

## Human Resource Management and Its Aspects in Libraries

**Hafijull Mondal**

*hafijullmondal@gmail.com*

*Assistant Librarian, Elite Institute of Engineering and Management, West Bengal, India*

---

### Abstract

*Human resources area unit the foremost important resource in any library as all the opposite resources can be utilised solely by the employees of the library. A significant portion of the budget is typically spent on the employees of the library. So as to produce best services, it's essential to own well trained and extremely motivated employees to form effective use of the resources of the library and to satisfy the strain of the community. The operations of a library need to be a team effort which needs shut operating relationship between all members of library employees. It is thus important that employee's carries out the tasks associated with their skills and qualifications. It is a wasteful use of this scarce resource if extremely qualified library personnel do solely routine or clerical library functions. Similarly, for constant reason, it's not necessary to own a extremely qualified bibliothec in all kinds of libraries in spite of size and alternative activities. This article presents a range of relevant and useful study of human resource management to provide a successful modern service at the library of 21st century*

*Keywords: Human resource management in library, Importance and function of HRM, Manpower planning, Job description, Staff manual, Leadership and performance evaluation.*

---

### Introduction

“Human Resource” is moderately a replacement conception at intervals the sphere of management and organization and became customary throughout the primary nineteen century. The expression signifies the humanistic approach in resolution societal trouble and together shows that supervision people as resources rather than factors of production or simply as plenty with feeling and feeling might result higher for every the organization and its staff. The standard of Library and knowledge Centres is essentially counting on the energetic, enthused, specialist and experienced employees and therefore the infrastructure services provided for his or her service and development. The Library and {knowledge and data} Science (LIS) professionals are thought of together of the important components which will extremely build the library as knowledge centre. When the operating staffs of a library are capable enough then he/ she may construct of knowledge resources which help to create a centre of attention of users.

### Literature Review

A good building, a strong collection and a generous budgetary allocation of the library is critical in providing effective services to users but the human resource is the core component of its success. Evans et. al (2000) emphasize the importance of staff as “money and things are comparatively easy to manage and predict than people”. This concept is new in LIS as the baseline study regarding the HRM in public libraries was conducted by **Usherwood et al. (2000)** in UK. This is a key study which covers the different aspects of HRM such as recruitment, training and development, retention and leadership for professionals from public libraries. Libraries are labour intensive organizations and complex to manage. Library HRM

---

has never been simple. The library managers spend most of their time in managing staff rather than resolving financial or technical issues (**Evans, 2000**). Modern library management has become more challenging and complex due to innovation, development of sophisticated technologies, high expectations of staff and users and the shrinking budget of libraries. Human resources, when pertaining to the library, can be defined as the different kinds of professionals and non-professionals staff responsible for diverse services for the community (**8Rs Research Team, 2005**).

### **Objectives of the study**

- Understand the concept of HRM and importance of human resources in libraries
- Explain the functions of human resource management in libraries
- Identify the levels and types of staff required by libraries
- Describe the personnel functions in libraries.

### **Concept of Human Resource Management**

Human resource management is a strategic approach to the effective management of an organization or its people that help them gain a competitive advantage in their business. It is designed to maximize employee performance in serving an employer's strategic objectives. Human resource management is primarily concerned with the management of people within organizations, focusing on policies and systems. Human resource management focusing on policies and systems is primarily concerned with the management of the people within the organization.

### **Importance of Human Resource Management in Library**

Each and every employee of the libraries has to contribute individually and also collectively to the success of the organization. At the low level, they have to contribute to a goal. To make them contribute, the HRM team has to work harder. It is found that the contribution of an employee is low when they do not know what they are doing. Lack of knowledge on a particular process or technology, leads to low productivity in the organization. The HR department should identify such employees and train them in the necessary skills. They should also know the individual and group psychology to deal with such employees in the organization.

The HR management team should attract the right talent to the public library, give appropriate compensation, retain them and also develop them to meet the current and future organizational goals. They need to keep track of the skills acquired by the employees during their tenure in the organization and deploy them for the right activities. The employees need to be properly trained and motivated by the HRM team. The ethical policies should be communicated to them at the right time and the problems in the organization should be revealed to get the right solution from them. Thus they should make the employees work more efficiently to meet the organization's goal.

## Functions of HRM in Library administration

1. **Manpower Planning:** The dictionary meaning of designing is that the act or process of creating something that's intended to try to or achieve beforehand. . In other words it means a choice which has taken beforehand what's to be done. Manpower coming up with is nothing however the look concerning the human resource to realize the essential objectives of the organizations. it's a method for determinant associated assessing that the organization can have an adequate variety of qualified persons on the market at correct times, playacting jobs which might meet the requirements of the organization and would conjointly give satisfaction for the people concerned.
2. **Job analysis and Job Description:** Manpower demand will be analysed by the present job analysis and job style. The analysis will be divided into 2 parts:- a) Demand prediction and b) Supply forecasting. **Demand Forecasting:** -it's a method that estimate organization's future amount and quality of individuals needed. During this method varied prediction techniques square measure used such as: – social control Judgement; city technique; scrutiny techniques and Ratio- analytic thinking's. **Supply Forecasting:** - It provides the Human resource manager the estimation of variety and sort of personnel needed. Provide prognostication provides info concerning the flexibility of organization to obtain the desired variety of personnel. It's involved with the flexibility of personnel from inside and out of doors a corporation.
3. **Selection and Recruitment:** In straightforward words accomplishment method indicates hiring of someone or cluster for a specific position, it can even be aforesaid as activity that makes a link between leader and job seeker. **Recruitment refers** to the process of recognizing and drawing job seekers so that to construct a group of job applicants. The main goal of the recruiter is to identify the right person for the said job and the recruiters can achieve their target by 5 important guidelines.
4. **Motivation, Training and Development:** Motivation is that the inner force that directs a person's behaviour toward goals. Motivation is outlined as a method that energizes, directs and sustains human behaviour. In HRM the term refers to person's need to try and do the most effective attainable job or to exert the utmost effort to perform allotted tasks. **Training** enables employees to acquire new skills, keeps the employee up to date with changes in the field, aims to improve efficiency and can be carried out in-house or elsewhere. It is thus a vital aspect in libraries. **Developing the employee** can be regarded as investing in a valuable asset. It is not only a source of motivation but also helps the employees to fulfil their potential. Staff development also ensures opportunities, promotion, personal development and continuing professional development programs by training or education or development of the employee.
5. **Leadership and performance evaluation:** Performance analysis is outlined as a proper and productive procedure to live an employee's work and results supported their job responsibilities.

6. **Discipline and Grievances:** **Discipline** in the libraries is an effective management tool with which one can achieve a better and more efficient work place. It applies to staff conduct, whether by act or omission, that interferes with or affects in any way the orderly and efficient operation of the library work. In libraries, discipline can be maintained by using several steps or measures when an employee fails to correct a problem after being given reasonable opportunities to do so. **Grievance means** that any real or unreal feeling of discontentment and injustice that a worker has concerning his/her employment relationship. Library staffs who wish to pursue a grievance should initially attempt to informally resolve the grievance with their immediate superior. The library authorities should ensure that all employees are treated fairly. A staff member who believes that s/he has been treated unfairly may write a letter of grievance to the appropriate authority. It is the responsibility of the library authorities to ensure that each grievance is resolved suitably.

### **Types of Library Staff**

Library staff is an important constituent of the library. Library staff constitutes an important component of the library trinity.

**Professional category:** It consists of those who are employed on professional job and who possess degree in library and information science as well as in some other discipline. Professionals are employed at higher level and middle level and are responsible for administration and managerial and professional job. The various jobs performed by a professional include book selection, book order, technical processing of documents, indexing/abstracting, reference service, information services, planning library activities and preparation of library budget. In a library, the positions such as Librarian, Deputy Librarian, Assistant Librarian, Professional Assistant, etc. are considered professional positions

**Semi-professional:** The semi-professional staffs of the library is engaged in performing library routines and techniques under the guidance of the professional staff and have to receive alternatively training in library science. They are with diploma or certificate in library and information science (LIS). Their designation may be library assistant, technical or professional assistant, junior cataloguer or equivalent. They usually perform the routine professional and technical activities..

**Non-professional:** In most of the libraries, the non-professionals are with the minimum educational background and are adequately experienced in doing a particular job or trade and usually have a non library degree. Their designation may be accounts assistant, store assistant, reprographic assistant, typist, data entry operators, filing clerk, book arranger, book binder, etc.

**Support staff:** Support staff includes helpers, caretakers, housekeeping, cleaners, drivers and security staff. The functions they carry out are very important, as these contribute to the smooth operation of the library functioning. They should be regarded as an integral part of the library's staff.

### **Levels of library professionals and their functions**

Libraries are hierarchically highly structured organizations. All libraries have responsible staff at different levels of classification. The hierarchy of this employee position is called the

level of management. The level of management of the hierarchy determines a discipline of command, determining how much authority and rank the employee has in his position. Library organizations differ within the classification management level. The number of levels of management in any library depends on the size of its collection, library technology applications, user power and scope of work. A university library system supports three levels of management: top level, middle level and baseline level. Librarians working at this level play their role as library experts and library directors.

**Top level** - Librarians are at the top level of the library system. He is the Chief Manager of the Library. His / her role in library management is mainly administrative, managerial and / or specialist. S / He is responsible for leadership in the library, change of leadership in the library and empowerment of delegations and staff. He / she is the reason for the authority to direct, direct and direct strategically important library services in the field of university academics, students and university management. S / he spend more time on planning and library coordination activities.

His / her main responsibilities are summarized as follows:

1. Consult with the Library Committee and the top management of the Library administration, to present the vision, goals, objectives and comprehensive policy of the Library.
2. Strategic Lead the Library to the highest level of excellence in all strategiesthe level of library activity.
3. Issuing library budgets, procedures, and necessary instructions for preparation schedules.
4. Prepare strategic plans and policies on library services, projects.
5. Organise library employees into varied functions and services.
6. Management and coordinate the activities of all library units, departments.
7. Maintain contacts with the surface library world.
8. Give recommendation, steerage and direction to the employees or organize necessary recommendation on library programmes and activities Exercise judgment and initiative to anticipate, create mentally and resolve subtle issues which will have strategic and organisational impact.
9. Contribute considerably to organisational performance, or to the body of skilled or subject data.
10. Lead and manage important organisational services, comes or programmes.
11. Give authoritative professional recommendation to the management, the organisation as a whole, or external parties.

**Middle Level** – At the centre level are deputy librarians who head branch library services, library groups or library departments. Their roles are each purposeful and specialist. As specialists, they're directly answerable for the management of library functions and services

like acquisitions, technical process, print and e-journals, library automation, user services et al... They're needed to perform many different roles of strategic importance among the library functions below their charge. They report back to the highest management for the functioning of their groups.

Their responsibilities are summarised as follows:

1. Execute the plans of the organisation in accordance with the policies and directives of the highest management.
2. Create plans for the units, departments underneath their charge.
3. Send vital reports and different vital information to high level management.
4. Judge performance of junior workers.
5. Encourage lower level managers towards higher performance.
6. Secure instrumentation, materials and services needed to support the performance of their roles.
7. Exercise judgment and initiative in handling a spread of advanced and elaborate operational or abstract issues and tasks that will extend on the far side the immediate work space.
8. Undertake initiatives to develop and introduce enhancements to existing practices, systems and procedures.
9. Overall workers superintendence, comes and initiatives.
10. Observance of technical standards and practices and writing and administrating grants.

**Lower Level management** – At the primary level of library management, in a university library, assistant professionals report back to deputy professionals or university librarian relying upon what their native practices area unit within the organisation. They work below general direction of a senior skilled, deputy professional, or the university professional. They perform their roles as supervisors.

Their responsibilities include:

- Assist within the development of library and data services and systems.
- Coordinate with different library groups on library and data management comes.
- Assign and supervise jobs and tasks to the support workers of the team members.
- Guide and instruct support workers within the team for day to day activities.
- They're answerable for the standard similarly as amount of output and repair.
- be answerable for providing coaching to the employees.
- prepare necessary materials, resources for obtaining things done.
- Prepare periodical performance of support workers.
- Inspire support workers.

## Conclusion

The constant wish for modification is another pressure that intensifies the requirement for human development. The role of the library in its energizing culture seems to be a tangle everywhere. Proof of cultural modification alters the missions and goals of the library, modify its priorities, and concern modification at intervals the library to satisfy the challenges and needs of the society. it's believed that libraries," like several different organization, will now not afford to ignore the psychological, technical, technological, social science, economic and political changes going down , each within the external and internal setting of the organizations. Consequently the work of the library and knowledge professionals has become more and more advanced." Guy Sylvestre within the article entitled "Of book, men and machines" has justifiably same that "we librarians don't have any alternative consequently however to adopt ourselves to a dynamic world, if we have a tendency to area unit to survive during this new era."(Kaur& Singh, 2007, p.366).

There is little question that capability building of library staff is that they require of the hour to remain in peace with time. As an organization library and information centres have to be compelled to deliver the products their goal and even got to notice the perceived worth of their varied institutions. Libraries unit of measurement service adjusted institution and so they invariably have to be compelled to be careful of their users' satisfaction. presently its responsibility of the LIS professionals have to be compelled to justify themselves and their services and have to be compelled to establish their worth to the parent organization. For this they have to develop their level of competencies and have to be compelled to enhance their information and skills to provide higher service and in addition to satisfy their users. Sensible efforts area unit created at philosophy level to develop force throughout this direction. National Mission on Libraries is one in each of them. National Mission on Libraries will assess as presently has come-at-able the force wants of the country inside the house of library and information science management and take necessary steps to satisfy the country's demand through Library and knowledge Science, education and coaching.

## Reference:

1. 8Rs Research Team. (2005). The future of human resources in Canadian libraries. Alberta: University of Alberta: Canadian Library Human Resoure Study. Retrieved from <http://www.ls.ualberta.ca/8rs/8RsFutureofHRLibraries.pdf>.
2. Deepa, B. (2017). The factors of competency development among the working library professionals of the university libraries of North East India challenges and realities. Retrieved from: <http://hdl.handle.net/10603/207716>
3. Essays. (November 2018). Human Resource Management For Recruitment And Selection Process. Retrieved from <https://www.ukessays.com/essays/business/hrm-for-recruitment-and-selection-process-business-essay.php?vref=1UK>.

4. Evans, (2000).Evans et al. (2000). *Management basics for information professionals*, London: Neal-Schuman Publishers, Inc
5. Final Dcode | Background Check | Human Resource Management. Retrieved from <https://www.scribd.com/document/38316253/Final-Dcode>
6. Human Resource Development and Library, (September 12, 2018). Retrieved from <http://www.lisbdnet.com/human-resource-development/>
7. Human resource management – Wikipedia. Retrieved from [https://en.wikipedia.org/wiki/Human\\_resource\\_management](https://en.wikipedia.org/wiki/Human_resource_management)
8. Kaur& Singh (2007). Smt. GianKaur v. The State Of Punjab on 21... - Indian Legal Solution. Retrieved from <https://indianlegalsolution.com/smt-gian-kaur-v-the-state-of-punjab-on-21-march-1996-case-comment/>
9. Module 15-Human resource of public libraries. Retrieved from [http://epgp.inflibnet.ac.in/epgpdata/uploads/epgp\\_content/library\\_and\\_information\\_science/public\\_libraries/15.human\\_resources\\_of\\_public\\_libraries/et/2123\\_et\\_15.pdf](http://epgp.inflibnet.ac.in/epgpdata/uploads/epgp_content/library_and_information_science/public_libraries/15.human_resources_of_public_libraries/et/2123_et_15.pdf)
10. NEO English: Motivation is the Heart of HRM. Retrieved from <https://neoenglish.wordpress.com/2011/02/19/motivation-is-the-heart-of-hrm/#:~:text=Motivation%20can%20be%20defined%20as,is%20behavior%20directed%20towards%20goals>
11. Rajan, T. N.(2017). unit 4 library staff: roles and responsibilities – eGyanKosh. Retrieved from <http://egyankosh.ac.in/bitstream/123456789/34900/1/Unit-4.pdf>
12. Usherwood et al. (2000). Usherwood, B. *et.al.* (2000).Recruitment and retention in the public library: a baseline study, *Library Management*, 21(2), pp. 62-80.