

# UNDERSTANDING AN IMPORTANCE AND NEED OF HUMAN RESOURCE DEVELOPMENT IN LIBRARIES: A BRIEF OVERVIEW

Bhagyashree V. Tamhane \* Dr. A. Ganesan \*\*

\* Research Scholar,  
Library and Information  
Science  
Bharathiar University,  
Coimbatore, Tamil Nadu  
India

\*\* Research Guide  
Bharathiar University,  
Coimbatore, Tamil Nadu  
India

QR Code



**Abstract:** One of the greatest challenges that academic and research libraries face today is to prepare the staff working in these organizations for the future. Preparation of library staff requires serious attention to the human resource programmes in libraries and consideration of the development needs and interests of staff level the Library Attendant. Human resource planning requires a strategic approach, which focuses on both the immediate issues and considers future needs. Library Managers and the Library Authority need to be adept at identifying the human resources issues in their organizations; able to design and implement development programmes, policies and procedures, to address these issues in a timely and meaningful way; and willing to commit the necessary resources to support the full development of all library staff. Present paper is a brief study of understanding the need and scope of training and development of library staff in view of rendering better services to the library users.

**Keywords:** Human Resource Management, Human resource Development, Library Services, Staff Development, Training and development..

## 1. Concept of HRM

People as a resource or input for production or service are the most important among all resource who propel the organization to greater heights. “Man behind the machine is more important than the machine”. This is an old doctrine of the Armed Forces. This is the essence of HRM. Human Resource Management is understood as the art and science of managing people in an organization. Knowledge, skills, creative abilities,

talents and aptitudes of the workers are vital drivers for organizational success. Arthur Lewis observed, “There are great differences in development between countries which seem to have roughly equal resources, so it is necessary to enquire into the difference in human behavior.” Considering that India is one of the world’s most rapidly emerging economies, developing human resources for competitive advantage should be one of the prime concerns for organizations

operating in India. Companies spend a huge amount of resources like time, money and energy to improve their business and to bring in the cutting edge by adopting the best strategies like Six sigma, Employee empowerment, Information sharing matrix, Business ownership, Superior work life balance, Learning organizations etc. A common thread running through all this is Human Resource – Indisputably the most important resource for an organization.

Let us understand the very meaning of term ‘Human Resource Management’ by breaking it into three components

**Human:** Homo-sapiens – meaning to say Social Animal

**Resources :** All resources of production or services like Human, Physical, Financial, Technical, Informational etc.

**Management :** Function of Planning, Organizing, Leading & Controlling of organizational resources to accomplish goals efficiently and effectively.

Hence, HRM basically consists of activities that involve matching organizational needs with tangible resources as well as the skills and abilities of people; individually and in teams.

### **1.1 Defining Human Resource Management**

HRM is a series of integrated decisions that govern employer-employee relations. Their quality contributes to the ability of organizations and employees to achieve their objectives

(Milovich & Boudreau, 1997). The National Institute of Personal Management (NIPM) of India has defined human resources- personnel management as ‘that part of management which is concerned with people at work and with their relationship within an enterprise. Its aim is to bring together and develop into an effective organization the men and women who make up an enterprise and having regard for the wellbeing of the individuals and of working groups, to enable them to make their best contribution to its success”.

### **1.2 Evolution of HRM**

Human Resource Management is a relatively recent concept in comparison with the study of management. Historically, roots of HRM could be traced to Robert Owen. In 1982, Munsterberg created the foundation of industrial psychology. In the early 1900, B.F. Goodrich established the first HR department. The first Sociological Department was formed in 1914 by Henry Ford. With specific reference to Indian context, the evolution of HRM can be traced back to Kautilya's Artha Shastra written in 400 BC, where he recommends that government must take active interest in public and private enterprise. He says that government must provide a proper procedure for regulating employer and employee relation. AllaudinKhilji regulated the market and charged fixed prices and provided fixed salaries to people. This was done to fight inflation and provide a decent standard of living. In India, people focus started as early as pre independence

era. HR Administration (1930s – 1940s) came into existence with Royal Commission recommending the appointment of Labour welfare officer in 1931 for handling employee grievance. Employee relations (1940 – 1960s) was brought to the forefront by passing The Factories act 1942 which necessitated the appointment of a Labour welfare in every company having a stipulated number of employees. 1970s-1980s saw functional expertise and technological advancement. The concept of Business partner / player in 1990s made it mandatory to have emphasis on human values and development of people.

## **2. Importance/ Need of HRM in Libraries**

Library and Information professionals are concerned with collecting, organizing and serving rapid proliferation of research and developments in all spheres of knowledge. Thus, the role of library and information professionals is becoming more and more important in the welfare of the society. They make use of their professional skills, various techniques, procedures, methods, and advances taking place in their specialized professional field, human resource in libraries need to update and upgrade their professional knowledge and skills at regular intervals for constantly developing library manpower in a systematic way is termed as ‘library staff development

process’. It covers the systematic development of skills, competence and attitudes of employee’s to enhance organizational effectiveness.

## **3. LIS Education, Training & Development**

The contention of the Fielden Report is that an effective staff development, which meets the needs of the new environment, will best result from systematic management of the functions. Each library must have its staff development policy. Needs require to be analyzed, plans drawn up, resources allocated, and the implementation of the resulting programmes evaluated in order to inform the next training cycle. All this is to be the responsibility of library managers.

Cowling and Mailer outlined a range of tasks or approaches, which make up human resource management. These include :

Human Resource Planning  
Recruitment and selection,  
Appraisal,  
Organizational development and design.

## **4. Need to develop human resource**

The parent organization requires continually from library staff certain attributes, such as,

- Gaining knowledge
- Hard work
- Entrepreneurship
- Regular self-introspection
- Spirit of service
- High goals of integrity
- Positive attitude
- Self confidence

- Faith
- Strong will-power
- Sense of responsibility
- Empathy

Library schools prepare professionals by providing them with theoretical framework and certain basics of knowledge and skills to support the mission and tasks of the library as it currently exists and as it has existed in the past. Library staff comes into libraries with a wide variety of backgrounds, experiences, and skills. In order to ensure continuing success, their knowledge, skill bases, and personality attributes will have to be constantly updated as per the nature of the work in the library and according to an institution changes. This will require both financial resources for continuing education and development, and a sense of personal responsibility for learning and renewal.

## 5. Opportunities for Development

The library staff development programme includes opportunities for development through participation in such activities as,

- In-house training sessions and workshops covering a broad range of skill and topics designed to improve job performance,
- Paid attendance at courses offered by campus personnel,
- Development Committee and task force work offering opportunities for broadening experience, as well as contributing to library programmes,

- Teaching in the school of Library and Information Studies,
- Support for individual and group research projects provided by campus funds,
- Individual financial support for approved attendance at off-campus workshops of career related interest, and
- Programs developed and offered by the staff development department

## 6. Aim of Staff development programmes in Libraries

- Maximizing productivity and output,
- Developing the versatility and employability of human resource.
- Developing the cohesiveness of the whole organization and its sub-groups.
- Increasing job satisfaction, motivation and morale of staff.
- Developing consciousness of the importance of safety at work and improving standards.
- Making the best use of available material, resources, equipment and method, and Standardizing organizational practices and procedures.
- Meeting the challenges of the changes all around.

## 7. Orientation, Training & Development

The effective management of training presupposes a knowledge and understanding of people and their behavior in a learning situation; an up-to-date knowledge of the particular field which the trainee will be operating; an awareness of available both internal training and external training along with the ability to evaluate the appropriateness of that training; and the skill to assess its effectiveness accompanied by any necessary counseling and advice, and experience and knowledge of training techniques and methods.

A broad based staff development programme may consist of any one or all of the three components, namely,

- (i) Orientation provides employees with introduction to the job and work environment, orientation to the library organization, and orientation to the university.
- (ii) Training, provides employees with knowledge and skills necessary to perform their responsibilities effectively, and
- (iii) Development, provides employees with concepts and general techniques and/or with general background and understanding in order.

## 8. Conclusion

Just as change has become commonplace, however, so must training be. Certainly when we make changes we must, as Fielden advocates, consciously plan for the people who are to implement them. In order to achieve this, we must first ensure that our view of staff development encompasses more than just external courses and formal skills training. These need to be supplemented by, mentoring, action learning, placements and exchanges.

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