissemination (State, 2005)
- MakLib seems not to have completely exploited Virtua ILS' full potential which could be as a result of problems relating to a lack of organisational readiness

Objectives

Main

To establish whether a lack of organisational readiness contributes to an ILS being fully and successfully implemented in libraries in Uganda, using the implementation of the Virtua-ILS at MakLib as a case study.

Sub-objectives

1. Identify indicators for organisational readiness to implement an ILS in Uganda and the importance of each indicator for use as an assessment tool.
2. Establish MakLib's state of readiness.
3. Propose interventions for the deficient areas for Maklib to attain satisfactory level of readiness to successfully implement an ILS

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Research design

- **Develop organisational readiness assessment tool**

Step 1:

- Determine whether MakLib staff agree that indicators from literature review indeed signify organisational readiness based on their experience of implementing Virtua ILS.
- Additional indicators were listed.

Step 2: Use results from Step 1 to finalise organisational readiness assessment tool.

- **Assess MakLib's organisational readiness using tool**

Step 3:

- Ask MakLib staff to assess MakLib retroactively using the tool/checklist developed from results from Step 2.

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Literature review

- Readiness/preparedness can manifest at;
 - Macro-level and Micro-level

At the organisational level, readiness is viewed from;

- The structural point of view that emphasises the organisation's , financial , material ,human and information resources that are applicable to change as well as aligning the cultural norms with the suggested change(Combe, 2014:5).
- From the psychological point of view, readiness refers to the perception and impetus to form responsive organisational context through high change efficacy (Weiner,2009).
 - There is higher change efficacy if members have a shared satisfactory evaluation of task demands, availability of resources and situational factors as well as if they share a confidence that collectively they can implement a complex organisational change

Literature review ...

- Organisational readiness is the level at which an organisation has optimised the key attributes (psychological and structural) required to successfully implement IT-enabled change (Lalic & Marjanovic, 2010).
- High prospects of success (high quality, impact and use), if there is a satisfactory level of organisational readiness (Berta et al, 2005)
- Organisational readiness to implement change is judged by the presence or absence of the key attributes (indicators) important for the successful implementation of the change (Blackman, O'Flynn & Ugyel, 2013).

Proposed readiness indicators

Organisational factors

- Financial resources (budget)
- Vision and mission
- Goals and objectives
- Strategic IT plan
- Formalisation
- Size of the organization
- IT Infrastructure
- Appropriate business and IT legacy systems
- Business process reengineering
- Data conversion
- Top management support
- Organisational culture
- Effective communication
- Change management program
- In-depth needs assessment
- Training and education for all participants
- Changeover strategy
- Human resource management
- Telecommunication infrastructure
- Reliable and sufficient power supply

- Adequate time to implement the ILS
- Project team
- Sufficient ICT expertise
- Project management
- Monitoring and evaluation of performance

Individual factors

- Change agents (project champion, opinion leaders)
- Shared beliefs
- Collective value/ relative advantage attached to the system
- Organisation wide commitment

Technical factors

- System compatibility
- System trialability/testing/piloting
- System ease of use/non- complexity

Methodology

- A qualitative research approach was employed
- Target population:
 - Library management, library staff, IT workforce and clients.
- Sampling strategy:
 - 20 participants were purposively selected from above strata
- Data was collected using semi-structured interviews and analysed using content analysis and descriptive statistics

Findings

Important organizational readiness indicators to implement An ILS in Uganda and the state of MakLib's readiness to implement Virtua--ILS

Indicators	Importance	Rating Prior to ILS	Current rating	Average weighted Prior rating	Average weighted Current rating	Weighted difference	Percentage change from weighted prior to current relative to prior rating
Organisational	3.6	3.0	2.5	2.7	2.3	-0.4	-14%
Individual	3.4	2.6	1.9	2.2	1.6	-0.6	-27%
Technical	3.5	2.6	2.5	2.3	2.2	-0.1	-4%
Average	3.5	2.7	2.3	-	-	-	-15%

Likert's scale 0-4 (0=unsure/don't know, 1= not present at all, 2 = present but weak or in isolated areas, 3 = present, 4 = strong presence throughout organization)

Likert's scale 0-4(0=not important, 1= moderately important, 2=important 3= very important, 4=critically important)

Findings ...

- MakLib's level of organisational readiness to implement Virtua-ILS was inadequate with respect to;
 - training for staff and end-users
 - IT infrastructure,
 - finances for continued sustainability
 - adequate collective value of the ILS
 - change agents,
 - motivation/incentive
 - members' shared belief
 - system ease of use
- When several of the indicators are deficient, there is a greater probability for the ILS implementation project not to succeed.
- **Overall the findings reflect that Virtua-ILS has not been fully implemented in MakLib due to a lack of organisational readiness to implement an ILS.**

what has been done to address the deficiencies

- Piloting and planning to adopt open source ILS, KOHA.
- Highly trained and competent project team (MIT& CPD beneficiaries).
- Two ICT personnel stationed at the library
- Wireless connection all over campus
- More OPAC terminals have been installed at college libraries
- structured training program designed and implemented

Contribution of the study

- To the broader academic and practitioner community:
 - Proposed an organisational readiness assessment tool as a point of departure for academic libraries planning to implement an ILS
- To MakLib and Makerere University:
 - Retroactive assessment of MakLib that determined the state of readiness to implement Virtua-ILS and unearthed the weak areas.
 - Intervention to address deficiencies proposed

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tasneem.mumina2011@gmail.com

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