

Organizational Management and the Evolving Roles of Librarians in the 21st Century

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© 2025 جامعة العلوم والتكنولوجيا، المركز الرئيس عدن، اليمن. يمكن إعادة استخدام المادة المنشورة حسب رخصة مؤسسة المشاع الإبداعي شريطة الاستشهاد بالمؤلف والمجلة.

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Abstract:

Organizational management is pivotal for the success of various entities, including businesses, non-profits, and government organizations, as it provides a structured approach to achieving goals through effective resources allocation, decision-making, and problem solving. This paper explore the foundational principles of organizational management through the POLC framework - Planning, Organizing, Leading, and Controlling - elucidating how each principle contribute to enhance productivity, strategic planning, and employee engagement. Additionally, the paper highlights the significance of effective staffing, time management, and motivation within organizational practices. It underscores the importance of aligning organizational goals optimizing resources, and fostering a culture of communication and innovation. The research also address various management styles, emphasizing the needs for adaptability and balance in leadership approaches. Furthermore, it identifies essential leadership skills such as strategic thinking, effective communication, and emotional intelligence vital for navigating today's complex business environment. Lastly, the paper discusses the evolving roles of librarians in the 21st century, emphasizing the necessity for modern competencies and technology proficiency to meet changing information needs. By integrating these principles and skills, organizations can establish a robust foundation for sustainable growth and success in an increasingly competitive landscape.

Keywords: *organizational management; roles of librarians; 21st century, librarianship; ICT.*

إدارة المنظمات والأدوار المتطورة لأمناء المكتبات في القرن الحادي والعشرين

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الملخص:

إدارة المنظمات هي محور أساسي لنجاح الكيانات المختلفة، بما في ذلك الشركات، والمنظمات غير الربحية، والهيئات الحكومية، حيث توفر نهجاً منظماً لتحقيق الأهداف من خلال تخصيص الموارد بشكل فعال، واتخاذ القرارات، وحل المشكلات. تستكشف هذه الورقة المبادئ الأساسية للإدارة التنظيمية من خلال إطار عمل POLC - التخطيط، والتنظيم، والقيادة، والمراقبة - موضحة كيف تساهم كل مبدأ في تعزيز الإنتاجية، والتخطيط الاستراتيجي، ومشاركة الموظفين. بالإضافة إلى ذلك، يسلط البحث الضوء على أهمية التوظيف الفعال، وإدارة الوقت، والتحفيز ضمن الممارسات التنظيمية. يؤكد على أهمية مواصلة الأهداف التنظيمية، وتحسين الموارد، وتعزيز ثقافة التواصل والابتكار. تتناول الدراسة أيضاً أنماط الإدارة المختلفة، مع التأكيد على الحاجة إلى التكيف والتوازن في أساليب القيادة. علاوة على ذلك، يحدد المهارات القيادية الأساسية مثل التفكير الاستراتيجي، والتواصل الفعال، والذكاء العاطفي الضرورية للتنقل في بيئة الأعمال المعقدة اليوم. أخيراً، يناقش البحث الأدوار المتطورة لأمناء المكتبيين في القرن الحادي والعشرين، مؤكداً على ضرورة الكفاءات الحديثة واتقان التكنولوجيا لتلبية احتياجات المعلومات المتغيرة. من خلال دمج هذه المبادئ والمهارات، يمكن للمنظمات أن تؤسس قاعدة قوية للنمو المستدام والنجاح في بيئة تنافسية متزايدة.

الكلمات المفتاحية: الإدارة التنظيمية، أدوار أمناء المكتبات، القرن الحادي والعشرين، المكتبات، تكنولوجيا المعلومات

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Introduction:

Organizational management is a cornerstone of success for businesses, nonprofit organizations, government entities, and even small community groups. It serves as the compass that guides an entity toward its goals, offering a structured approach to resource allocation, decision-making, and problem-solving. In a world marked by complexity, change, and fierce competition, effective organizational management is not just an advantage but a necessity. "Organizational management" refers to the practice of planning, coordinating, and overseeing various elements within an organization to achieve its goals and objectives. It involves directing and guiding resources, people, and processes to ensure efficient operations and optimal performance. Organisational management encompasses activities such as setting objectives, formulating strategies, allocating resources, making decisions, and fostering a productive work environment. Effective organizational management plays a crucial role in enhancing productivity, promoting teamwork, and driving sustainable growth within the organization.

Principles of Organizational Management

Four main principles of organizational management are often referred to as the POLC framework: planning, organizing, leading, and controlling. These principles provide a comprehensive approach to managing and achieving an organization's goals. Let's take a closer look at each POLC principle:

Planning involves setting goals, defining strategies, and determining the actions required to achieve them. It is a forward-thinking process that requires analyzing the current state of the organization, identifying opportunities and challenges, and developing plans to capitalize on them and overcome them. Planning provides a roadmap for an organisation's activities and ensures resources are allocated effectively.

Organising involves structuring and arranging resources, tasks, and people within the organization. It includes establishing a formal structure, defining roles and responsibilities, and creating relationships between different positions or departments.

Organising ensures the right people are in the right roles, resources are allocated efficiently, and there is clarity in the work flow and reporting lines.

Leading refers to guiding and influencing individuals and teams within an organization to work toward its goals. It involves providing direction, inspiring and motivating employees, fostering teamwork, and facilitating effective communication. Leadership involves not only managing tasks but also understanding and supporting the needs and aspirations of employees to enhance their engagement and productivity.

Controlling involves monitoring and evaluating the progress of an organisation to ensure it's on track toward reaching its goals. It includes establishing performance standards, measuring actual performance, comparing it against the standards, and taking corrective actions when necessary.

In addition to the four main POLC principles, there are a few that affect organisational management:

- Staffing involves acquiring, developing, and retaining the right talent for an organization. It includes activities such as recruitment, selection, training, and performance. Effective staffing means an organization has the right people with the necessary skills and competencies to achieve its objectives.
- Time management involves prioritizing tasks, allocating time effectively, and optimizing productivity. It includes techniques such as setting goals, planning and scheduling activities, managing interruptions, and delegating tasks. Effective time management enables individuals and teams to work efficiently and meet deadlines.
- Motivation plays a crucial role in driving employee engagement and productivity. It involves understanding individual needs and using various strategies to inspire and encourage employees to perform at their best. Motivation techniques may include recognition, rewards, career development opportunities, and creating a positive work

These additional principles—along with the four main principles—of planning, organizing, leading, and controlling contribute to the overall effectiveness and success of an organization. By incorporating these principles into their management practices, organizations can create a solid foundation for achieving goals, maximizing productivity, and fostering a positive, efficient work environment.

Why is Organizational Management Important?

- Goal alignment: Organisational management ensures that every employee, from entry-level workers to top executives, understands and works toward common business objectives. It aligns individual and team goals with the overarching company mission.
- Resource optimization: Effective management in an organization helps allocate resources efficiently, whether it's labor, finances, time, or technology. This prevents wastage and maximizes productivity.
- Enhanced productivity: A well-structured management system provides a clear framework for work processes, resulting in increased productivity at all levels of the organization.

- Strategic planning involves helping the company adapt to changes in the business environment and remain competitive in the long term.
- Decision-making: It offers a structured approach to decision-making, ensuring that choices align with the organization's goals and values, whether it's a front-line employee making a tactical decision or senior leadership making strategic choices.
- Leadership development: Management practices identify and nurture leadership talent within the organization, helping it grow and succeed. This is important at all levels, from team leaders to executives.
- Quality control: It implements and monitors quality control measures, ensuring consistency and excellence in products or services.
- Employee engagement: It promotes a culture of involvement and commitment, ensuring that employees feel valued and engaged in their work, regardless of their position.
- Performance evaluation: Through performance reviews and key performance indicators (KPIs), the organization's management assesses individual and team performance. We then use this information to set expectations and improve results.
- Conflict resolution: Management plays a pivotal role in addressing conflicts and issues that may arise at all levels of the organization and preventing them from escalating and affecting productivity.
- Change management: Adapting to change is crucial in today's dynamic business world. Organisational business management helps employees at every level understand, accept, and embrace change, ensuring a smooth transition.
- Communication: Effective management practices promote open, transparent communication within the organization, which facilitates the flow of information between different levels and departments.
- Risk Management: Management identifies, assesses, and mitigates risks, ensuring that the organization can handle unexpected challenges while minimizing their impact.
- Innovation and creativity: Encouraging innovation and creativity is essential for keeping a business competitive. Organisational business management fosters an environment where employees, regardless of their role, can contribute fresh ideas.
- Sustainability and growth: It is essential for the sustainable growth of an organization. It helps in setting benchmarks, tracking progress, and making adjustments to ensure long-term success.

- Financial Stability: Effective management practices enable financial stability by managing budgets, controlling expenses, and optimizing revenue streams—all of which contribute to business goals.
- Customer satisfaction: Management ensures that employees at all levels focus on meeting customer needs and delivering quality products or services, leading to high customer satisfaction.
- Ethical compliance: It ensures that all employees understand and adhere to ethical standards and legal requirements in their roles, maintaining the company's reputation and credibility.

Different management styles:

Management styles play a significant role in shaping the work environment and the overall success of an organization. Two prominent management styles, autocratic and democratic, stand at opposite ends of the leadership spectrum.

Autocratic management, characterized by centralized decision-making and minimal employee involvement, is often valuable in situations requiring quick decisions and strict control, such as emergencies. However, its overuse can stifle creativity and morale.

On the other hand, democratic management empowers employees by involving them in decision-making, fostering innovation, and creating a sense of ownership. While it promotes collaboration and engagement, it may sometimes lead to slower decision-making processes. Their importance lies in finding the right balance and adapting these styles to the specific needs of an organization, department, or situation. Effective organizational business management often blends elements of both styles, using autocratic approaches when urgency is paramount and shifting toward democratic methods to encourage employee participation, ultimately ensuring a dynamic and responsive organizational culture.

Leadership skills in organizational management:

The leadership team requires specific skills for effective organisational management.

Effective management skills are fundamental to the success of an organization. Leaders need to possess skills in setting clear objectives, creating actionable plans, and efficiently allocating resources. They must be capable of supervising and directing teams, guaranteeing the timely and cost-effective completion of tasks. Effective management involves not only overseeing the daily operations but also addressing challenges and facilitating growth.

- **Strategic thinking:** Strategic thinking is essential for leadership teams to navigate the complexities of today's business environment. Leaders must have the ability to formulate a long-term vision for the organization, set strategic priorities, and align resources to achieve these goals. Strategic thinkers consider market trends, competition, and emerging opportunities that allow the organization to adapt and thrive.
- **Decision-making and problem-solving:** Leadership teams need strong decision-making and problem-solving skills. They should be capable of analyzing complex situations, weighing pros and cons, and making sound decisions that align with the organization's objectives. Effective problem-solving skills help in resolving issues efficiently and preventing them from becoming significant obstacles.
- **Communication and interpersonal skills:** Clear and effective communication is a cornerstone of leadership. Leaders should communicate their goals, expectations, and vision to their teams and stakeholders. Strong interpersonal skills are equally important for building relationships, inspiring trust, and resolving conflicts. Effective communication fosters collaboration and encourages employees to be engaged and motivated.
- **Adaptability and change management:** The business landscape is constantly evolving. Leadership teams should be adaptable and open to change. They must have the ability to lead their organizations through transformations, whether it's adapting to new technologies, market shifts, or industry trends. Being flexible and resilient in the face of change is vital.
- **Financial acumen:** Leaders should have a strong understanding of financial principles. This includes budgeting, financial analysis, and resource allocation. Financial acumen allows leaders to make informed decisions that optimize the organization's financial performance and sustainability.
- **Team building and development:** Leadership teams must be adept at team building and development. They should recruit, train, and mentor talent to create high-performing teams. Effective leaders empower employees, allowing them to grow in their roles and contribute to the organization's success.
- **Emotional intelligence:** Emotional intelligence is crucial for leadership, as it involves understanding and managing one's emotions and the emotions of others. Leaders with high emotional intelligence can build strong relationships, inspire trust, and effectively manage and motivate their teams.
- **Innovation and creativity:** Encouraging innovation and creativity is essential for staying competitive. Leadership teams should foster a culture that values new ideas and approaches. They should also be innovators, exploring novel strategies and solutions to address challenges and capitalize on opportunities.

- Ethical leadership: Ethical leadership is based on principles of integrity, honesty, and ethical decision-making. Leaders should set a moral compass for the organization by promoting values that guide behavior and maintain the organization's reputation and credibility.

The Evolving Roles of Librarians in the 21st Century

The 21st Century Librarian:

As the traditional custodian of information, librarians in the 21st century need to be aware of these significant changes and, as such, employ their technological know-how and intellectual masterpieces in order to retain the leading role of the libraries in supporting teaching, learning, and research. This means that the 21st-century librarian will have to be armed with competent skills that enhance the provision of effective library services to meet clients changing information needs.

Literature abounds on the competencies and skills needed for the 21st-century library professional.

Positioning the 21st-century librarian for effective service delivery

From the foregoing, it is observable that much is resting on the shoulders of the 21st-century librarian. Many scholars believe that with the current trend and the utilisation of information technology in carrying out library operations, it is necessary that librarians possess some skills that will make them relevant. Ugwu and Ezeani (2012) have identified several essential skills for librarians, which include the following:

- Information technology skills
- Managerial skills
- Personal entrepreneurial skills
- Technical skills
- Information literacy skills.

Entrepreneurial Opportunities for Librarians in the 21st Century

Although many are of the opinion that with the invention of ICT, the discipline of library and information science will cease to exist, and as such, there will be fewer jobs for librarians. Galeon (2017), citing Stephen Hawking, who opined that intelligent machines are taking over jobs of librarians. This is in the sense that librarians in the 21st century should prepare and proceed to acquire information and communication technology skills (ICTs) that will enhance their productivity in services rendered to the library clientele. Non-acquisition of information and communication technology (ICT) proficiency will, to a large extent, make the discipline of librarianship irrelevant. On the contrary, Momoh (2018), in disputing this fact, has listed some entrepreneurial opportunities for the 21st-century librarian:

1. **Research and Data Analysis:** Research has to do with carrying out investigations into certain areas, while data analysis has to do with gathering and collecting data, processing it, and making assumptions that will ultimately lead to the formulation of theories and laws. Since it is believed that research is life, and that without research, the world will cease to exist, 21st-century librarians must learn both the advanced and rudimentary stages of carrying out research. Various library operations require research.
2. **Information analysis:** This is an evolving branch in the field of librarianship. The 21st-century librarian should be able to analyse information for clients in any format.
3. **Database Management:** Databases are repositories that provide access to large amounts of information. Therefore, the librarian of the 21st century must possess the skill of managing a database. Effective knowledge of keywords that can aid information retrieval is a prerequisite for effective service delivery, especially in the present century.
4. **Social Media Management:** The present century has brought about the incorporation of social media into library services and information dissemination. As such, it is important that the 21st century must have people who possess the skills to manage different social media accounts. These accounts include, but are not limited to, Facebook, Twitter, LinkedIn, etc.

Technology and the 21st Century Librarian

Technology has been defined by Thiel (2014) as “any new and better way of doing things.” Technology has significantly facilitated and simplified library operations in numerous ways.

According to Vijayakumar and Vijayakumar (2011), automation includes another fundamental implementation of information technology (IT) in academic libraries. The realisation of IT has continued to automate libraries by reducing human intervention in matters of library services, ensuring efficient access to desired resources by its users. Vijayakumar and Vijayakumar (2011) have listed some of the benefits of information technology to librarianship, which include the following:

1. Collaboration and creation of library networks
2. Reduction of staff workload
3. Round-the-clock access to library services by users.
4. The library provides efficient and effective services to its clientele.
5. You have access to unlimited information from different sources.
6. More up-to-date information
7. Access to information in different formats

Based on the foregoing, the 21st-century librarian must be skilled in the use of information and communications technology. This will help you achieve maximum productivity and efficiency at work. A 21st-century librarian should have basic knowledge of computer software and operations. These include, but are not limited to, word processing packages, graphic design, web design, etc.

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