

# Describing The Practices, Challenges, Coping Strategies Of Library In-Charge During The Pandemic

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**Abstract:** Management is one of the essential aspects of every organization. The strength of an organization depends on the management positions. This study investigated the practices, challenges, and coping strategies of the library-in-charge without any background in librarianship during the school year of 2021-2022. The study used a qualitative research design utilizing a transcendental phenomenological approach. Through the purposive sampling method, the researchers selected five (5) participants from five (5) DepEd schools in the Municipality of Lala, Lanao del Norte, Philippines. An in-depth interview of the participants was utilized to gather the data and analyzed using the thematic coding analysis. The study came up with nine (9) emerging themes, namely: *Imposing rules, assisting library users, and checking newly arrived materials* that explicitly describe their practices in managing the library. Their challenges encountered include *Lack of library education and training, financial constraints, and Difficulty in processing library materials*. The coping strategies include *Developing Interpersonal Relationship to other members in the school community, cultivating positive attitude, and associating new ideas*. Although the participants have no background in librarianship, they looked for ways to fulfill their responsibilities better. Thus, teacher-in-charge should undergo further studies, both formal and informal means through seminars and training-workshop related to the librarianship profession to gain basic concepts and theories on LIS and be able to apply them in the daily operation of the school library.

**Keywords—** *Library management, Library-in-charge, Practices, Challenges encountered, Coping strategies*

## 1. INTRODUCTION

Management is one of the essential aspects of every organization. The strength of an organization will always depend on the management positions. The manager must possess excellent managerial skills and interact with senior professionals to lead employees toward achieving and meeting the organization's mission, vision, and goals. However, the tasks vary by type of workplace; they all have the same essential obligations (Indeed Editorial Team, 2021). In addition, management is defined as the seniority hierarchy of employees inside an organization. Thus, to be a good manager, one must have planning, organization, communication, staffing, and leadership. Furthermore, a thorough understanding of the organization's goals and how to lead staff and other activities to achieve them was required.

In the librarianship field, the success of an organization depends on how the head librarian correctly administers the library management. Library management is a sub-discipline of institutional management that emphasizes the unique difficulties that librarians and library information professionals encounter (Masiye & Lusaka, 2019). Library management includes regular administration work, intellectual freedom, and fundraising obligations. The issues in administering libraries overlap with those that arise in managing non-profit organizations, which are inevitable. The management must adequately address it. Furthermore, planning and negotiating the acquisition of items,

interlibrary loan (ILL) requests, stacks upkeep, managing fee collection, event planning, fundraising, and human resources are just a few of the core duties of library administration (Onwubiko, 2020).

Librarians and LIS professionals must perform their roles, particularly in library management. In practice, only a LIS degree holder can hold a librarian position, whether a head librarian, library director or dean of the library. Hence, for many decades, the hiring of non-librarians has existed since there are only a few numbers of LIS degree holders (Khurshid, 2013). Non-librarians, as defined by Khurshid (2013), hold degrees in fields other than librarianship and work in libraries in a variety of capacities. In addition, Gordon (2005) states that non-librarian managers work in the library in a management role with no prior background, training, or education in library science.

According to the Department of Education, as mandated in the Republic Act 9246, the Philippine Librarianship Act of 2004, only licensed librarianship can practice the librarianship profession and holds a librarian position, particularly in the government sector. The DepEd Order No. 56, S. 2011, entitled "Standards for Philippines Libraries," and DECS Order No. 6, S. 1998, entitled "Policies and Programs for School Library Development," stipulated that license librarians and well-trained clerical staff can work in the library. Further, the said documents stipulated the functions and roles of the school librarians in managing the school

library to carry out the assigned task. It is essential to hire librarians because they are trained in library management functions.

The study aims to determine the library management practices, challenges, and coping strategies of the library-in-charge as library managers in handling the library without background and no training experience in the librarianship field. The target participants were appointed teachers as library managers with at least three years of experience in the library. The study was conducted in the rural schools in the Municipality of Lala, Lanao del Norte, during 2021-2022. Specifically, it explored the practices of the library-in-charge in managing the library, the challenges in managing the library, and how they manage their encountered challenges.

### 1.1 Practices in Library Management

Librarians and information professionals must re-assess their roles and responsibilities, ultimately accepting that there is a need to realign competencies. Consistent with this requirement is the assurance that continuing professional development and training stay as significant components of the practice of librarianship. It intends to define the competencies that characterize and contribute to the better performance of professional librarians. Professional competencies include managing information resources, services, tools and technologies, and organizations. Personal competencies include communication, customer service, leadership, lifelong learning and personal growth, ethics and values, and interpersonal (Fernandez & Beunrostro, 2015).

Solo librarians in the Philippines. Many libraries are managed by librarians working alone or solo. What could be the strategy with these solo librarians in working their responsibilities as they manage their respective libraries? They face many challenges, motivations, and views working as a solo librarian and the challenges they have been encountering. While many experience stress and burnout, administration-related difficulties, and professional isolation, they remain motivated by their freedom and independence as professional librarians, familiarity, and altruism (Macasaet, 2020).

The primary source of information and the heart of the school is the Library, which imparts knowledge by making changes and sustaining itself by upgrading the resources according to the challenging Global changes. The services of the Library have a crucial role in assisting and supporting the management education providers in producing capable, efficient managers or entrepreneurs by providing quality information services. The Library, through its services, helps the faculties by procuring books, Journals, and other reading materials for enhancing the research exposure and reference for faculty in various domains (Raghu & Mothukuri, 2017).

The fast development of information technology has resulted in the proliferation of information resources over the years. The complexity of the current information environment has pressured expanding the roles of librarians in the higher

education system. Further, the rise in students in higher education institutes has compelled subject librarians to make new economic and administrative frameworks (Madhusudhan & Lamba, 2021).

### 1.2 The Challenges Encountered

Libraries have an essential role in advancing the organization of knowledge and information. They need to determine their status and conditions to a level that will satisfactorily meet millennial library users' demands and expectations. Their goal is to improve the information retrieval system to enhance access to knowledge and information. It plays as a primary gateway to all learning resources. Without access, knowledge and information are pointless (Cabanero et al., 2020).

Bryson (2017) stated that managers have traditionally performed five management functions. They plan, organize, command, coordinate, and control. The manager role is much more complex in the changing and competitive environment. They are inspirational, building and sharing a vision for the future of the information service. It does not just mean having an idea about what the future services may look like and sharing this with others. It means building a total commitment to personally identify with and own the vision and work together to achieve it. In creating a shared identity amongst individuals, managers will communicate, network, motivate, and have leadership skills.

In the context of the Philippine situation, several undeniable realities contributed to the fate of public-school libraries in the country, such as lack of funds, inadequate and insufficient book collections, lack of space and equipment, lack of qualified personnel, and the question of the leadership of those in power. We cannot deny that these realities hindered the very tenets of library service. In all sectors of society, the library plays a vital role in the intellectual and economic development of the people and in developing an information-rich community (Batiancila, 2007).

The pandemic brings challenges to the work of librarians. Since the students cannot go to school due to restrictions, the parents must help educate their children at home through self-learning modules (Ramirez et al., 2022). Thus, the libraries also offered digital distance services to help the students in their homes (Dadhe, & Dubey, 2020; Mehta & Wang, 2020; Zhou, 2022).

Noticeably, libraries face a constant battle defending their budget while others suffer insufficient financial resources if not budget cuts or constraints (Chakraborty & Jana, 2021). While experiencing such, they are burdened with library operation, state-of-the-art facilities, and advanced information and communications technologies. An individual library may be unable to cope with the situation.

### 1.3 Coping Strategies

Public libraries are widely considered a powerful partner toward sustainable development because of their accessibility to knowledge and information. They work of the imagination through an array of resources and services to all constituents of the society regardless of race, origin, age, gender, religion, language, disability, economic and employment state, and educational accomplishment. In the Philippines, as stated in the 1987 Constitution, it is a national policy to promote the intellectual well-being of every citizen in harmony with well-protected ecology (Tuble & Bayoneta, 2019).

Motivation Strategies specifically concern the motivation for learning, coping with academic problems, and their type of engagement as these relate to their academic achievement in elementary school learning and other experiences. The study compares the degree of motivational dynamics, coping strategies, concentration, and academic achievement (Delariman, 2012).

Although libraries encountered many challenges brought by the pandemic, librarians see opportunities in the current situation (Chakraborty & Jana, 2021). The infrastructure shifts from physical to digital platforms that accommodate library patrons from a distance. The libraries also develop their web pages and provide online services for the students (Bhati & Kumar, 2020; Rafiq et al., 2021). Thus, the students can still use supplementary materials needed for their education.

## 2. METHOD

### 2.1 Research Design

The research design of this study was a Transcendental Phenomenological Design of qualitative research to investigate the practices, challenges encountered, and coping strategies of the library-in-charge when it comes to library management in Lala, Lanao del Norte as a library manager. Phenomenology is the study of phenomena that involves investigating and finding how a situation occurred. It is a study method that focuses on the universality of a group's lived experiences to uncover their significance (Gilaga, 2019). Accordingly, Creswell (2013), phenomenological research presents the lived experiences of people who have experienced a common phenomenon.

### 2.2 Research Environment

The study participants came from public libraries in Lala, Lanao Del Norte. Due to the limited number of licensed librarians, some public schools designated teachers as library-in-charge.

### 2.3 Research Participants

The research participants in this study were the five libraries In-charge. They have three years in service without a

background in library information science and no proper training in the field of librarianship.

### 2.4 Research Instruments

The researchers were the primary instruments in this research through the aid of their interview guide questions. The interview guide reflects the significant points of the study. It consists of three parts; the first part focuses on the practices of the participants in library management, the second part pertains to the challenges encountered by the participants in library management, and the last part questions how they manage the challenges they encountered in library management.

### 2.5 Data Gathering procedure

Before collecting data, the researchers asked permission from the school heads to conduct personal interviews with the library-in-charge as research participants of the study. The researchers informed the participants of the purpose of the study and how the interview would be done. Then the researchers secured the participants an informed consent form by letting them sign in the informed consent form after they had agreed to participate in the study to signify their willingness to proceed with the in-depth interview. With the participants' permission, the researchers used a mobile device as an audio recorder for documentation and to aid them in acquiring accurate transcription of responses. They were also informed that their responses would be treated with the utmost confidentiality.

### 2.6 Data Analysis

According to Moustakas (1994), the lengthy interview collects data on the topic and question in phenomenological research. The phenomenological interview involves an informal, interactive process and utilizes open-ended comments and questions. The organization of data begins when the researchers place the transcribed interviews before them and study the material through phenomenal analysis methods and procedures. The functions include horizon lining the data and regarding every horizon or statement relevant to the topic and question as having equal value. From the horizon line statements, the meaning or meaning units are detailed. These are clustered into common categories or themes, removing overlapping and repetitive comments. The clustered themes and meanings present textural descriptions of the experience.

### 2.7 Ethical considerations

The researchers ensured that every piece of information presented herein is true and correct, and whatever data gathered is treated with respect to intellectual property. In addition, the researchers assured to regard all the involved participants by asking permission from the highest authority. Then afterward, the researchers individually asked the identified participants to answer their questions. All

information is treated with the utmost confidentiality and should be solely for this study's purpose.

### 3. RESULTS AND DISCUSSION

The study investigated the practices, challenges encountered, and coping strategies of the library-in-charge regarding library management.

#### 3.1 Practices of Library In-charge in Terms of Library Management

Based on the interview, it was found that most participants have the same experience describing the practices of managing the library. For their library practices, the following themes emerged: (1) *Imposing rules*; (2) *Assisting library users*; and (3) *Checking newly arrived materials*.

*Imposing Rules.* The first theme reveals that the library-in-charge is concerned with imposing rules that are helpful in their part in managing the library. It is observed that rules are essential in delivering library services, such as providing the information needs of the teachers and pupils. As to imposing rules, these are manifested in the following statements.

*I imposed some rules in the library like buying accession books, making a schedule for teachers to visit the library, and making a record book of the library patrons - P1*

*We have a clearance form, so I can note if the book is lost. - P3*

*I gave every teacher a borrower's card. I also controlled whatever books students could borrow every year. - P4*

*I kept a record of how many books the client borrowed. - P5*

The library in charges imposed some rules to run the library properly. These rules are necessary to preserved the order of the library patrons. For instance, to maximize the small space in public libraries, there are rules to follow to avoid being crowded (Aptekar, 2019).

*Assisting Library Users.* The second theme indicates how the library-in-charge assisted the teachers and pupils regarding their information needs. The interview revealed that assisting is an act or action that helps someone in need, like separating print and non-print materials, which are fair entirely to the users. These are evident in the following statement.

*I put five computer sets to attract students to get inside the library. -P1*

*During lunch breaks, I assisted the students who came to the library to read some materials. - P4*

Assisting library users to help them make the best collection to satisfy their information needs by distributing modules, hand-outs, referencing, and circulation. The study explores and explains satisfaction formation processes in library users. Assisting library users' needs is vital. Library users will know who they are satisfied with within their operations. It involves the function of two independent sources, satisfaction with the information received and

satisfaction with the information system and library services used to retrieve the information product. Both sources are hypothesized to contribute independently to happiness in library users (Shi et al., 2004).

According to Kumar and Thangavel (2018), it is important to understand information about things; places, and they may feel insecure in places like workplaces and shopping malls because of their challenges in vision. A solution must be provided to support the people to be guided along their pathways, room, and shopping malls and access things in their living environment.

*Checking Newly Arrived Materials.* The third theme displays how the library-in-charge checks the newly arrived library materials. According to the participants, examining materials help them determine the accuracy, quality, or condition of the new materials. The following statements convey the essence of this theme.

*I check for available books from good book companies to plan for what the school will buy. - P2*

*I maintained a record of newly arrived books arrive. I will check the copies of them. - P5*

Checking newly arrived materials as practiced by the participant revealed in our study that it is needed to prevent the arrived materials carefully to determine if there is a lack of pages. When there are newly arrived materials in the library, checking and putting in an accession record is essential (Gregory, 2019).

Essentially, the purpose of the Collection Development Policy is to provide guidelines for acquiring, maintaining, and evaluating library information resources. The collection development policy, the library's goals, and the objectives of the degree program will serve as a guide for acquiring library information resources. In addition, the librarian will be responsible for supervising the collection development process. In this light, each faculty member is responsible for communicating with the librarian regarding information resources the students need to complete their research assignments in their respective classes. Identifying the appropriate electronic, print, and media materials required for purchase to fill these needs will be a cooperative venture between the faculty member and the librarian. With input from the faculty, the librarian will ultimately be responsible for collecting materials in the general and interdisciplinary areas and will make great use of the college's stated general education goals. The librarian will send relevant catalogs, brochures, and material reviews to the appropriate department/unit head and will circulate these items to other faculty members in their department/unit (North Luzon Philippine State College, 2015).

The viability of school libraries and teacher-librarians depends largely on reliable Evidence of their positive impact on student outcomes. The viability of school libraries and teacher-librarians depends largely on reliable Evidence of their positive effects on student outcomes, Evidence about library practice can take many forms. School libraries may include a resource center, school media centers, and more. Teacher-librarian denotes a professional with dual teaching

and library qualifications and, where applicable, provides school librarians and school media specialists. Teacher-librarian is hyphenated to indicate the inter-connected elements of the dual role of school library programs encompass all educational activities provided by a school library, such as information literacy, research support, and reading promotion (Hughes et al., 2014).

### 3.2 Challenges experienced by Library-in charge

As to the challenges encountered by the participants, it was found that (1) *lack of education and training in library management*, (2) *financial constraints*, and (3) *difficulty in processing library materials* were the themes that emerged.

*Lack of Education and Training in Library Management.* This theme describes how the library-in-charge lack educational background on LIS and no training related to the librarianship profession. It is said that knowledge is the key to success; hence, handling the library without further education and proper knowledge is very hard for the library-in-charge. These are evident in the following information:

*I am not a registered librarian. I do not have any knowledge about it. I am afraid because I do not know what to work. - P1*

*I do not have any knowledge about library science. -P2 so far, I have why when we talk about librarian, there have a course that will be passed, and they have the strategy of what they are going to do, and I do not have knowledge about it it's because it is far from my course."-P3*

*Because I am a classroom teacher, the crucial profession is the property custodian because it was a big task."-P4*

*I have lack of knowledge about library management. Being a library-in-charge, I would need more ideas because I want more techniques and strategies for managing the books. - P5*

The findings of Reyes and Tudy (2020) revealed that the lack of knowledge and training made it difficult for the non-librarians to perform professional responsibilities, specifically cataloging. Also, the results found that they had trouble classifying books because they lacked cataloging abilities, resulting in the absence of a card catalog in their libraries. Similarly, in a study in Nigeria, where it was found that school libraries had insufficient and poorly arranged library materials, making it impossible to deliver efficient library and information services (Owate & Iroha, 2013).

On the other hand, Anderson and Layden (2021) stressed that school librarians have a unique role in the school environment, crossing classroom boundaries and often collaborating with most teachers and classes. School librarians are expected to tailor their lessons, programs, and services to meet student needs as identified in their individualized education plans. The school librarians should be trained to have the unique potential to work with all students in the organization. They are expected to provide services and support to the students they serve and the teachers they work with. They also have specific skills and access to information, resources, and physical spaces that may benefit them. However, school librarians are likely not being

provided with the professional tools they need to succeed when working with students.

*Financial Constraints.* This theme indicates how challenging for the library in charge to manage the library without enough financial support or budget allocated for the library's development. Noticeably, economic and institutional development weakens the constraining effects of finances on the library problem. These are evident in the following information:

We just rely on what is given to us by our head. Unlike other private schools, the finances are stable. -P1

Our cabinet here was old. It needs repair. I called for a carpenter. You can ask for help, but you need to pay for them because there is no school budget. - P2

Regarding the public school, I notice the lack of budget. -P3

Financial is one problem or challenge they encountered in managing the school library. On the side of the library institution collection, the in-charge may depend on the decision of the division or administrator's heads. There is a challenge in cooperation when a librarian has no budget. The daily operations could be compromised. The library needs to have an operational budget to carry out the assigned to the library, such as delivering a piece of information to acquiring information.

Financial constraints are fundamental to empirical research in finance and economics. It proposes two tests to evaluate how healthy measures of economic conditions capture. The attributed limitations may instead reflect differences in firms' growth and financing policies at different stages of life cycles (Farre-Mensa & Ljungqvist, 2016).

Erel et al. (2014) state that managers often claim that target firms are financially constrained before acquiring and that these constraints are eased following the acquisition. The documentation that the level of cash that target firms hold, the sensitivity of money to cash flow, and investment to cash flow decline, while investment increases following the acquisition. The problem is what would happen for acquiring materials if there is no financing for the target materials, especially for library operations.

The study of Totanes (2012) stresses that the biggest challenge facing public school librarians in the Philippines today is the thought that there is no money to pay for the improvements that need to be developed. After all these years, it is perhaps time to accept that the government does not consider public school libraries a priority in allocating scarce resources. Thus, the financial resource is one of the problems the library-in-charge faces due to no fund available that could help the school library's overall development.

In addition, Hamilton et al. (2019) posit that financial constraints are economic limitations on behavior. Given that millions of people experience chronic or episodic financial constraints, this sought to review the research into how they affect consumer behavior. They propose an integrative framework that draws insights from multiple works of literature that have examined financial constraints from different perspectives to financial constraints, distinguishing

between reacting, coping, and adapting. Beyond the noticeable adverse effects of financial constraints, it emphasizes consumer resilience, highlighting that consumers often successfully manage and devise adaptive strategies to deal with financial constraints.

Moreover, the vital role of top management in an organization examined the possibilities, challenges, and constraints that librarians face in providing quality service. The top management was fairly committed but too financially handicapped to fulfill all the outlined strategies and policies (Dadzie, 2004).

*Difficulty in Processing Library Materials.* The librarian's processing of library materials is considered an essential task to do in the library following the process and classification standards. Through processing, the books will be acquired and ready to be used by the library users. This theme reveals how difficult it is for the participants to process library materials because they do not have enough background and training in cataloging and classifying library materials in print and non-print formats. These are evident in the following information:

*The burden of mine is like when there are books and modules arrived from the national office, I do not know to catalogue them.* -P2.

*When there are pieces of books lost, I have the difficulty in tracing the accountable individuals.* -P3

*We encountered problem in monitoring the textbooks that came from the division office.* -P4

*We do not have like a card catalogue.* -P5.

Difficulty processing library materials could be another challenge for the library-in-charge who has no background in cataloging and classifying library materials. As the researchers faced and listened, it was tough to process the materials, particularly in cataloging and classifying. The results are demonstrated in research by Paton-Ash and Wilmot (2015). They found that, despite having these tools accessible, the Dewey Decimal Classification System was not in place since the librarian in charge lacked comprehension. Therefore, when teachers and librarians lack training and experience in library organization, school libraries devolve into haphazard collections of books that have no appeal to children, resulting in the collection being underutilized (Reyes & Tudy, 2020).

According to Latham et al. (2008), the relationship between the difficulty level of a learning goal and a person's performance on a task that required knowledge acquisition to perform effectively was examined. Multiple hierarchical regression analysis revealed that the higher the learning goal, the higher the person's performance. Cognitive ability and goal commitment also positively affected performance. Results showed that the person's cognitive ability moderated the learning goal-performance relationship.

Today, school librarians and teacher-librarians have changed significantly over the past few decades, with implications for student learning. In particular, there has been an apparent decline in the number of qualified teacher

librarians employed in school libraries in public schools. In terms of professional expertise needed to determine the extent to which the success of a school library program is due to the librarian's attributes or training and experience. Some individuals who called themselves librarians did not always have any library qualifications, and some who called themselves teacher librarians did not always have teaching qualifications (Lonsdale, 2003).

Lonsdale (2003) states that the devolution of financial management to schools means that funding for school libraries relies on the resource allocation priorities established by the school community, which might or might not emphasize the need for a well-staffed library system.

### 3.3 Coping Strategies of the Library-in-Charge

As to the coping strategies employed by the participants to overcome the challenges they encountered in managing the library, the findings reveal the following themes emerged: (1) *Developing Interpersonal relationships with other members of the school community*; (2) *Cultivating a positive attitude*; and (3) *Associating new ideas*. These themes are manifested in the following statement.

*Developing Interpersonal Relationships with other members of the school community.* This theme indicates that it is necessary to establish personal relationships among participants to work correctly even though their task is challenging. Undeniably, despite the lack of knowledge about the library and information science, they could still manage to have a sound library. Indeed, participants face and do the task by asking someone who knows more about library science. This theme is evident in the following statements.

*I developed a bond with our kindergarten parents. As a result, they give some ideas for arranging the things in our library.* - P1

*I asked my head teacher for support in the library.* - P3

*My co-teachers helped me in the library.* - P5

The personal relationship is how they develop that through lacking library education and training. The library in charge collaborated with the other members of the school community. Accordingly, Helliwell and Huang (2013) stress that there are constant changes in the types of activities people engage in and the technologies they use to establish and enjoy their social connections. The new types of social contact, possibly more effective, were growing and perhaps offsetting the effects of declines elsewhere. One key example that affected this was the online substitution for face-to-face friendships. Relations are more needed than this to gain happiness, spend time together, whatever the status may be, work, play, or in activities for the benefit of others.

Berscheid (1994) states that relationship in the field has experienced phenomenal growth. They must be sensitive to the methodological and analytical techniques in interpersonal relationships required because of the temporal nature of relationships, the dependency of dyadic observations, and the dichotomous nature of essential outcome variables.

The nature of close personal relationships is to suggest how such relationships are to be conceptualized for scientific analysis—the essential properties of an intimate relationship, necessary defining structures, and processes. In everyday usage, we use a close personal connection to refer to love marriage partners, best friends, and persons who work closely together. A simple description of this kind of relationship will refer to its long-lasting nature, spending much time together, doing many things together, and sharing living or working quarters. The underlying assumption is that close interpersonal relations copyrighted material personal relationships constitute distinctive and vital social phenomena. A systematic, coherent conceptualization is necessary to develop, appreciate, and modify them (Kelley, 2013).

*Cultivating Positive Attitude.* A positive attitude keeps a person exploring new things, feeling brave about brainstorming new ideas, and making them feel excited to go to work with their entrusted task. This theme displays that a positive attitude is essential to carry out the assigned task. The participants believed that having a positive attitude would help them overcome their challenges. Further, it helps them build their confidence despite not having enough education and training to handle the library. The following statement manifests how participants used a positive attitude to overcome the challenge of managing the library.

*I am confident that my willingness to work the task of a librarian although I am not trained to be one will help me flourish as a library in-charge.*

*We are called to be a teacher, so we must be flexible of the task given to us. I learn to love the task given to me. -P3*

*I am confident that I can manage my task as a designate library in-charge. -P4*

A positive attitude where the library-in-charge feels simply despite the challenges they encounter and the stress they have in managing the library still, they should process a positive attitude to them to carry out the task they are assigned. It was revealed in the study that one of the participants is stressed or explained that having a positive attitude can give excellent or positive vibes throughout the day, despite experiencing problems and challenges when managing the library.

Reyes and Tudy (2020) found that having a positive attitude helps library paraprofessionals deal with their challenges. They were motivated to overcome their difficulties by values such as patience, love of labor, and religion. Further, the findings divulged that the library paraprofessionals' recognized that they needed to be resourceful and imaginative to succeed in the school library. This optimism would aid their colleagues in the field in learning the various task involved in managing and expanding the library's collection. Similarly, Mohanty (2009) states that attitude demonstrates that the worker's positive attitude affects their wage directly and indirectly through its effects on

happiness. Assuming the endogeneity of the positive attitude variable and simultaneously estimating happiness and attitude equations by a two-step procedure, the study further finds evidence that happiness affects the worker's earnings directly and indirectly.

Meanwhile, Chen et al. (2018) stipulate that a positive attitude is thought to impact academic achievement and learning in children, but little is known about its underlying neurocognitive mechanisms. They independently investigated the neural mechanisms underlying the link between positive attitude and academic achievement. They tested competing hypotheses regarding the differential roles of affective-motivational and learning-memory systems. The positive attitude was associated with increased engagement of the hippocampal learning-memory system (Chen et al., 2018).

In addition, Alimo-Metcalfe et al. (2008) state that leadership instruments are used to demonstrate to have convergent, discriminant, and predictive validity. Differential relationships were found between three aspects of leadership quality, attitudes to work, and a sense of well-being at work. One leadership quality engaging with others was shown to be a significant predictor of organizational performance; as assessed by competencies or capabilities, leadership quality did not predict performance.

*Associating New Ideas.* An open mind is a valuable resource. It is interested in new possibilities and can think creatively. It is more likely to stay energized in the role and keep the team or business one step ahead of the competition. Furthermore, sometimes, the success of a project depends on more than just minor tweaks or suggestions for new ways forward. It needs someone to develop a big, radical, innovative idea. This theme reveals how participants can overcome the challenges they are into by initiating new ideas that could enhance their horizons, particularly in librarianship. This theme is evident in the following statements.

*I asked for suggestions from my colleague who knows me better about the library practices. -P3*

*Our alumni are suggesting some things to improve our library such as the companies where we can buy new books. They even donated some books. - P4*

*When I attended a seminar, I came across with new ideas about indexing, abstracting and cataloguing. -P4*

They associate new ideas because, from time to time, they may learn something from the daily operation in the library when it comes to cataloging. They have no idea, so by asking their friends or colleagues or someone who can attend the seminar, the training they can come up with new ideas that can apply to their library and how they can manage and cope with those challenges.

The findings of the study are supported by the study of Reyes and Tudy (2020) discovered that library paraprofessionals have associated new ideas in creating a library support system. The result could be demonstrated in the Transactional Model of Stress and Coping (Lazarus & Folkman, 1984). This specific coping mechanism is best

represented by problem-focused techniques that emphasize using available resources in the environment, such as other people's support. Further, library professionals' support system development involves working with students, instructors, parents, and for-profit and non-profit organizations to create a viable library. Library paraprofessionals, for example, cooperated with students by founding student clubs or organizations, such as the book lover's club (Reyes & Tudy, 2020).

The teachers as library-in-charge overcome their challenges in library management experiences by facing what the task in-trusted to them. They did not let themselves lay aside their duty as library-in-charge; instead, they found ways to be effective in charge despite their profession being far from the task they in-trusted and without further knowledge or background in library science. In all, three sub-themes were found in analyzing the participant's responses. They were: personal relationships, positive attitude, and association with new ideas. The following statement shows what they do and how the participants endure the challenges in library management.

One of the initiatives that a librarian should implement in their library is to conduct information literacy (IL). The study of Kulbin and Virkus (2015) stresses that librarians need knowledge and skills in pedagogy and andragogy, instructional design, information technology, foreign languages, marketing, information sources and databases, and the learning domain. They also highlighted social skills and found that librarians' characteristics and attitudes were fundamental in facilitating IL. Researchers conclude that librarians and information professionals must be able to advise users individually to enable their IL. Still, not all should be required to deliver courses and lectures for a group of students or library users.

Meanwhile, Mehrotra (2018) states that some of the most ground-breaking ideas came about not by logical thinking but by combining unrelated ideas and changing the paradigm completely. The internet did not try to make a faster or more efficient search engine – it completely changed what a search engine should do. Nevertheless, how did they get the idea that eventually made Google? Moreover, the ability to connect unrelated things, or associational thinking, is a fundamental process underlies creative thinking.

Additionally, high-performing technical experts are granted significant autonomy in searching for new ideas, whom they interact with, and how they spend their time. As the expert, the job is to figure out what the next thing is, sift all the possible things, which ones will matter to IBM, and then go out and figure out what is happening and come back with recommendations (Dahlander & O'Mahony, 2017).

#### 4. Implications of the Study

Library management is the essential process to obtain an organized library collection in serving the users, considering social structures created by the individual to support the collaborative pursuit of specified goals. However, how to get good library management if the assigned person has no

background in library information science? The biggest problem in our place is that usually, the public school lacks support from the head office; this is the biggest problem until now.

As the researchers listened to them and witnessed their surroundings while responding, they realized that their library management practices, challenges, and strategies have much concern in managing the library. Management in the library significantly affects them and the users. Researchers realized they needed more training and seminars to learn about library science. They are moved by their strength and willingness to do the task they have faced in library management. Thus, it shows that they want to do it because the principal entrusted them with the school library.

Participants' experiences made the researchers formulate some reflections. They realize that if the person has no background or ideas about the library profession and if it continues in the future, what would happen to the next generation? There should have a solution to this problem. The person assigned to be the library-in-charge emphasizes size particular management skills, primarily internal to the organization, which involves; the library setting and the classical management functions such as planning, organizing, controlling, staff, funding, and budgeting.

There must have a solution to this problem simply because managing the library without any background in library information science is complicated, and much work will not get the attention of the school heads.

#### 5. CONCLUSION

Library Management is essential for distributing information, and the library is the knowledge center. The study revealed that a person with no background and education in library and information science (LIS) is crucial and difficult on their part to manage the library. The school heads have a significant role in supporting library advocacy and must help with what the library-in-charge does concerning library management. The fields of LIS in the Philippines are unknown because some students do not know that this is an existing course, and they describe it as monotonous. One problem the librarianship environment faces is that the government, particularly the DepEd schools, does not prioritize hiring licensed librarians. Therefore, the administration appointed teachers to manage the library. If this predicament remains, this may lead to a severe problem affecting the library's overall operation.

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