

CHAPTER-4

INTRODUCTION OF HUMANRESOURCE MANAGEMENT AND HUMANRESOURCE DEVELOPMENT

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4.1 Introduction

HRM is the qualitative improvement of human beings who are considered the most valuable assets of an organization – the bases, resources, and end users of all products and services. HRM is no doubt, an outgrowth of the older process and method. But it is much more than its parental discipline, viz. Personnel management and behavioural science. Human Recourse Management is also more all-inclusive and deep rooted than training and development. Its method is multi-disciplinary from the beginning to the end. It is a systematic process of continuously enabling the employees to increase their competency and capability to play their present as well as future expected roles.

HRM is a strategic method to the acquisition, motivation, development and management of the administration's human resource. It is a specialized field that attempts to develop programmes, policies and activities to promote the satisfaction of both individual and organizational requirements, aims and objectives. HRM is active rather than reactive i.e. always looking forward to what needs to be done and then doing it, relatively than waiting to be told what to do about recruiting, paying or training people or dealing with employee relations problems as they arise. Therefore HRM is the method of managing the people of an organization with a human method.

Applications of HRM in Libraries

The development of library management as a parallel to development of schools of management theories.

Evens identifies there basic periods

1. pre-1937
2. scientific 1937-55
3. Human relation – 1955 till.

Pre 1937 era libraries had been run with the traditional rather conservation approaches. Libraries had small collections and showed little concern for economy or cost. As a result there was little change in the area of library management. Scientific period saw libraries with large collections. Staff and budget with a concern for efficient operation. Costing, use of mechanized equipment like punched and edge-notched cards and studies on technical services and cataloguing become common. During 2nd world war finding of scientific management and operations research techniques developed. The second part of scientific management extended till mid-1960, when use of computers and systems analysis in library situation began. Evans look like wishful thinking as one cannot clearly- see different eras of management theory in librarianship.²

4.1.1 Meaning and Definitions

HRM is a management function that helps leaders, recruitment, selecting, and training and develop members for an institute. Different terms are used to denote HRM. They are employment management, employment administration, employment management, relations, employee-employer relations, industrial relations, personnel administration, personnel management, human capital management, human asset management, HRM and the like. Although these terms can be set apart widely, the basic nature of difference lies in the scope or coverage and evolutionary stage. In simple sense, Human Resources means employing persons, developing their resources, employing, maintaining and compensating their services in tune with the job and organizational needs.

HRM can be defined as that part of management practice which develops and achieves the human elements of enterprise considering the creativity of the

² (Kadmani & Centre for Development of Advanced Computing (Mumbai, India), Bombay Science Librarians' Association (India), 2011, p. 162)

organization's own people in terms of total knowledge, skills, creative abilities, talents, aptitudes and potentialities for effectively actuating.

Different writers and thinkers have given different definition of HRM which are as under:

- Michael J. Julius

Defined personnel Management as “the field of management /admiration which has to do with planning, organizing, directing and controlling the function of procuring, developing, maintaining and utilizing a work force, such that the,

- (a) Objectives for which the corporation is
Recognised are attained economically and effectively.
- (b) Objectives of wholly levels of personnel are served to the highest possible degree.
- (c) Objectives of society are duly considered and served.

- Edward Filippo

“Personnel Management is the Planning, Organizing, Directing and controlling of the Procurement, development, compensation, integration, maintenance and separation of human resource to the end that individual, organizational and social objectives are accomplished.”

- Dunn and Stephens

“Personnel Management is the process of interesting, holding and motivating people innovating all managers-line and staff.”

- Prof. Thomas G. Spates

- “Personnel administration is a programme of the ways of organizing and considering individuals at work so that they will each get the greatest possible realization of their intrinsic abilities, thus attaining maximum efficiency for

themselves and their group, and thereby giving to the enterprise of which they are a part it's determining competitive advantage and its optimum results".

- French

"Personnel Management is the recruitment, selection, development, utilization of and accommodation to human resource of an organization consists of all individuals regardless of their role, who are engaged in any of the organization's activities".

4.1.2. Objectives of HRM

The main objective of HRM is to set the availability of an expert and willing workforce to an organization. Outside this, there are other objectives too. Specifically, Human resource objectives are four fold-societal, organizational, functional and personal.

- **Societal objectives:** To be ethically and socially responsible to the needs and challenges of the society while minimizing the negative impact of such demands upon the organization. The failure of organizations to use their resources for the society's benefit in ethical ways may lead to restrictions. For example, the societal order may limit HR judgements through laws that enforce reservation in hiring and laws that address discrimination, safety or other such areas of societal concern.
- **Organizational objectives:** To recognize the role of HRM in bringing about organizational effectiveness. HRM is not an end in itself. It is only a means to assist the organization with its primary objectives. Simply stated, the department's exists to serve the rest of the organization.
- **Functional objectives:** to maintain the department's role at a level appropriate to the organizations need. Resources are wasted when HRM is either more or less sophisticated to suit the organizations demands. The department's level of service must be tailored to fit the organization it serves.
- **Personal Objective:** To assist staffs in achieving their personal goal, at least in so far as these goals line enhance the individual's contribution to the

organization. Personal goals of employees must be seen if employees are to be maintained, engaged and motivated. Otherwise, employee's performances and satisfaction may weaken and staffs may leave the organization.

4.1.3 Importance of Human Resources Management

The importance of HRM can be discussed, after Yodder, Heneman and others, from three standpoints, viz, social, professional and individual enterprise.

- **Social significance:** Good management of Personnel enhances their dignity by satisfying their societal needs. This it does by : (1) maintaining a balance between the jobs available and the jobseekers, according to the qualifications and needs; (2) providing suitable and most productive employment, which might bright them psychological satisfaction; (3) making maximum utilization of the resource in an effective manner and paying the employee a reasonable compensation in proportion to the contribution made by him; (4) eliminating waste or improper use of human resource, through conservation of their normal energy and health; and (5) by helping people make their own decisions that are in their interests.
- **Professional Significance:** By providing a healthy working environment it promotes teamwork in the employees. This it does by: (1) self-respect of the staffs as a human-being (2) provide maximum opportunity for staffs development (3) provide healthy relation between different work groups so that work is effectively performed (4) improve the employee's working skill and ability (5) correcting the errors of wrong postings and proper reallocation work.
- **Significance for individual enterprise:** It can help the origination in accomplishing its goal by: (1) creating true attitude among the staffs through effective motivation. (2) utilizing effectively the available human resources and (3) securing willing co-operation of the employees for achieving goals of

the enterprise and fulfilling their own social and other psychological needs of recognition, love, affection, belongingness, esteem and self-actualization.

4.2 Scope of HRM

The scope of HRM is indeed vast. All most important movements in the running life of an employee-from the time of his or her entry into an institute till her or him leaves-come underneath the purview of HRM. Definitely, the activities covered are HR planning, activity evaluation and layout, recruitment and choice, orientation and site, schooling and development, performance appraisal and task assessment, personnel and government repayment, motivation and verbal exchange, welfare, protection and fitness, developed relations (IR) and the like. For the sake of convenience, we can categorize all these functions into seven sections- (1) Introduction of HRM, (2) Employee hiring, (3) Employee and executive remuneration, (4) Employee motivation, (5) Employee maintenance, (6) Prospects of HRM.

The scope of Human Resources Management extends to:

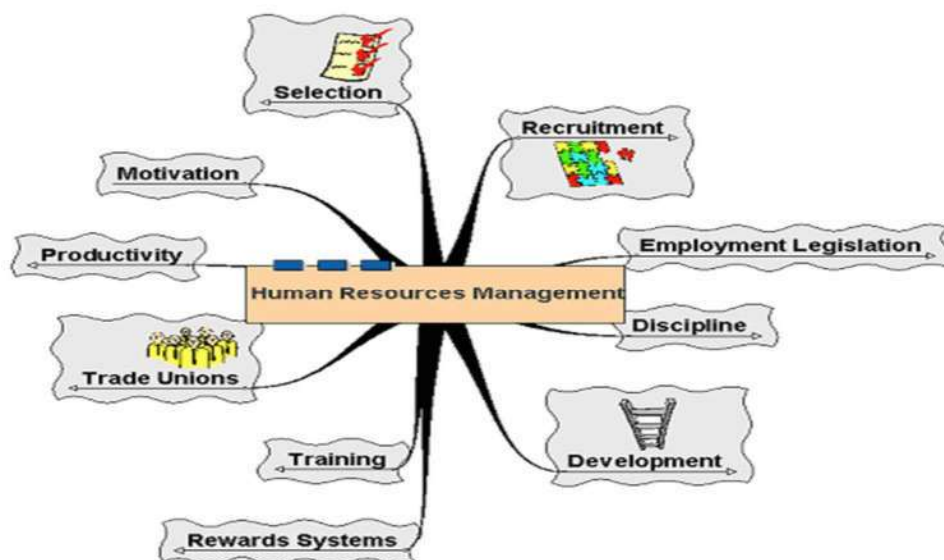
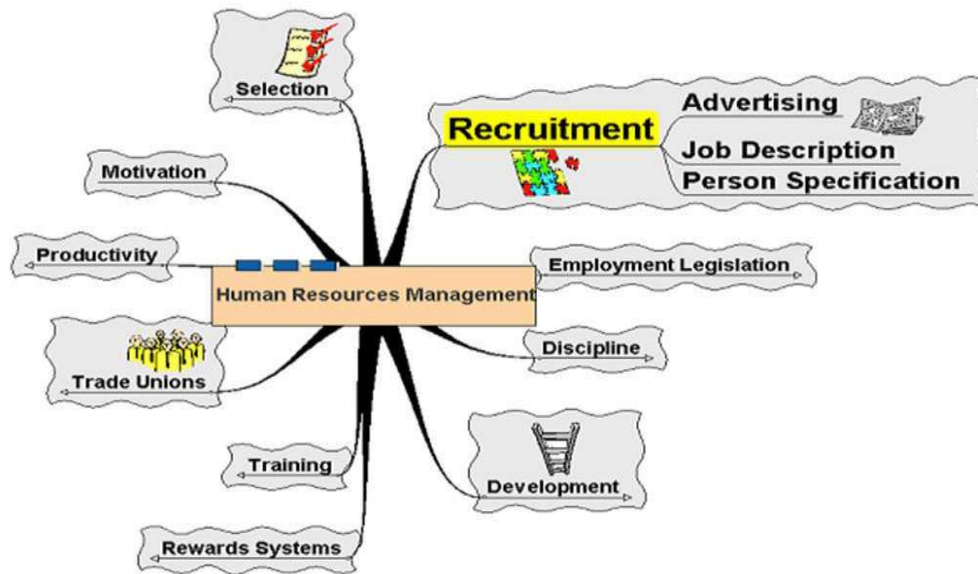


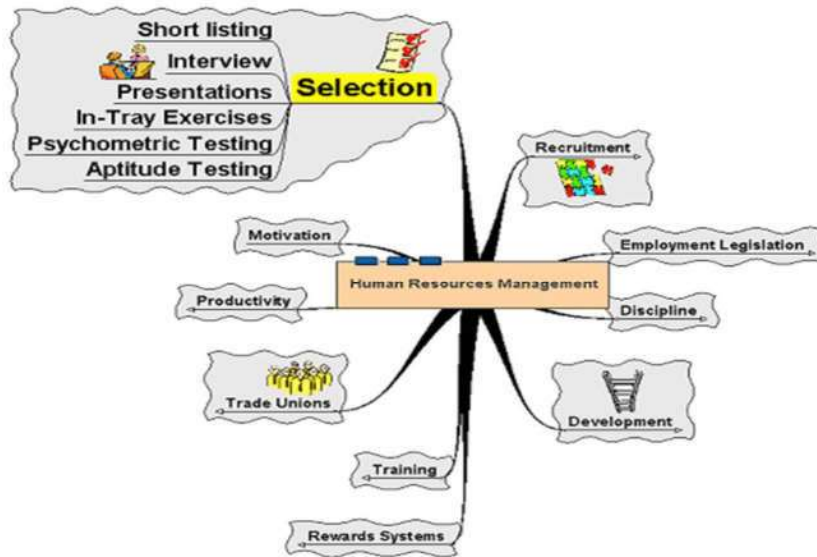
Chart-1

Recruitment



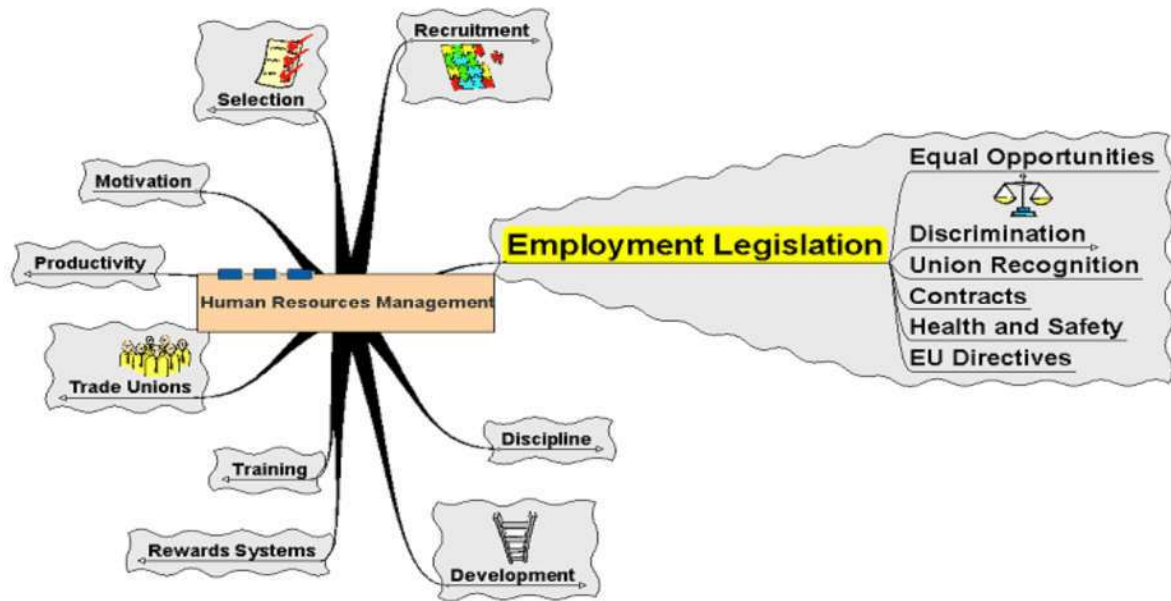
- The method by which an activity emptiness is diagnosed and ability employees are notified.
- The character of the recruitment procedure is regulated and challenge to employment regulation.
- Important sorts of recruitment through advertising in newspapers, magazines, alternate papers and inner vacancy lists.
- job explanation – define of the role of the task holder
- Individual requirement – define of the talents and features required of the publish holder
- Candidates can also demonstrate their suitability through application form, note or curriculum vitae (CV)

Selection



- The method of assessing candidates and appointing a post holder
- Applicants short listed – maximum right applicants selected
- Select technique – varies reliable with commercial enterprise:
- Interview – most common technique
- Psychometric challenging – assessing the persona of the candidates – will they match in?
- Skill examination – measuring the skills of applicants
- In-tray exercise – hobby based about what the applicant might be doing, e.g. letters a despatch to a disgruntled buyer
- Performance – observing for excellent abilities in adding to the opinions of the candidate

Employment Legislation



- An increasing number of essential aspect of the HRM function
- Wide variety of areas for care
- Adds to the fee of the profit-making enterprise

Discrimination

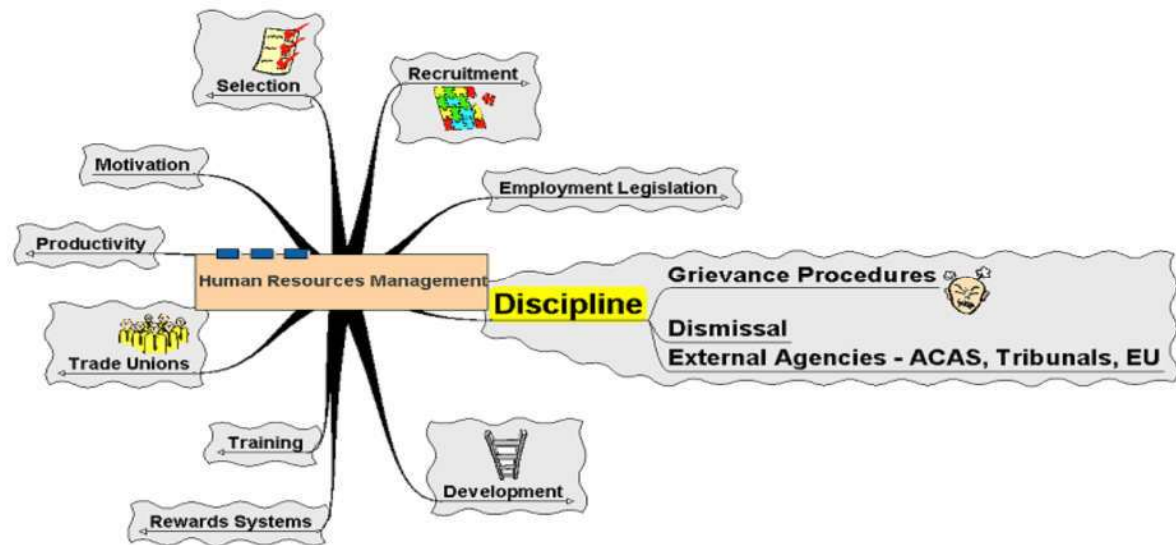


Vital elements of employment rules:

- Race
- Gender
- incapacity

Disability is now not a difficulty for employers to ignore, they need to take reasonable steps to house and recruit disabled workers.

Discipline

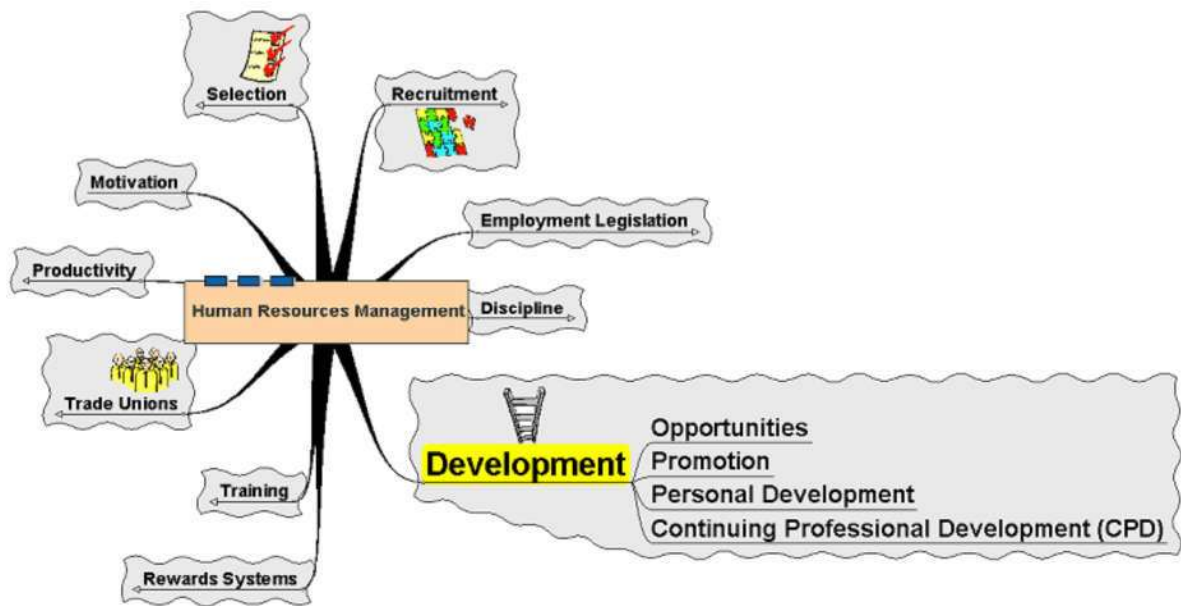


Organization cannot simply 'sack' workers

Extensive variety of strategies and steps in managing place of business conflict

- informal conferences
- Formal meetings
- Verbal warnings
- written warnings
- criticism procedures
- operating with outside Institute

Development



Development the employee may be seemed as investing in a treasured asset

- A supply of motivation
- A supply of assisting the worker satisfy capability

Training



• Similar to development:

- Provides new skills for the employee
- continues the employee updated with modifications within the area
- Ambitions to improve efficiency

Rewards Systems



- The system of pay and benefits used by the firm to reward workers
- cash no longer the handiest method
- Fringe blessings

Productivity

- Measuring overall performance:
- the manner to cost the personnel contribution
- trouble in measuring a few styles of output – specially inside the provider corporation

Appraisal

1. Intended to be non-judgmental
2. Entails the worker and a nominated appraiser
3. Agreeing strengths, weaknesses and methods ahead to help each worker and enterprise

4.3 Concept of HRD

HRD is specifically involved with developing the abilities, knowledge and skills of humans and its miles people-orientated idea. HRD may be implemented each for the countrywide stage and organizational degree.

The concept of HRD isn't yet well conceived by various authors even though they have got described the term from their technique as it's far of new foundation and nevertheless is within the conceptualizing degree. The idea of HRD become formally delivered by means of Leonardo Nadler in 1969 in a convention prepared by way of the yankee Society for education and development. The HRD is multi-dimensional concept. Basically, HRD is three pronged focusing on people-

1. The “Human” aspect where people are seen as having skill, having potential and the ability to grow, change and develop.
2. The “Resource” aspect where individuals are considered resources rather than problems.
3. The “Development” aspect where there is an emphasis on the discovery and maturity of their potentials.

Thus, HRD is such a phenomena where individuals inner urges, his genius, his potentials are to be so developed as to make him capable for fulfilling not only organizational goals but also his personal as well as societal goals.

In short, HRD means to search out, plan, develop and channelize the human skills, strengths, abilities, and create such an atmosphere which may encourage employees to use their creative energy in enhancing the productivity of the organization in achieving the objectives set before them. This includes proper selection, planning, development and management of all these activities effectively.

4.3.1 Definition of HRD

- Leonard Nadler defines HRD as, “those learning experiences which are organized for a specific time, and designed bring about the possibility of behavioural change”.

Among the Indian authors T.V.Rao worked extensively on HRD defines HRD appreciably on HRD defines HRD in the organizational context as, “a manner through which the employees of an enterprise are helped in a continuous, deliberate manner to:

1. Acquire or sharpen skills required to carry out diverse features related to their gift or expected destiny roles;
 2. Develop their well-known abilities as individuals and discover and exploit their own inner potentials for their own and/or organizational development purposes;
 3. improvement of organizational way of life wherein superior subordinate relationship, crew paintings and collaboration among subunits are strong and make a few of the Indian authors T.V.Rao laboured appreciably on HRD defines HRD in the organizational context as, “a manner through which the employees of an enterprise are helped in a continuous, deliberate manner to:³
- Lippit (1978) points out that “HRD as a system depends on (a) work itself which generates a higher degree of responsibility for the employees. (b) The individuals’ personal and professional growth; (c) the improved quality output as a result of increased responsibility; and (d) organization as an open system. Focus on all these aspects is what HRD all about”.

³ An official website if T.V Rao Learning systems, www.tvrls.com.

4.3.2 Significance of HRD

The time period HR refers to the information, competencies, innovative talents, capabilities, flair, values, and ideals of a group's body of workers. The greater essential factors of human assets are flair, values, attitudes and ideals. The effective overall performance of an agency depends now not simply on the available sources, however it's first-class and competence as required via the company from time to time.

HRD assures importance in view of the fast changing organizational environments and want of the corporation to undertake new strategies with a purpose to reply to the environmental changes. The power of human assets to a kingdom and to enterprise depends upon the level of its development. Agencies to be dynamic, growth-oriented and rapid changing have to expand their human sources. Its miles pointless to mention that the business enterprise owning ready human resources develop quicker and can be dynamic. Organisation to be dynamic need to own dynamic HR. HR to be dynamic acquire skills constantly; adopt the values and beliefs and flair in accordance with changing necessities of the agency.

similarly, when employees use their initiative, take risks, experiment, innovate and make matters, occur, the enterprise may also said to have an permitting culture. The able human resources may be dynamic in an enabling subculture. As a consequence, the business enterprise can expand, exchange and excel, best if its own advanced human assets. As a consequence, HRD performs a sizable position in making the human resources important, useful and functional.

4.4 Objectives of Human Resource Development in Academic Libraries:

The Human Resource Development programmes are organized with a view to Achieving specific objectives. They are:

- To improve the performance of the Librarian
- To give the specialists on overall view of the functions of Library And Equip them to coordinate each other's efforts effectively.
- To identify persons with the required potential and prepare them for Senior.
- To increase morale of the members of the management group.
- To create management succession this can take over in case of Contingencies.

4.5 Need for Human Resource Development Programme In Libraries:

It is recognised by one and all that the human capital plays vital and dynamic role in all sectors of societal development. The development of all others resources depends efficiency of human resources. HRD motivates the existing professional and employees and create a favourable psychological climate & environment. It also helps in the long run to reduce the costs of production in various industries & institution. HRD inculcates group spirit & reduce tensions among person and professional corporations in society and moves in organisation..

HRD reveals the educational or training needs of the workforce with the results, training and development programmes become more effective. HRD brings out the best talent of the people which contributes to the socio-economic and cultural growth and development of the country. HRD develop intelligent and committed leadership on different professional workforce. HRD increase clever and committed leadership on unique professional team of workers. HRD permits employees and experts to replace themselves and their expertise.

4.6 Human Resource Developments for University Libraries and Information Centres

4.6.1 Types of Libraries

There are 3 kinds of libraries specifically, educational Libraries; Public Libraries; and Special Libraries. Educational libraries are those that are connected to the educational establishments like faculties, colleges, universities, etc. Public libraries are those that are meant for all classes of individuals within the society, like kids, housewives, retired persons, professionals, general public, etc. The samples of public libraries are - village libraries, panchayat libraries, district libraries, state libraries and national libraries. Special Libraries are those that are connected to the industries, business organisations, research organisations, government departments, societies, associations, etc. Libraries meant for special cluster of individuals like prisoners, visually impaired, physically disabled, deaf and dumb persons additionally fall within the class of special libraries. These libraries have totally different objectives, differing kinds of users and differing types of services. As such, these have totally different set of personnel, possessing specialised information and skills, to man these libraries.

4.6.2 Structure of Library Employees

The large libraries are a unit headed by the Director/Chief Librarian/Information Officer. Every big library/unit like (i) Readers/Users services department; (ii) Technical services department; (iii) Maintenance department; (iv) Administration department, etc. are a unit headed by the Deputy Directors/Deputy Librarians/Deputy info Officers. Every department is more divided into 2 or 3 sections namely 1.acquisition 2.periodical 3.classification 4.cataloguing 5.indexing 6.Abstracting 7.clipping 8.translation 9.on-line searching 10.circulation/lending 12. Reference service, binding, etc. These sections are headed by the Assistant Directors/Assistant Librarians/Assistant info officers. The employees working

under them are Library Assistants, Semi-Professional Assistants, Clerks Library, Cleaners, Watchmen/ staff, etc. This employee's structure varies from library to library keeping in view the kind of the library, size of the library, objectives of the parent organisation, accessibility of funds and different connected factors.

4.6.3 Wage Structure of the Library Employees

The pay-scale/grades /salary of the employees work within the academic libraries area unit at par with those of the teaching staff, just like Professors, Associate Professors, Assistant Professors, and so on, as per University Grants Commission (UGC) norms. The eligibility criteria and academic/professional qualifications for these positions also as per UGC norms. As an example, for the post of Assistant Information officer /librarian or equivalent position, additionally to the academic/professional qualifications, (1) A Master's Degree in Library Science / Information Science / Documentation Science or an equivalent professional degree with at least 55% marks (or an equivalent grade in a point scale wherever grading system is followed) and a consistently good academic record with knowledge of computerization of library. (2) Besides fulfilling the above qualifications, the candidate must have cleared the National Eligibility Test (NET) conducted by the UGC, CSIR or similar test accredited by the UGC like SLET/SET or who are or have been awarded a Ph. D Degree in accordance with the University Grants Commission (Minimum Standards and Procedure for Award of M.Phil./Ph.D.Degree) Regulations, 2009.⁴

For library employees, the pay-scales are as per rules set down by the government norms. Similarly, the employees of the special libraries is paid the pay-scales as approved by the parent body of the organisation concerned/ Government of India/ Council of Scientific and Industrial research (CSIR)/ Indian Council of Agriculture

⁴ https://www.ugc.ac.in/pdfnews/7077481_Revision-of-Pay-of-teachers.pdf

research (ICAR), etc. Their promotion criteria also are arranged down by their related parent bodies.

4.6.4 Methods of In Employment (Recruitment)

It depends upon the kind of library and Information Centre. Universities and Deemed Universities employment the library employees with the assistance of selection committees when inviting application through wide advertizing at national level. Interviews of the candidate's are conducted invariably. Recommendations of the selection committees are punctually approved by the Syndicate/Executive Committee/ Senate/Competent authorities before the officials are appointed.

For the posts that fall into the Govt of India or State Governments, the Recruitment of library employees is completed by the Union Public Service Commission (UPSC) or the State Public Service Commission. The accomplishment for junior positions is finished either by the Subordinate Service Commission of the state involved or through Employment Exchanges of the region. Personal faculties, institutes different libraries recruit the library employees, when due process, through advertisements. The age of retirement and different service advantages of the library employees also are determined by the Govt or the parent organisation of the library related, from time to time.

4.7 Professional Development of the librarians

The personnel goals of a library are job productivity, the individual's personnel development and satisfaction, and overall library programme advancement. These can be promoted through a programme of personnel development grounded upon a programme of in-service-training and supervision, by permitting attendance at meetings of library and other scholarly groups, by granting staff members the opportunity of taking courses, by promoting individuals when their work and advanced training indicate that such recognition should be made, by allowing leaves of absence for special study and travel, by selecting staff

members for participation in the teaching programme for extra pay, and by establishing fellowships for persons who have displayed exceptional ability. By merit of these parameters the University builds a programme that should result in efficient and scholarly library personnel. Such matters as retirement and insurance must also be considered if an effective staff is to be assembled and maintained. Within the library itself there is the need for the development of attitudes which will contribute to professional homogeneity.

Primarily, write **Wilson and Tauber**, it is the responsibility of the librarian to encourage the professional development of staff members.

Deputy librarians and assistant librarians and other subordinates will also have a similar attitude toward librarianship. The whole tenor of the library must be conducive to this attitude or staff members are likely to relax their interests in professional responsibility. The University librarian should clarify and reveal to his staff the basic criteria of excellence in University library service. Moreover, he should, as the superior officer, provide an organization which basically is regarded as a professional unit by faculty and students. This requires him to be concerned with such factors as ethics, the avoidance of nepotism, morale, fair remuneration, and internal administrative relationships. Professional activity is hindered when friction arising from unethical practices, the appointment of relatives to the staff, low morale, and an unfair salary schedule is permitted to exist among the personnel. No greater obstacle to the development and maintenance of a professional attitude exists than the burdening of professional workers with clerical activities and of clerical workers with professional responsibilities which they cannot effectively perform.

One of the best methods of fostering professional attitudes is the participation of staff members in professional associations. It may be generally observed that those University libraries in which a large proportion of staff members are officers or active participants in library and other associations, write papers for journals, and

participate in scholarly projects are ranked high as professional organizations by librarians and educators alike. The attitude of some University librarians that they live in a world. Alone, unaffected by the developments in libraries through the work of their colleagues, is unrealistic and based on rationalization. Members of faculty of universities are almost to a man members of their particular societies and associations, and it is expected that librarians will support and participate in the work of their special organizations.⁵

Employees develop feelings of frustration and a sense that what they are doing is isolated and meaningless

1. Orientation

Although professional staff members are expected to have a basic knowledge of library objectives, operations, and techniques, each library has a certain number of individual aims and procedures. In order that new staff members may be inducted with a minimum loss of time, certain devices have been successfully employed. These include the distribution of manuals, handbooks, and similar materials, holding personal conferences between new staff members and their superior officers, providing introductory lectures and inspection tours, offering Induction courses, and giving preliminary full-time Instruction to new members before they begin. Not only full this result in greater understanding but also it is almost certain to create a feeling of pride that the employee is associated with an organisation that is larger and more important than he realised. The library staff association or other organisations of employees often play a useful role in orientation as well as in broader programmes of new staff members. Some have welcoming committees that arrange temporary housing, assist new employees in arranging transportation to work, and otherwise help them to get adjusted to a new community. The staff association may arrange receptions for retiring or

⁵ Khanna, J. K. (2008). *Managing university and college library: Academic functions [and] administrative organisation* (pp. 234-235). Delhi: Sanjay Prakashan.

departing staff members, send condolences in case of death in the immediate family of a staff member. or send flowers to a hospitalised employee. All of these touches can bring a human element into a large group of people who might otherwise seem Impersonal and remote.

2. IN- Service-Training

Orientation is essentially generalised training but, beyond this, a large staff requires a great deal of training. No organisation can function without on-the-Job training whether formally or informally organised. This is usually the practical and therefore the most useful training . A carefully developed set of staff manuals can be a valuable training device, and although such manuals are usually expensive to create and a nuisance to keep up to date, they can save a great deal of individual supervision and personal training as well as assure greater uniformity of information. But even with a good staff manual that describes procedures, flow of work and relationships of functions, some personalised attention must be given to overseeing the new staff member, answering questions, and explaining subtleties that cannot be included in manual

(i) Training to Increase Efficiency.

All training is intended to increase work-efficiency of staff members. Yet there are certain procedures which, if followed would systematically develop the personnel These, according to **Wilson and Tauber**, Include professional literature, instituting planned reading courses, encouraging meetings of special groups, sponsoring group discussions and conferences, urging the attendance of staff members at Institutes, setting up an experience programme whereby members of one department are given a chance to work In or to Visit extensively in other departments, assigning special studies of library problems to staff members, offering Intermittent occasional professional courses, participating in cooperative programmes with educational

organization and learned societies, and requiring attendance at educational institutions⁶.

(ii) Training for Promotion

Most University libraries have not been systematic in their promotional programmes. Every staff member should have the opportunity to advance according to his capacity and ability. Employee morale is based on a fair system of promotions. In general, higher positions should be filled from current staff whenever possible. In order to accomplish this, provision should be made for staff members to understudy for higher positions. Opportunity, however, should be extended to the staff as widely as possible, and all qualified members of the staff should be allowed to apply for a particular position. When the library has kept adequate records and rating sheets on the individual staff members, these should prove helpful in making decisions concerning promotions. The opinions of the immediate superiors are, in most cases, more valuable than those of higher executives in the situations which arise with regard to promotions.

3. Recruitment

The purpose of a recruitment function are patently forward: to seek out, evaluate, obtain commitment from, place, and orient new employees to fill positions required for the successful conduct of the work an organisation. A library may have the best organisational structure but it will never be able to render an efficient service if the people who operate it and those who do the actual work are slack and incompetent. To think of turning them into bright and competent workers by any amount of in-service-training is a fool hardy exercise. No element of library service system, therefore, seems to be more important than the recruitment policy, for it determines the tone and calibre of its services on

⁶ *Khanna, J. K. (2008). Managing university and college library: Academic functions [and] administrative organisation (pp. 236-237). Delhi: Sanjay Prakashan.*

which depends its very usefulness to the community. A fair recruitment policy is also essential for motivating those already in service there is nothing more discouraging and disparaging to those in service than to see irregularities in appointments. In their eyes, this is a crucial test of a library's plan. Hence recruitment must be made according to agreed standards, and not upon personal whims.

(i) Promotion

Recruitment is made from "Within" and from "Without" the organisation. The former is labelled as "promotion" and the latter as recruitment in the real sense of the term.

The term promotion involves the advancement of an employee to a better job in the organisation hierarchy-better in respect of greater responsibilities, more prestige or status, greater skill, and especially increased salary.

Opportunity for advancement and the chance to make the best possible use of one's capacities form one the corners stones of human motivation. Promotions are effective motivating actions in that they afford satisfaction to the average individual by best serving the motives of personal growth and development, self-esteem, recognition, achievement, responsibility and status in society, increasing the general level of morale, renewing hopes and ambitions. And it is for this reason that an orderly programme of promotion from "Within" is indispensable for any library.⁷

4. Role Of The Supervisor

The immediate superior/supervisor holds a unique psychological vantage point. He is the buckle that fastens, the hyphen that joins the high administrator and the lower staff. The supervisor is in the most sensitive spot. He sets the tone of the operating unit and is largely responsible for the attitudes of its members. It is the supervisor who stimulates the cooperation of staff members toward the common good so that the task each performs is seen in relation to the whole of the library. It is upon the

⁷ Khanna, J. K. (2008). *Managing university and college library: Academic functions [and] administrative organisation (pp. 238-239)*. Delhi: Sanjay Prakashan.

supervisor's success in developing an attitude of identification with the organisation, sound performance, and pride in accomplishment, that the goal of a stable, productive, and satisfied staff will be achieved

5. Performance Appraisal

The contribution of the individual and his professional development should be regularly reviewed with his supervisor. Appraisal of an employee is one of the most important and universal practices of personnel management: and the library organisation is no exception. Showing a genuine interest in employee's accomplishments, telling him what is expected of him and how is he performing his duties, and helping him develop his skills so that he may qualify for higher position, giving praise when deserved, pointing out his short comings when necessary, are highly motivating and conducive to work-efficiency. It is a means of increasing morale and confidence in the fairness of the library's management. Assured of unbiased scrutiny of their work, the employees get motivated to improve their performance.

Rogers and Weber write: Employees want to know where they stand, and if honestly executed, the performance rating can be an invaluable device. In the absence of such a system, properly or organised and used, inadequate or problem employees are allowed to drift until precipitate action may be taken, often to the legitimate amazement of the affected employee. It is essential that a supervisor perform such rating with meticulous fairness. An unreasonably favourable review can have consequences that are disastrous if employee has to be separated. Since service reviews should have an important bearing on salary increases and promotions, fairness of reviewing becomes critical to the welfare of the library as well as the employees. In the early years of employment, there should be regular renewals, every six months or annually. Employees who have been on the staff ten or more years may receive review on a more relaxed basis, perhaps every three to five years, but

this schedule should be accelerated if the employee becomes a problem. There are some who hold the new those even older employees should be renewed regularly and this is the practice in University libraries in India. Many employees regardless of their length of service, welcome regular renewals, and Since supervisor change with some frequency, an incoming supervisor will appreciate a recent renewal as a basis for preliminary Judgement of his staff .Furthermore, if the previous supervisor had a decidedly more favourable opinion of an employee than the new supervisor it is well to know this in discussing the renewal with the employee.

Employees may want copies of performance ratings for their personal files. The employee may also want an opportunity to respond to criticism or to present his side of a sensitive point. Both desires are reasonable. The employee as a matter of course, or on request, should receive a copy of his rating. Ratings should be signed by the responsible supervisor and by the employee. It should be made clear that the latter's signatures does not signify agreement with the rating but rather is an evidence that he has been shown the renewal and that it has been discussed with him, a point that may subsequently be indispensable. Each rating should be renewed by the University librarian with comment as to any varying opinion and any action to be taken.

Self-Appraisal

As an alternative to performance appraisal is the technique of self-appraisal. it helps to give the how and why of performance appraisal to an employee .The underlie-idea of this approach to subordinates' appraisal is the mutual establishment of Job goals. To start with, the junior is asked to set short term goals for himself, and then the superior helps him relate his self-appraisal and his achievements to his goals for the period ahead. It does not, however, include coercing him in to acceptance of the goals of the enterprise; nore does it means manipulating his behaviour to suit organisational needs. Rather it calls for creating a relationship within which a man can take responsibility for developing his potentialities, plan for himself, and learn

from putting his own plans in to action. In the process he can gain a genuine sense of satisfaction, for he is utilising capabilities to achieve simultaneously both his objectives and those of the organisation .Unless, this is the nature of relationship, development becomes euphemism. ⁸

To the superior, the self-appraisal furnished the specifications of performance of an individual, thus highlighting improvements in a work. By gaining a better knowledge of individual capabilities and limitations, he achieves a fuller of each worker by assigning work more discriminately.

There is some tendency, however, for the better employees to underrate and the problem employees to overrate themselves. Nevertheless, when the employees are informed in advance of the purpose, Operation, and application of performance appraisal, they make remarkable accurate self –appraisals. It is an approach which warrants a careful consideration of the librarians for developing professional efficiency.

6. Staff Meetings

Staff meetings between the University librarian and their supervisory staff or between the section supervisor and his junior as well as periodic assemblies of all employee of the University library are two commonly overlooked motivational tools for increasing work efficiency.

7. Participation in teaching programme.

The participation of the library staff members in the teaching programme is primarily associated with either library school courses or institute in library use. In a few institutions, however, Librarians and other members of the staff participate in the teaching programme in fields related to librarianship or in purely subject fields.

⁸ *Khanna, J. K. (2008). Managing university and college library: Academic functions [and] administrative organisation (pp. 244-245). Delhi: Sanjay Prakashan.*

8. Attendance at Library conferences

Deputing the library professional staff to attend professional conferences and to visit other libraries, bibliographical and documentation centres, both with, and outside the country is possible, is highly motivation and conducive to work efficiency. But attending such conferences individual members may improve their professional backgrounds and enhance the value of their services to the library.

4.8 Role of Library Authority

The word ‘Authority’ explain the power derived from the University. The aim of authority is to perform some tips of service by suggests that of administration process. The person/s having power is/are authorized by a competent organization to carry out job, The authority could also be ‘Local or State Library Authority’, ‘Board of management’, ‘Board of Trustees’, ‘Executive Council’, while in case of University library ‘Syndicate’ or ‘Senate’.

Library authority has the powers to give land/ building for the library; sanction new posts; create accessible funds for the library building, library instrumentality, infrastructure, wage of the employees, reading materials, etc. it's the powers to charge cess in case of public libraries ; participate in cooperation with different agencies; decide matters relating standing, pay–scale, service conditions, etc. of the staff; approval of appointments, suspension, dismissal penalty, rewards, etc. to the library employees.

In fact, it's the organization of the library that has overall management over the library affairs. It's the authority to sanction enlargement of the library, establish branch or extension libraries and even to shut the library. It's the facility to approve the recommendations of the library committee and alternative library connected committees.

4.9 Constitution of Library Committee

Library committee has usually 5 to 12 members, depend upon the scale and kind of library. These members comprise of college, resident legislators, specialists and representatives of library authority. In bound cases, the representatives of resident bodies, library users and government bodies also are related to the library committee. The chair of the library committee is either appointed by the library authority, or the senior most member of the library committee. Just in case of college libraries, it may be the Principal or Director of the college. Similarly, just in case of University library, it can be the Dean or the vice chancellor or Pro-vice Chancellor. The professional of the related library, invariably, is the member-secretary of the library committee. The tenure of the library committee is mostly one to 3 years. The members are often appointed or elective. Moreover, it can be self- perpetuating committee, recommending committee, news committee or Govt. committee.

4.10 Summary

HRM and development within the libraries and knowledge centres include: establishing result orientated employed procedure; giving orientation to the freshly recruited employees properly; enhancing the employees skills through acceptable in-service training; evaluating the results when regular intervals; estimating the wants of human resources for the libraries and information centres for the current also.

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