

Innovation in Research Libraries: How Management and Technical Innovations Impact Organizational Effectiveness and Performance

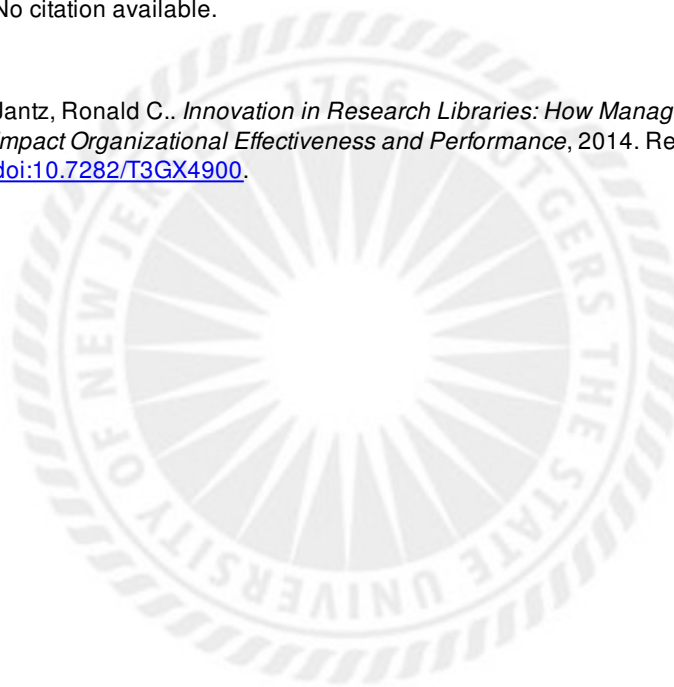
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Innovation in Research Libraries:
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Organizational Effectiveness and Performance

Ronald C. Jantz
Rutgers University Libraries

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Innovation in Research Libraries

- Innovativeness is generally assumed to be a desirable trait for social organizations.
- The Institutional Challenge

“Changes are particularly difficult to effect in the public university, embedded as it is in a state of bureaucracy, often further enmeshed in union rules and contracts, as well as departmental and faculty norms and traditions.”¹

1. Bass, B. (1985). Leadership and performance beyond expectations. New York: The Free Press, p. 160.

Innovation, Effectiveness, and Performance of Research Libraries

A Fundamental Premise:

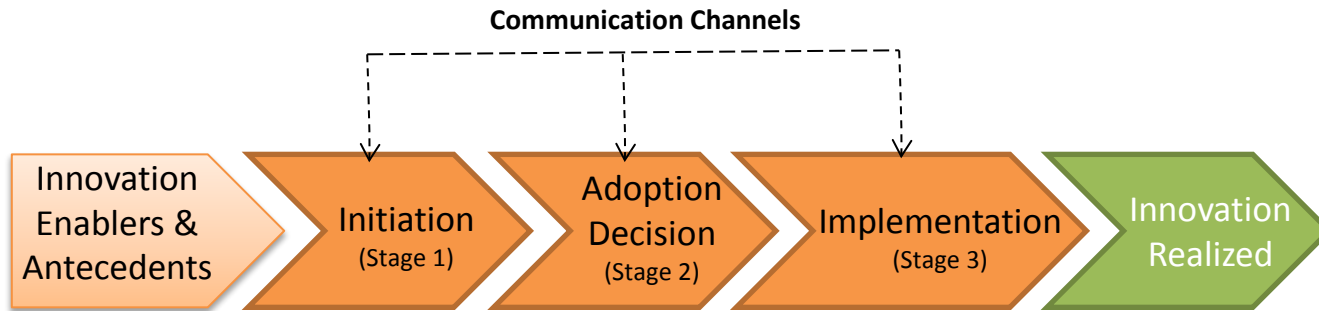
A more innovative research library will be better able to contribute to scholarship and the advancement of knowledge in the university.

The Research Questions:

What are the important factors affecting innovation?

How does the innovativeness of the research library relate to organizational effectiveness and performance?

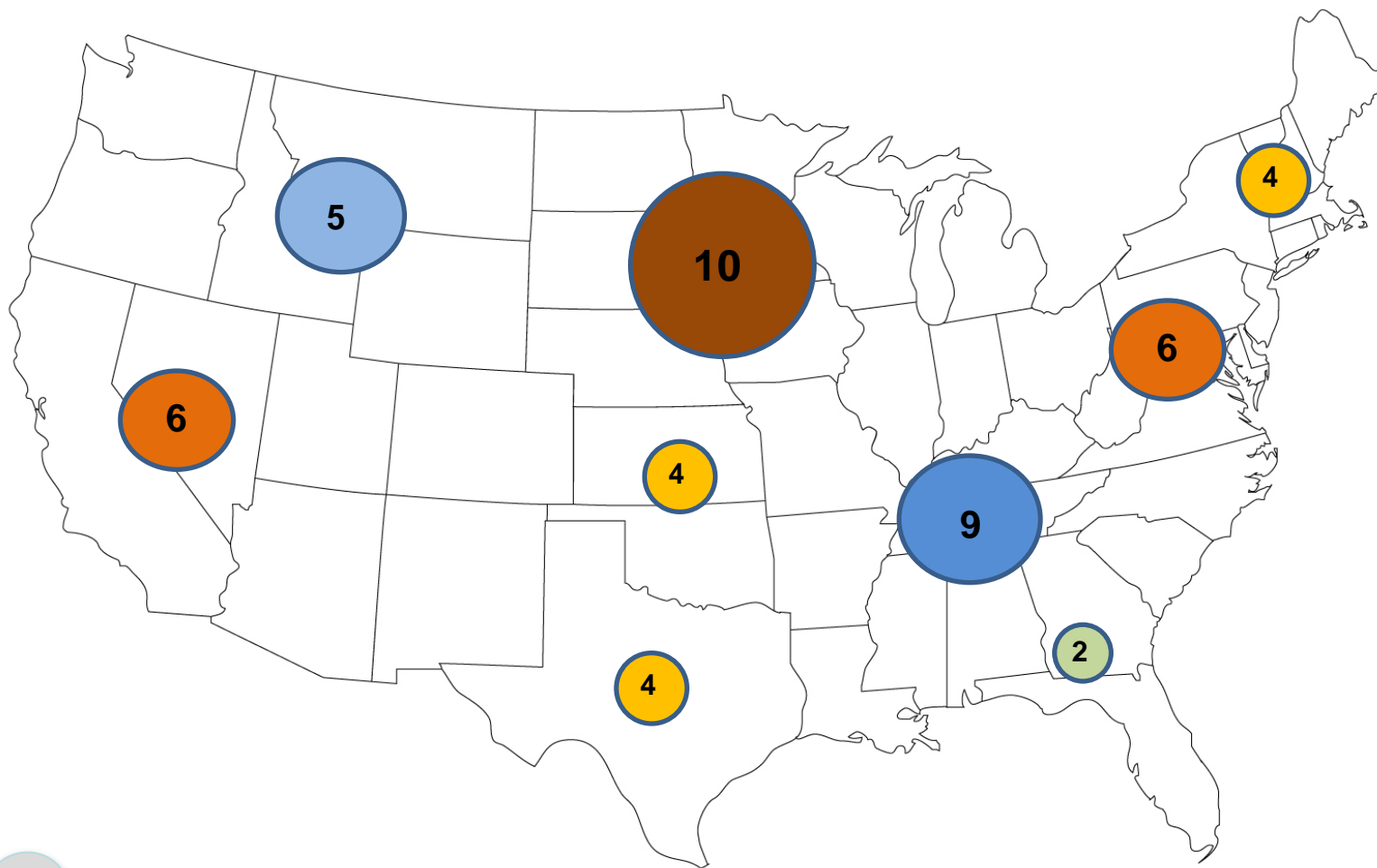
Organizational Innovation – The Stages of Diffusion



Innovation Types

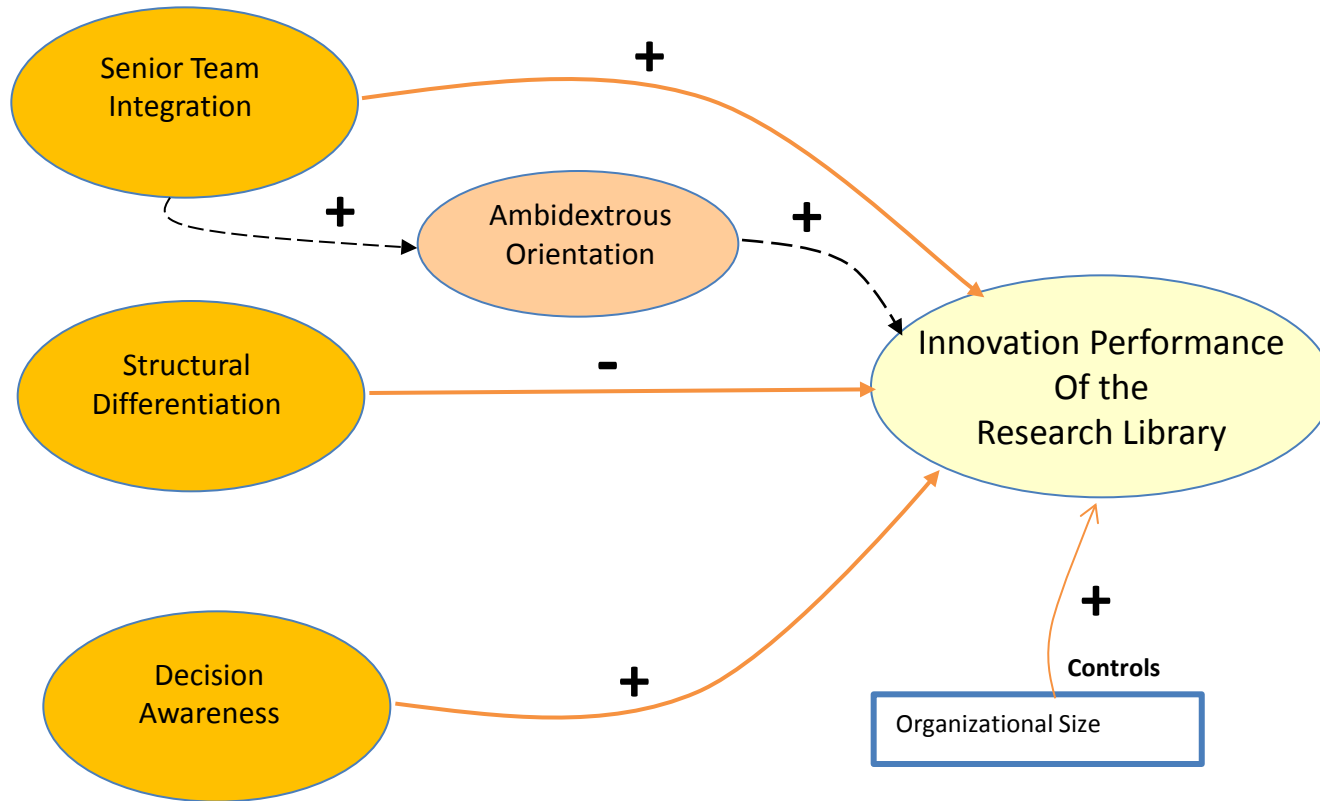
- **Technical Innovations** – New products or services (or significant updates to existing services) to address a user or client need
- **Management Innovations** – New approaches to management which result in changes to the strategy, structure, and administrative procedures of the organization

Research Library Sample Distribution (N = 50)

 n

Number of libraries in each of the nine ARL regions in the U.S.

An Empirical Study of Technical Innovations in Research Libraries^{2,3}



2. Detailed results are published in Jantz, R. (2014). The determinants of organizational innovation in research libraries: An interpretation and implications for library leadership and an innovative culture. (Manuscript accepted for publication in *College & Research Libraries*).

3. The research library survey questions are available at <http://dx.doi.org/doi:10.7282/T37D2S88>.

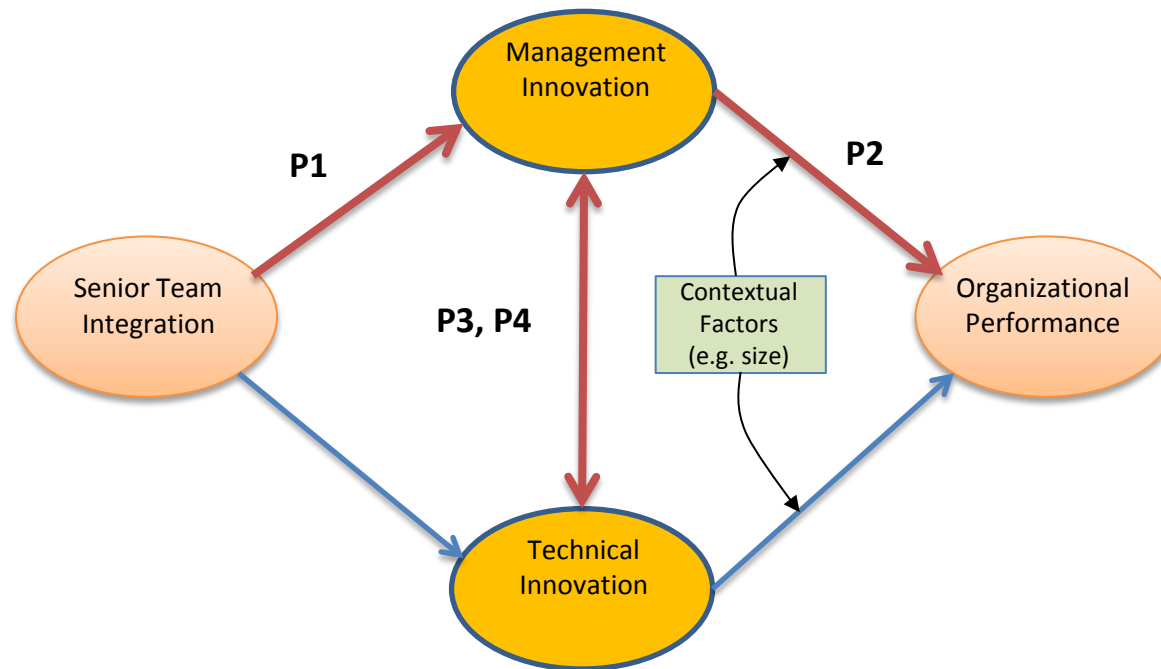
A Management Innovation Enabler

Integration of the Senior Team – Three Components⁴

- Collaborative behavior
- Quantity and quality of information exchange
- Joint decision-making

4. See survey questions 1- 9 based on an established scale at <http://dx.doi.org/doi:10.7282/T37D2S88>.

A Model for Studying Management Innovation and Organizational Performance^{5,6}

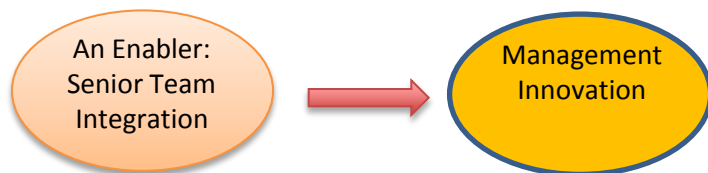


5. Damanpour, F., & Evan, W. (1984). Organizational innovation and performance: The problem of “organizational lag”, *Management Science Quarterly*, 29, 392-409.

6. Volberda, H., Van Den Bosch, F., and Heij, C. (2013). Management innovation: Management as fertile ground for innovation. *European Management Review*, 10, 1-15. <http://dx.doi.org/10.1111/emre.12007>.

Propositions – the Senior Team and Performance

P1: A more integrated leadership team will be positively related to management innovation in research libraries.



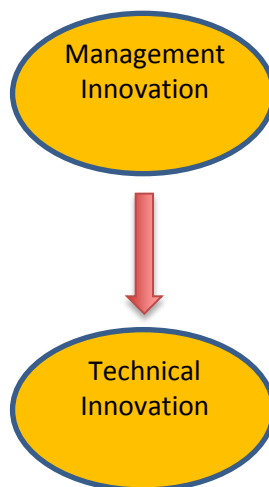
P2: Management innovation will be positively associated with the performance of the research library.



Propositions - Management and Technical Innovation

P3: The relationship between management and technical innovations will be stronger in higher performance research libraries.

P4: For major change to occur in the research library, management innovations will precede technical innovations in order to achieve a successful implementation.



Organizational Performance

A Balance of Near Term and Future

Effectiveness ⁷	Library Strategic Area	Performance Indicator
Model 1 - Service and Near Term		
Goal Attainment	User Satisfaction	Survey results
Financial Resources	Budget Trend	Budget change and efficiency measures
Model 2 - Overall Performance and Future		
Stakeholders	Overall Performance	Library Director survey
Balance – Near Term and Future	Current Services and Major Change	<ul style="list-style-type: none"> • Focus - service, quality, efficiency⁸ • Focus – exploration, new products
Innovation Strategy	New Knowledge and Ideas	Strategic innovation statement

7. Mitchell, G. (2012). The construct of organizational effectiveness: Perspectives from leaders of international nonprofits in the United States. *Nonprofit and Voluntary Sector Quarterly*, 42, (2), 324-345.

8. See survey questions based on an established scale at <http://dx.doi.org/doi:10.7282/T37D2S88>.

Possibilities - Management Innovations

Innovation starts with ideas - fragile entities:

- Human Resources – Innovative HR practices can enhance human creativity.
- Research – A Library R&D unit
- Sustaining Innovation - A managed innovation portfolio
- Strategy - A simple statement on innovation that is communicated throughout the organization

A Strategic Innovation Statement

“In order to foster innovation in library service, (the library) must acknowledge the need for innovation, support the time required for it, and recognize that ‘the time crunch can have a significant impact on the employee’s ability to come up with creative solutions to problems in the library’.”

Concluding Thoughts

“Innovation in management principles and processes can create long lasting advantages...”⁹

9. Hamel, G. (2006). The why, what, and how of management innovation. *Harvard Business Review*, 84, (2), 72-84.

Comments and Questions?

Thanks for Listening