Meena.V “Human relations in university libraries in Kerala”
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CHAPTER III

REVIEW OF RELATED LITERATURE
Research is a systematized effort to gain new knowledge. In order to undertake research, sufficient background information on the research topic is essential. Review of related literature is a pre-requisite for gaining background knowledge of the research topic. It makes a brief review of previous studies on the problem and significant writings related to the topic under study. It is a means of identifying the concepts related to the present study. The investigator has attempted to look back into what has been done in this area through a survey of such related studies and articles.

Sandhu (1978) tries to throw light on the importance of improving personnel relations in academic libraries in order to attain the goals and objectives laid down by the library. The author recognized the important goals for personnel relations as i) gaining the cooperation of employees, ii) getting them to produce more, and iii) helping them obtain satisfaction from their work. The paper highlights concepts like effective leadership, employee participation, communication and morale. The key dimensions, which determine the quality of effective leadership, have been listed. The benefits of employee participation have been discussed. The author concludes that a mutual understanding should be there between the library administration and employees.

Srivastava (1979) presents the results of the study on Human relations in social organizations, which was conducted to explore the dimensions of doctor-patient relationship. The study was conducted on the staff and patients of a research-cum-public hospital named Sir Sunder Lal Hospital attached to the Institute of Medical Sciences under Banaras Hindu University in Uttar Pradesh. The sample of the study was drawn at the following three levels: doctors (100), Paramedical staff (100) and patients (200). Stratified quota sampling was adopted and data was collected from the respondents with
The study found that patients generally thought that the major cause of disease was the wrath of gods and goddesses. Majority of the doctors stated that they gave equal attention to all their patients irrespective of their status. It was found that a communication gap existed in the hospital between doctors and patients. This gap acted as a hindrance to good relations between doctors and patients. The findings of the study suggested the existence of many areas of stresses and strains among the doctors between the hospital administration and the paramedical staff members. The conflicting situation often arose from work allocation, faulty provisions and facilities, defective policy and decision-making process in the hospital. The study concludes that the doctor-patient relationship may be described as a poignant drama of human sentiments, organizational constraints, and detachment of organizational expertise.

Hemalatha Iyer (1981) reports the results of a study on the motivational pattern of librarians and information workers in India. The complex area of motivation has been broadly divided into the following four types of models: force and coercion model, economic model, affective/affiliation model, and growth-open system model. The author identifies the dominant needs and relates them to the theory of Abraham Maslow. The study was undertaken with the following objectives:

1. To identify the dominant needs of library professionals in India, and to perceive a hierarchy among the needs.

2. To view the pattern of needs thus identified in the light of the motivational theories, particularly Maslow's theory of motivation.

Questionnaire method was used for collecting the data. Analysis of the collected data showed that there was a perceivable reversal of Maslow's hierarchy. The overall need pattern of the librarians/information workers in India fell in the sequence of physiological, security, esteem, social, and self-
actualization needs. Librarians/information workers in the higher income group were motivated by higher order needs, while those in the lower income group were motivated by the lower order needs. It was found that esteem/ego needs appeared to be dominant, social needs apparently appeared to be less and security needs appeared to be rather important.

Mathew (1982) explains the strategic importance of effective communication and human relationships in University libraries. The author begins the article by stating that University libraries exist to communicate to the academic community about its intellectual and cultural affairs. University libraries are designed to support the roles and functions that have been assigned to their parent universities. The paper highlights the real problem of human relations and the aspects coming under the same. The paper advocates recognition of university libraries as communication and human relations agencies at the highest level in the academic and intellectual world. A university library becomes meaningful only with the interaction of users, staff and authority. The author feels that the best criteria for measuring the effectiveness of a university library are the existing personal relationships and communications. Proper interaction should be there between library staff and authority. In the opinion of the author, university libraries could justify their existence only by adopting a user-oriented approach towards all operations and services. There should be mutual respect and cooperation between library administration and its employees. The paper concludes that the library schools and researchers have to give sufficient importance and attention to the problem of human relations and communication in their training and research programmes.

Rout (1982) presents a quantitative model for measuring users' satisfaction along with the results of a sample study undertaken to measure the users' satisfaction with the important services offered by the Central Library, Sambalpur University. The three possible levels at which evaluation
of library services may be carried out have been delineated by the author. The criteria for evaluating retrieval system have been examined. The author considers the several possible viewpoints by which the performance of any library and information service can be measured. The services evaluated under the sample study covered the document acquisition policy, document delivery service, technical processing, documentation service and the delegated search offered by the library. The users of the Central Library included only the faculty members of the postgraduate teaching departments. The author concludes the paper by presenting the findings of the sample study.

Lahiri (1987) makes an attempt to study the human relations in libraries. The paper seeks to find the causes of low motivation keeping in mind the differences of libraries from one another in their set up and procedure. Suggestions for motivation have been provided alongwith the results of an earlier survey undertaken on ‘Library Literature published in India, 1975-85’. The success of the motivation formula largely depends on the characteristics of an individuals’ own mental make-up. The author concludes that the quality of a worker’s performance can be improved only with proper training facilities. The author emphasizes that the human side of library service cannot be ignored.

Lahiri (1988) reports the results of an empirical study based on Herzberg’s theory conducted among the library professionals of Manipur during 1986-87. Approach of the professionals towards job satisfaction and motivation was taken into consideration. The methodology followed in the survey was based on the framework of human behaviour advocated in Motivation-Hygiene theory enunciated by Herzberg. The study was undertaken to view a cross section of practising library professionals in the above framework. Nearly 160 copies of the questionnaires were distributed among all sections of the library employees to which 150 of them responded
favourably. The study examined the library professionals of Manipur from two angles:

1. The interaction of the professionals with today's library system in Manipur based on Herzberg's factors.

2. The feedback of the professionals in the form of suggestions for a better network based on Herzberg's motivational factors.

Aspects related to human behaviour like satisfaction, security, justice and inspiration, promotion and stagnation have been included in the questionnaire. On analyzing the collected data, it was found that 50 percent of the respondents did not have good relations even with their colleagues of same level. Sixty percent of the respondents acknowledged the inspiration they received from their supervisors. It was found that majority of the members of the staff did not get promotions. The poor state of affairs in the library network in the State of Manipur has been brought to light through the study. The author recommends (1) the revival of Manipur Library Association, (2) establishment of Department of Library and Information Science and (3) creation of Regional centre for library and Information services under North Eastern Council for the improvement of library and information network.

Sen and Parekh (1989) provide an overview of literature on communication between the user and the librarian. The paper relates communication and reference process. Aspects related to formal and non-formal channels of communication have been dealt with in a detailed manner. Methods for conducting reference interviews have been taken into consideration. The paper finds that communication being a two-way process, attitudes, perceptions and feelings of both the librarian and the users will affect the reference encounter.
Bhargava (1991)\textsuperscript{9} discusses library personnel in university libraries. He finds that the working of most of the university libraries in India makes it clear that a serious imbalance exists between the aspirations and the performance of library staff, between the educational needs to be met and the adequacy of the administrative machinery to carry them out. This imbalance seriously affects the efficiency of library personnel. The author defines the objectives of the university library taking the transition over the years into consideration. Library standards and their areas of application have been studied and presented in the paper. Factors related to the basic and optimum norms needed for handling minimum requirements of university libraries like quantum of work, types and levels of manpower, strength of library staff, status and qualification, structure of library staff and qualifications/salary scales have also been examined in a detailed manner. The author opines that in order to attract people with sound academic background, it was essential that the professional staff in university libraries should be equated with the teaching staff and that they should get all the privileges and facilities which are available to the teaching faculty of a university.

Subramoni (1991)\textsuperscript{10} describes the importance of communication in library. According to the author the most important function of a library was to help the users by providing as much information as possible. Methods followed by librarians in order to achieve the objective of effective communication have been examined. The methods listed are distribution of brochures, user education, use of signs and guides, oral communication and non-verbal communication. The author points out user education as an important aspect of library communication, which is often neglected. The paper highlights the importance of having good system of communication in a library. The author hopes that good communication can be achieved by willingness on the part of the library staff.
Foskett (1992)\textsuperscript{11} considers the concept of user-friendliness and
discusses the various aspects related to the concept. According to him,
Ranganathan was the first person to elevate the status of library and
information services to that of a scientific law. He emphasizes that library
and information systems must relate to the ways in which users actually
handle their information needs. The author describes the concept of facet
analysis and its application in interpreting user needs. The paper stresses the
need for classification and indexing in search of information and in making
records of documents during their acquisition. The author concludes that
Ranganathan’s contribution to the progress of the library and information
profession was that he followed the steps of other pioneers, making seminal
advances on their ideas about the pursuit of schemes for the systematic
arrangement for user satisfaction.

Gopinath (1992)\textsuperscript{12} analyses the factors that call for humanizing the
library and information activities. He feels that library profession should
strive to attain and maintain the standard ‘right information in the right
quantity, in the right package and at the right time’. The author throws light
on Ranganathan’s views on energizing library service. The paper looks at the
emerging dimensions of library and information profession in the context of
information seeking, access and retrieval. The new developments have been
classified and presented in a table as positive and negative. According to the
author, the balance between the positive and negative aspects of information
systems and their impact has to be controlled on the basis of information
resource management. The clusters which should be aimed by information
resource management and the objectives of information resource management
have been considered. Further the author explains about Information Science
and its connection with other disciplines. The holistic approach proposed by
Ranganathan for Library Science has been dealt with in detail. The paper
underlines the fact that the possession of the capacity to handle information
has become the means of access to and source of power and potential for material wealth as a society inclines towards technological and industrial growth. The features and parameters of information system have been considered. Promotional activities for information flow and the status of library and information services have been elaborated. The author concludes the paper by highlighting the professional skills needed for library and information services.

Heera Kapasi (1992)\textsuperscript{13} recollects his good fortune to always remember the philosophy, thought and words of S.R.Ranganathan, which still continue to inspire the profession all over the world. The author stresses the vision of S.R.Ranganathan, which had its emphasis on user-orientation of the system for users' satisfaction. He opines that librarians are the human mediators of both knowledge and information for people. In the coming years information mediation will gain more importance. The paper finds that the literate book culture and the great library network is relevant in today's world. The factors to be taken into account while developing the library collection into machine readable format are the following: mission of the library/information centre, availability of the resources, user needs, staff time and skills. Intelligent text retrieval software that can combine the raw power of a computer shuffling through millions of documents with the common sense capability of a human researcher will enable retrieval of documents in the proper manner. The author feels that the fundamental task ahead is that of making librarians capable of joint performance through common goals, common values, the right structure and the training and development in all library activities for satisfying the needs of users. The author concludes that the ultimate goal of library services being provision of access to libraries and information service to end users, there is an even greater need to pool our knowledge, resources and capabilities to revitalize our pursuit for users' satisfaction.
Pulla Reddy (1992)\textsuperscript{14} presents the results of a survey undertaken to find out the ranking of incentives by professionals working in college and university libraries of Delhi according to their relative importance. A random sample of 150 was drawn from the 300 professional librarians who formed the population. Fourteen incentive items, which were considered meaningful for professional staff, were selected. Method of ranking was adopted in order to assess the relative importance of these items. The respondents were asked to rank any five items among the 14 items in the order of preference that they considered most important in increasing their satisfaction. The study found that professional staff gave the first rank to the item 'recognition of work done'. The author inferred that there were no adequate rewards in recognition of work in university and college libraries. The views expressed by the professionals regarding the recognition of work by management have been presented. The author finds that opportunities of career advancements are available only for a few professionals who belong to a particular cadre. The paper finds the following incentives, recognition of work done, opportunity for promotion, treating the work of professional staff on par with the academic staff and adequate earning ranked respectively as first, second, third and fourth. Suggestions have been offered for improving the position of librarians. Possible solutions have been suggested in order to make the professional staff happy about their monetary aspects.

Saha (1992)\textsuperscript{15} attempts a study on the behaviour of users to find out the influences on users' satisfaction other than library parameters. The author feels that users' satisfaction will depend on the quality of services provided by the library. In order to measure the quality, various dimensions of the functioning of the library will have to be looked up. The author measured users' satisfaction by making use of eight important library dimensions namely the adequacy and up-to-dateness of collection, efficiency of procurement and processing, usefulness of library records, adequacy of
sources of information, arrangement of books on shelves, satisfaction with services provided by the library, satisfaction with library timings, and the assistance rendered by the staff. Fifteen special and academic libraries of Delhi formed the sample taken for study. Data were collected from 200 users of the libraries. The users were chosen on the basis of simple random sampling method. A questionnaire on users’ satisfaction consisting of two parts was used for collecting data. The significant correlation value on a given number is taken on the basis of Karl Pearson’s Products Movement Coefficient of Correlation. On analysis, it was found that the library services show high correlation with library records, arrangement on shelves, sources of information and assistance from the staff. However, it was found that background factors like gender, marital status, educational qualifications and length of library membership of the users did not show any relationship with users’ satisfaction index. The results of the investigation indicated a negative relationship between user’s discipline and users’ satisfaction. It was inferred that the important constituents of users’ satisfaction were good library records, adequate sources of information, good shelving pattern and helpful staff attitude and services.

Gautham and Panda (1993) trace the evolution of the term ‘library’. The authors define ‘management’ and discuss the various schools of thought. Scientific management Vs modern librarianship, factors making the scientific management, classification of scientific management, and ingredients of scientific management are the aspects which have been given due consideration. The acronym POSDCORB (Planning Organising Staffing Directing Coordinating Reporting Budgeting), which was coined by Luther Gullick, has been discussed in a detailed manner highlighting the fact that they are some of the basic and vital elements required for managing the activities of the libraries and information centres of every size and type at par with other profit organizations. The authors go on to discuss the canons of
scientific management, which they feel, are to be equally applied for managing the activities of the libraries for ensuring effective, efficient and timely result. A library can be called a library in its true sense only by the service rendered by it.

Jasmer Singh and Hari Singh (1993) present the results of the survey undertaken to assess the needs and expectations of users of Panjab University Library, Chandigarh. The survey was undertaken with the hypothesis 'need and expectations of users of Panjab University Library may be treated as a prime representative of other university libraries of Panjab in particular and India in general. The survey was restricted to post-graduate students, research scholars and teachers of faculties of Sciences and Social sciences. The following aspects of the library users were taken into consideration for study: social and economic aspects, family income, educational background of parents, motivators in seeking help from library, duration of library use, reasons for using library services, familiarity with library services, satisfaction with lending and reference services, use of indexing/abstracting services, satisfaction with journal service and catalogue facility, awareness with regard to the reprographic services provided by the library. The users of the library were also asked to evaluate the collection of the library. The analysis of the collected data indicated a gloomy picture of the book collection of the library. The authors point out that the expectations of library users from the university library must be taken into right perspective, as their needs are paramount. The paper has been concluded with suggestions for updating the library catalogue, providing more funds for collection building, entrusting reference service to a fully qualified staff who has an aptitude to serve users, making journals available to the users and introducing user education programmes.

Rosamma Joseph (1993) presents the results of an evaluative study on the services provided by the Calicut University Library and the
departmental libraries. The study was undertaken with the following objectives:

1. To assess the use of library facilities by the readers to ascertain user satisfaction

2. To assess the satisfaction of the users with regard to the collection and services of the University Library and the departmental libraries

3. To draw inferences and offer suggestions for improvement of the situation wherever needed.

Primary data collection was undertaken by making use of questionnaire and interview techniques. The category under study consisted of research scholars and students from the Faculties of Science, Social Science and Humanities. The evaluation of the libraries was carried out and analysed under the following aspects of the study: frequency of visit to the library, time spent in the library, adequacy of reading materials, non-availability of books, satisfaction of the users with regard to the arrangement of books, library timings and present library services. The author finds that half of the respondents were not satisfied with the services of both the central library and the departmental libraries. The paper urges the authorities to take immediate steps to make the library services more effective. Dissatisfaction with insufficient light, frequent failure of electricity and lack of sufficient seating facilities were reasons for complaint from users. The paper concludes with the suggestion that the authorities have to think in terms of establishing a computerized information system for the libraries under study.

Mallaiah and others (1994) attempted to study the extent to which the services, arrangement of reading materials, working hours and user orientation programmes are satisfactory to the users of Mangalore University Library. The authors opine that the library was the connecting node in the process of information generation and communication. They feel that proper
evaluations should be undertaken to know the worth of each of the information services, and facilities provided in the library, which helps to maintain cost-benefit view in the library activities. The primary data were collected by serving a questionnaire supplemented by informal discussions with the users. A sample of 415 post-graduate students, 60 research scholars including M.Phil students, and 100 teachers were selected for distributing the questionnaires, out of which 69.5 percent questionnaires were received back duly filled in. On analysis, it was found that majority of the users were aware of basic services such as circulation service, reference service and reprographic services offered by the university library; whereas current awareness service, newspaper clipping service and microfilm/fiche reader service were less known. Suggestions made by the users with regard to the additional services expected by them, and guidance for improvement have been listed. The author has enlisted methods or practices that could be undertaken for strengthening the user education programme.

Mallaiah and others (1994) studied the use of library collection in Mangalore University Library by surveying the opinion of the users. The worth of the collection of Mangalore University Library has been examined in the paper. The study was undertaken to identify the information needs of the academic community and to assess the user satisfaction with regards to the collection. Questionnaire and interview techniques were used for primary data collection. Five hundred and seventy five questionnaires were distributed among 415 post-graduates, 60 research scholars, including M.Phil students and 100 teachers of the various teaching departments on the University campus. On analyzing the collected data it was found that the opinion expressed by the students regarding adequacy of library resources varied with that of the research scholars and teachers. The subject areas in which the collection of different information resources was inadequate to meet the needs of the users, have been identified and listed. Aspects like
suggestion for acquisition of books and journals, sources for recommending books and journals and sources other than university library to meet information requirements have been studied in detail and the results have been presented. The paper has been concluded with the note that providing personalized information services and convening occasional seminars and workshops for users as well as for library staff will help to understand the exact information requirements of the users. These in turn will help the library to generate interest among library staff and bring closer relation with academics as well as other users.

Rajyalakshmi (1994)\textsuperscript{21} opines that the importance of human factor in interpersonal relationships and interaction cannot be neglected in corporate, personal, social and group goals. The author feels that the most neglected aspect of library management is effective communication and positive human relations. Deterioration in personal relationships within the library and the outside environment has resulted in a situation where grave misallocation and underutilization of scarce resources including manpower are the problems of libraries in India. The paper throws light on the interdisciplinary nature of human relations and the causes of conflicts in organizations. The consequences, which generate conflicts among working in any type of organization, have been listed. Steps in organizational behaviour modification have been presented. The importance of communications in human relations management has been highlighted as effective communication is an essential ingredient in employee and employer relation management. Aspects related to organizational communication, advantages of written and oral communication and communication barriers have been presented. The steps, which could help in minimizing communication barriers in libraries, have been given in detail. Concepts like job enrichment and renewal of the workplace have been dealt with in a detailed manner. The author feels that the problem faced by the library professionals today is
technological obsolescence which in turn induces professional obsolescence. The paper advocates certain basic factors to improve human relations. The author concludes with the hope that Human Resource Development and Human Relations Management will be a thrust area for libraries and Information centres to prepare their human resource to sustain in 2000 and beyond.

Afza (1995) discusses the influence of a superior on several work-related behavioural dimensions of subordinates. The author feels that in the age of intense inter-company rivalry, dynamics of superior-subordinate relationship could ultimately make or break an organization. In an organization, often it is found that the commitment of the subordinates to do their jobs is weak, job satisfaction is low and their attitude and behaviour do not positively reflect the values and culture of the organization. These conditions prevail when the superior of the organisation does not maintain cordial relationships with fellow subordinates. The author reports the results of a study undertaken in a developing country, Bangladesh. The study used Rahim Leader Power Inventory (RLPI)(1986) to measure the five French and Raven bases of supervisory power(Rahim). The 29-item instrument used a 5-point Likert scale to measure the perceptions of subordinates regarding the power base possessed by their superiors. The reward and coercive power subscales were designed to measure the perceptions of subordinates to the extent to which their superiors could provide rewards or administer punishment, respectively, contingent upon performance. By making use of instruments, aspects like organizational commitment, job satisfaction, propensity to leave, attitudinal and behavioural compliance were measured. A questionnaire was prepared with the above measures and sent to 500 accounting professionals of Dhaka and Chittagong areas. The sample was selected randomly. Once the data were collected, the behavioural and demographic variables of usable responses were compared with one-way
Analysis of Variance (ANOVA) and Chi-Square test. Multiple Analysis of Variance (MANOVA) or Multiple Regression Analysis was run with the five power bases as independent variables and commitment, satisfaction, intent to leave, and attitudinal and behavioural compliance as the dependent variables with SPSS-X computer package. The results of the study clearly indicated that performance-contingent reward power base and expert and referent power bases of the leaders were more effective in influencing the organizational commitment, job satisfaction, propensity to leave, and attitudinal and behavioural compliance of the followers. The legitimate power base was only effective in enhancing behavioural compliance. The author feels that it may be safe to conclude that performance-contingent reward and expert and referent power bases were most effective in influencing subordinates to achieve individual and organizational objectives.

Aileni and Prasad (1995) describe the concepts perception of organization climate and job satisfaction. The authors point out that the study of organizational climate will aid in understanding the degree of motivation, job satisfaction, organizational performance and organizational health. The authors find that the lower level manager is a crucial element in the managerial hierarchy as he carries the burden of implementing policies in the formulation of which he is not a part. So the job satisfaction of low-level managers is vulnerable to the goals and personnel policies of top management. The objective of the study was to find out the relationship between organizational climate and job satisfaction of the lower level managers in a public sector undertaking in Andhra Pradesh. The study had the following hypotheses:

1. There is no relationship between organizational climate and job satisfaction and both are independent.
2. High scores on organizational climate are not related to high scores on job satisfaction.
3. There is no difference in the priority given to various organizational variables by the employees of satisfied and dissatisfied category.

In order to collect data related to the said topic, two questionnaires were prepared and administered on 50 lower level managers in the organization. Information related to organizational climate was collected through Questionnaire I which had 10 identified variables in interpersonal relationship, supervision, communication, decision making, trust, managing problems, managing mistakes, management of conflict, management of rewards and risk taking. Data related to job satisfaction were collected with the help of Questionnaire II which had its focus on satisfaction with job content, pay, company policies and boss. The statistical technique chi-square test was used to test the relationship between organizational climate and job satisfaction. Correlation was used to ascertain the degree of relationship between the two variables. On analysis of data, it was found that better organizational climate will yield higher job satisfaction, morale and favourable attitude towards organization among the employees. All the respondents were classified into satisfied and dissatisfied groups according to each organizational climate variable. The perception or priority given by these two groups towards various organizational variables is compared. The authors arrive at the conclusion that the satisfied group gave top priority to the interpersonal relationship, risk taking and managing rewards while the dissatisfied group gave top priority to supervision, communication and decision making.

Mahavir Singh and Gautham (1995) discuss the various factors that influence the attitude and willingness of an employee to work. The authors examine the ways in which motivational factors affect the level of job involvement of the employees by conducting interviews with 261 library professionals in Social Science libraries in Delhi. The authors hope that the study of the organizational climate of a library and personal effectiveness can
help to predict the performance of the staff to a certain extent. The present study was conducted on 261 library professionals in 61 Social Science libraries. The sample was selected on the basis of non-probability ‘Accidental sample’ technique. Organizational climate was measured by making use of an abridged version of Business Organizational Climate Index (BOCI) by Payne and Phesey (1971). In order to measure job involvement of the professionals the scale developed by U.N. Agarwala (1978) was used. On analysis, it was found that there was no significant correlation between the personal factors and job involvement. Age and experience was found to be negatively correlated with job involvement, which meant that with an increase in the age and experience of the professionals there was decrease in the level of job involvement. The author has summed up the findings of the survey based on the responses of the employers.

Abdul Majid Baba (1996) discusses the various schools of management techniques and their application in Librarianship. The paper gives sufficient insight on the development of library management techniques. There were three basic periods in the development of library management: Pre-1937, Scientific(1937-1955), and Human Relations(from 1955 to the present). The different periods represented ideas from other disciplines like Management and Public Administration. The author found that the chief librarian was expected to make decisions in almost all phases of operations in the first period. Scientific management period produced a number of doctoral dissertations marking the beginning of scientific management for libraries. The period of Human Relations resulted in an emphasis on different aspects of human relations rather than the way in which library administrators have used the concept. The author highlights the importance of structuring the human element in organization. Further, he stresses the paramount importance of human relations in building high morale among the staff members of the library. The measures to be adopted for creating excellent
human relations have been listed. The author concludes that it is only through better human relations among the staff in the library that greater productivity and better services could be expected.

Bajpai (1996) advocates that library staff and users should have cordial human relations in order to make the library services more effective and meaningful. The author throws light towards one of the most significant developments of the past decade, that is, the importance given to interpersonal skills in almost every type of work setting. Different approaches to human relations and its evolution over the years have been considered. Philosophy and goal of human relations has been discussed. The author brings out the reasons of ill-marketing of library services. Most often the paraprofessionals do not know much about the proper service. They do not feel concerned about it and do not assist the users. The author emphasizes the need to design some service-oriented short-term courses for in service junior level staff so that situation in libraries would improve gradually. The paper has been concluded with suggestions for improvement of promotion of library services and to strengthen the human relations with users.

Bavakutty and Sudha (1996) examine the role of human relations in resource sharing among libraries. The paper finds that a major task in resource sharing was to influence human behaviour at the individual as well as organizational level in order to appreciate the value of cooperation among libraries and its contributions to the cause of larger good. The basic themes in human relations have been discussed in a detailed manner. The themes are communication, motivation, responsibility, and empathy. The authors feel that effective communication should exist between the librarian and the professional staff of the library. Motivating factors, which could be employed in a library system, have been listed. The staff members within each library has to carry out their responsibilities efficiently. The authors feel that the base of a successful resource sharing system is fellow feeling. Application of
human relations in the library context will contribute towards the effective functioning of the library.

Berman (1996) defines the concept of public relations and studies the concept in the context of a library. The types of library publicity have been considered. The author stresses the role of public relations in university libraries and points out that it aims to bring closer library management and library staff on one side and library workers on the other to ensure maximum use of the library with least friction. The paper highlights the need for proper communication among the staff members. The different types of relations to be maintained by the university librarian have been categorized broadly into two namely on campus relations and off campus relations. ‘On campus relations’ has been listed as 1) relations with executive council, academic council, Vice-Chancellor, Registrar, Finance Officer and other Officers, Deans and Heads of the teaching departments, faculty members, Board of research association, students and members of staff. The aspects which should be given due care under these headings also have been presented. The off campus relations which should be maintained by the university library have been named as relations with library associations for professional matters, educational associations, learned societies, Government officers and Departments. The author feels that public relations with the above will certainly increase the use of library resources and improve the image of the library. The paper further presents the methods of publicity in the university as advocated by Rogers and Weber (1971). They are annual report, staff manual, handbooks, guides for library and library journal. The author concludes that not much attention has been given to faculty-librarian relationship and he feels that it was the librarians who should come forward in order to maintain sound public relations for optimization in the use of library resources. Finally the author suggests that schools of Library science should think seriously about public relations and include it in their curriculum.
Burhanuddin and others (1996)\textsuperscript{29} opine that human communication process in any library and information environment is largely governed by the communicative behaviour and patterns of the people in sharing the information. The authors feel that effective communication can exist only with effective human relations. In order to adapt themselves to the changing scenario, the library professionals should have the competency and expertise. Need for improvement in interpersonal relations has been emphasized. With automation being introduced, the goals of the library could be attained only through proper communication process. The paper stresses the fact that today's libraries need dynamic and trained staff for mediating between the users and new technological systems.

Chaya Devi (1996)\textsuperscript{30} defines a profession and differentiates library profession from other professions. The paper traces the origin and development of library profession and professional associations in the library field. The professional associations have to play a prominent role in the establishment of cordial human relations in libraries. The activities undertaken by American Library Association (ALA) and Library Association (LA), Britain have been studied. The study tries to find out the role of professional associations in building up human relations. The objective of the study is to compare the activities of the Indian professional associations with the activities of reputed international level associations like American Library Association and Library Association. The scope of the study is restricted to the following professional bodies in India: Indian Library Association, Indian Association of Special Libraries and Information Centres, Indian Association of Teachers of Library and Information Science, Society for Information Science, Association of Government Librarians and Information Scientists and Andhra Pradesh Library Association. The activities undertaken by the above associations for building up human relations have been taken into consideration. The paper suggests the possible activities which could be
undertaken by Indian associations like their international counterparts. For promoting human relations the author suggests the following: (1) organize refresher courses, (2) undertake projects, (3) organize study tours, (4) organize consultancy services, (5) organize study circles and (6) conduct lectures by experts.

Ganga Raju (1996) projects the importance of human relations among library professionals at the local level in his paper. The author presents the concept 'human relations' in its internal and external perspectives. The paper identifies the obstacles that prevent the establishment of human relations. The paper presents the findings of a study conducted in the libraries of Visakhapatnam city. Concepts like importance of human relations at local level, interaction within the professional community and methods adopted for the purpose have all been dealt with in detail. Priorities of the professionals regarding development of human relations, existing interaction among professionals and impact of professional activities on library services are some of the heads under which data have been collected and analysed. The significant role of Visakha Library Association in the context of development of human relations has been highlighted. The activities of the Department of Library and Information Science, Andhra University have been taken into consideration. The suggestions made by senior professionals have been listed. The paper found that even after the recognition of the importance of human relations among library professionals, not much significant efforts have been undertaken to achieve this. Suggestions for establishing effective and healthy human relations at local level have been provided.

Gupta (1996) describes the present status of Library and Information centres and attempts to assess the types of relationships which exist in them. The author points out that the success of the Library and Information centres largely depend upon the way in which services/products are offered to users
wherein understanding them is of utmost concern. The success or failure of any Library and Information centre is gauged from the extent of the satisfaction of the users or delight, which they receive from the service by person, process or product. The paper has been concluded with the remark that relationship between users and a Library and Information centre largely depends upon former’s information need and its satisfaction and latter’s provision of information.

Harpal Kaur (1996) studies the relationship of effectiveness of library service and the quantum of daily library use by post graduate students in Haryana Agricultural University and Punjab Agricultural University. The study was undertaken with the hypothesis ‘the efficiency of library service has a positive influence in stimulating the users’ demand on library services’. The study identified and statistically ranked a total of 47 variables to construct a model for adequacy of library service. Library use has been defined to be the number of tasks performed per day by a user from the following list of eleven tasks having direct relevance to the aims and objectives of the university library. The tasks listed are:

1. preparing lessons
2. collecting material for research
3. locating information in books
4. locating information in periodicals
5. consulting unknown items
6. searching literature in a particular field
7. browsing through new arrivals of books
8. borrowing/returning books
9. ordering/collecting a Xerox copy
10. using micro-reading equipment and
11. preparing assignments.

The library users were asked whether they performed these tasks frequently, occasionally or never. Library use made by each student was assessed in this manner. The significance of the difference between the scores for the independent variable (adequacy of library service) has been tested by making use of Chi-Square test. The hypothesis has been tested by administering Spearman’s Rank Coefficient in different sample groups and the results have been compared. The collected data did not support the hypothesis in any of the two sample groups. The author feels that this might be due to the fact that post graduate students do not attach much importance to the physical facilities provided to them by the library. The author has concluded that it would be possible to frame a model consisting of provision and efficiency of library service plus other physical facilities only if such items are assigned their proper weights which will again depend on the importance given to each item by the post graduate students.

Johry (1996) defines organizational human relations as human behaviour at work. The author feels that the quality of relationships between the managers and their subordinates gets affected by cultural norms and values. The paper highlights the working relationship that exists between library managers and subordinates. In most cases the library managers act as intermediaries between superiors and subordinates for the good of the organization. The author feels that the two-way system of communication is an asset in establishing good human relations. Staff communication is an aspect of everyday activity which is taken for granted by many library professionals. The author advocates a number of human relations qualities that the library professionals should possess. The paper provides suggestions for promoting sound human relations.
Kaliyammal (1996)\textsuperscript{35} tries to analyse the different aspects related to interaction with the library users. The author begins the paper by bringing into light the first instance of a travelling library in India. As far as library services are concerned, interaction with the users is vital. According to the author, being the heritage centre, library is the right institution which should take care of a deluge of literature. The necessary skills to be acquired by library professionals for rendering effective services have been listed. The importance and effectiveness of user education have been highlighted.

Kanthimathi (1996)\textsuperscript{36} attempts to study the pattern of human relations in librarianship. The author found that the key elements in human relations are that of values, attitudes, general orientation, understanding and behavioural skills. Even though human relations is a vital factor, it is mostly neglected even today. The success of library service depends on the human relations with the superiors, equals, subordinates and the readers. In order to maximize the quality of library services, integration of professional know-how and behavioural skills are necessary. Application of behavioural skills involves (i) understanding the self, clients and governing bodies, (ii) studying the attitudes, and (iii) psychological commitments to ourselves, staff and clients. A list has been provided regarding intra-personal variables that might constrain work. The paper tries to understand working relationship in job performance. Library working relationships centre on job expectations along with expectations or lack of them for rewards. The need for having good human relationship with the subordinates has been underlined. Relationship among equals should be cordial. The author feels that the librarian should prove to be an ideal leader by dint of his hard work and sincere human relations for the staff welfare. The paper takes the problems by gender into consideration. The author concludes by stating that human relationship is the basis for all the sections of the inter-related library work.
Kar (1996) examines the role of public libraries in the society emphasizing the services provided by them. The author tries to study and analyse the reading habit and satisfaction of users in public libraries of Cuttack, Balasore and Bhadrak towns of Orissa. The study was undertaken in nine public libraries, selecting three from each town. It was intended to reveal how far public libraries were helpful in improving the reading habit of the users and their level of satisfaction with regard to the present public library facilities and information sources. The social, educational and economic background of the library users, their nature and psychology were taken into consideration while highlighting the reading habit and satisfaction of the users with the present facilities. The objectives of the study were:

1. To study and cognize the basic causes which attract the users to the public libraries.

2. To analyse the part played by public libraries in influencing the reading habit of the users.

3. To study how far the present public library facilities satisfy the users urge.

4. To know the motivational factors which develop the users reading habit; and

5. To know and analyse the impression of the user on public libraries.

Collection of data was undertaken by making use of a self administered questionnaire which was mailed and the respondents filled it up and sent it back by post. It was found that most of the users of the public library were from poor or middle class families and that people sought a place where they could get the books according to their choice without paying money. It was also observed that most of them belong to unemployed or under-employed category and that they visited the library for preparation for competitive examinations and interviews. The student users visited the library for academic references. The author finds that the silent and congenial
atmosphere inside a library would certainly motivate a person to develop his reading habits. The author puts forth suggestions to improve the present library facilities. The paper has been concluded with the thought that a cordial and informal relationship should be maintained between the library staff and the users as it adds to the user's satisfaction.

Keya Basu (1996) analyses the presence of human factor in library management. According to the author, in order to fulfil the objectives of the library, good relationship should be maintained among the employees. The author feels that librarians are the mediators of both knowledge and information for people. The paper provides guidelines regarding the approach of staff members towards the users of the library. The attitude of librarian at all levels towards users should be pleasant. The author suggests ways to attract people to the library. The reference librarian is the vital power as far as the library operations are concerned. Importance of user education and need for continuous evaluation of the library have been underlined. The librarian should have good rapport with the users. According to the author, human resources should be handled in proper manner. Good relationship should be maintained with the suppliers or booksellers by the library personnel. Merits and demerits of automation of libraries have also been taken into consideration. The attitude of the library professionals towards the same has been analysed. The author concludes that the key for the successful functioning of an information system is human relations.

Kherde (1996) examines motivation techniques in library management. According to the author, with the help of motivation the condition can be created for the employees to work with zeal, initiative, interest and enthusiasm. Various techniques of motivation have been discussed. Mainly motivation techniques can be classified into two categories: monetary and non-monetary. With the monetary technique, salary was the major component. The author feels that the librarian has to consider
all the techniques of the monetary system to develop the personality of his employee. The various non-monetary techniques with which the librarian can motivate his staff have been discussed in the paper. They are job security, job satisfaction, working environment, appreciation or praise, status, participation, job enlargement, delegation of authority and job enrichment. These factors have been studied and presented in a detailed manner. The paper advocates that the librarian has to decide the technique which was useful to a particular member of staff or group as the main objective of the motivation technique was to improve the library work as well as the services provided to the users. The author provides certain guidelines for motivating the staff and the benefits of motivation. In the paper, the author has considered only that staff who come under the theory ‘y’ which assumes that people are self controlled, ambitious about their future, ready to take responsibility and exercise self direction. The author concludes with the thought that if motivation is used effectively as a tool, the fruitful results can be obtained otherwise it will be harmful to the whole organization.

Parida (1996) makes a study on human relations in respect of status of library professionals in the colleges and universities of Orissa. He feels that both the managers and workers need good human relations in an organization to achieve economic, social and psychological satisfaction in their work. The author defines the concept ‘status’ and later classifies the status of academic librarians into two; faculty status and academic status. The paper discusses the Indian scene and projects the role of Indian Library Association(ILA) in promoting matters concerning the status and salary scales of library professionals. The paper particularly highlights the problems of Orissa. Situations prevailing in University libraries have been dealt with in detail. It was found that library professionals of Orissa maintained a low profile compared to the faculty members.
Raina and Varkey (1996) discusses the concept of ‘empowerment’ in the context of librarianship. The authors opine that empowerment is a dynamic concept, which is being widely discussed in the organizational context with a lot of leanings on the Human Relations approach. According to them, empowerment virtually hands over power to the employees, or, in other words, apart from doing the job the employee concerned is given the liberty to make independent decisions with responsibility for consequences either good or bad. Libraries being organizations belonging to the service sector of the economy, it is ultimately the satisfaction of the users which justifies the existence of the library. The authors present the concept of empowerment and factors related to it on the basis of their experience of Indian Institute of Management (IIM) Library, Lucknow. Application of the concept ‘empowerment’ resulted in making available time and environment to concentrate on goals of higher order like staff development, automation and providing value added service. The different aspects that are necessary for empowerment to materialize in an environment have been listed as supportive managerial mindset, climate of trust, defined systems and staff development. These aspects have been taken into consideration in a detailed manner. As empowerment is a step by step process of organizational learning and individual development, the paper raises various issues which might arise on implementing the management technique ‘empowerment’. The paper highlights the need for staff development and advocates to groom the empowered subordinates to take up higher positions or levels of responsibility. The paper has been concluded with the thought that, by putting empowerment in action, the manager’s control over the routine matters is lost while ensuring satisfaction of both internal and external customers, making the job more challenging.

Rajaram (1996) attempts to discuss some issues related to treatment of library users. She feels that the relationship between the library and its
patrons is of paramount importance when we consider the modern concept of library as a service agency which is not a mere repository of books. Hence, a library must practise effective human relations not only for the sake of its own interest but also for the interest of the society. The paper stresses the importance of users and their treatment. A long list of aspects or treatment, which annoys the users most, has been presented. Further, the author presents suggestions to improve the treatment of users. The paper concludes that users should be treated as politely and courteously as possible in a library.

Samyuktha and Raghavan (1996) present a study on the users' perception of the attitude of library and information professionals of public libraries. The paper is primarily concerned with service orientation. According to the authors, service orientation in the context of a profession implies that a professional decision should be based on the interests and needs of the client and not on the 'self-interest' of the practitioners. Issues related to library and information professionals have been raised in the paper. The study was undertaken with the objective of assessing the users' perception of the attitude of library and information professionals. Data was collected with the help of a questionnaire from 240 library users of three major public libraries in Chennai. Employed people were chosen as the respondents. The paper presents the thought content of the study only as it forms part of a much larger thesis. On analyzing the collected data, it was found that library users belonging to the older age groups viewed the professionals as useful than the view of users of younger age groups. The study revealed that a positive association existed between the attitudes of library and information professionals, and library use by patrons. Positive and negative words characterizing the library and information professionals have been enlisted in the paper.

Saraswathi More (1996) conducted a study on human relations with special reference to Dr. Babasaheb Ambedkar Marathwada University library,
Aurangabad. The author feels that harmonious human relations have to be maintained in the library. The paper presents suggestions like establishment of rapport with staff, staff meetings to be convened, promotions to be given to suitable candidates and adoption of fair promotional policies for improving human relations.

Seetharama (1996)\textsuperscript{45} recognizes the components of human relations with their origins from Psychology, Sociology, Social Psychology and Anthropology. Public relations have been studied in the context of human relations. The author finds that the concepts – public relations and human relations do overlap. If they are treated along with the term ‘promotion’ they are complimentary to each other. Introduction of new technologies, changing information needs and reduced Government support, force the library professionals to change according to the need of the hour. When the situation becomes demanding the attitudes of the staff is not seen to be encouraging. The author feels that a humanistic approach can provide an ideal framework for dealing with all situations. A good manager would adopt the proper technique to bring out the best from his staff. When considering human relations within the system, it could be understood that healthy human relations in libraries will bring about efficiency, effectiveness and productivity. In the context of a library, the focus of human relations is on the three components: library staff, library authority and users. The need for good peer relationship has been stressed. The author underlines the fact that success of an organization depends on the people and their calibre along with their attitude to perform. Understanding human behaviour is a pre-requisite for a healthy relationship. Team spirit is the mainstay of any successful library. The author illustrates instances that lack team spirit. The paper examines the problems related to peer relationship. Concepts like sources of conflict, problems by gender, interaction with users, human interface to
technology and professionalism have been dealt with in a detailed manner. Practical suggestions to improve human relations have been discussed.

Sharma (1996)\(^46\) tries to analyse human relations in a public library system. According to the author, public library being a people’s university, a librarian is a teacher of the public. He differentiates human relations and publicity. The paper recognizes the goal and importance of human relations. The basic ingredients of human relations have been chalked out. Users being the most neglected component of an information system, user education should be provided. The paper stresses on the need of optimum utilization of resources and creation of a user-friendly library and information system. The author concludes that human relations is a strengthening force in making a public library a public institution in its true sense.

Sonal Singh (1996)\(^47\) presents the results of a survey undertaken to find out the opinion of the users about the services provided by the libraries attached to the military institutions in Mhow of Madhyapradesh. The author highlights the importance of army library. Opinion of library users was assessed with the help of a questionnaire, which was circulated among a group of regular readers of different military libraries of Mhow. The library evaluation was undertaken with the following aspects: categories of the users, use of library, opening hours, number of books issued, opinion about personal assistance, service required, opinion about current awareness and opinion about translation service. According to the author, all members and staff of army should be learned, well trained and should possess all round knowledge. Moreover they must be well educated and well informed about their own country as well as foreign countries.

Sugatri Devi (1996)\(^48\) makes an attempt to study the ‘human relation’ between library personnel and readers in Dr.V.S.Krishna Library, Andhra University. According to the author the staff acts as a catalyst who accelerate the interaction between the documents or materials which contain information
and the real user who actually needs it. The study was intended to find out
the interaction between library staff and users, to analyse the opinion of
library staff on the role of human relations in providing effective library
services, and to find out the opinion of users about the necessity of human
relations in academic libraries. A sample of 30 members from each category
of users (students, research scholars, teaching staff) were taken at random.
Separate questionnaires were devised and served to the selected users and to
30 members of library staff who were in direct contact with the users. The
filled-in questionnaires brought-forth responses of users regarding aspects like
library orientation programmes, help from library staff, satisfaction regarding
the services of the library staff and satisfaction about the involvement of
library staff in user education programmes. The library staff responded
towards aspects like assistance to users, service to users and need for
interaction between library staff and user. The author puts forward certain
suggestions for improving the human relations between library staff and
users. The paper concludes that the library staff has to work as a team with
commitment to serve the clientele in an effective manner.

Swaroop Rani (1996) observes that satisfying and winning the hearts
of users in this technological age involves subtle and complex competence by
librarians. The need for librarians to master such competence is due to the
following reasons: the value of information, its use and users, transition stage
of dissemination and the changed environment. Moreover, the role of
librarians is being played by other professionals with the advent of new
information services. As technology advances, it becomes easier to present
information in one form or the other which is in a most desirable and usable
form. Observation and interview methods could be employed for studying the
mind of the reader in order to understand and control it. The basic factors that
are involved in winning the hearts of the readers are self-factor, psychological
factor and service factor. According to the author each of these factors
involves the librarian and the user. Self-factor is the ability of the librarian to attract readers by the acquisition of competence applicable to the library environment. If the librarian has the ‘self-factor’ he can satisfy the ‘psychological factor’ of the readers. To satisfy the ‘psychological factor’ the librarian should provide a variety of services oriented towards the readers called the ‘service factor’. Thus a competent librarian who has satisfied the reader through services has won the heart of the readers. The paper discusses the three factors in detail. Certain factors which help in dealing with readers have been considered and listed as interpersonal communication, social skills, library awareness, knowledge of psychology and self-evaluation. The various components of psychological factors are attention, motivation, attitude and problem-solving. These are to be taken care of by the librarian. Apart from the regular services, various service factors which aim at attracting the readers to the library are orientation, book club, publicity and other extension services. The paper concludes that designing the services to win the reader’s heart requires a long term plan and changes according to the environment. The maintenance of harmonious relationship with the users by understanding their needs helps the librarian to achieve this and finally raise his own status.

Taher (1996) discusses the concept of user friendliness and refers to it as an atmosphere which is congenial, healthy, and fits all types of users in a friendly environment. The author goes on to examine the various aspects which are connected with library profession under the following headings: library catalogue, bibliography, terminology, headings, physical set-up, service, dissemination, pricing, state-of-the-art, and quality control. He feels that librarians compile directional tools like bibliography rather for their own survival than for the benefits of the end users. The paper finds that many of the facilities and services, which are available in the library, are intended to be a help to the user as the ultimate goal of the library system was to provide user satisfaction. The paper questions whether library profession was coming
closer to the realistic demands of the profession. It is in this context that the author considers the role of library schools. The expected standards of professional efficiency, humanistic bases of the service, and empathy, all remain theoretically on paper and not in practice. The author is of the opinion that there was deficiency in library training, traditional outlook towards the profession, little or no research in the field worth contributing to the development of the subject, traditional professional profile, least ability to manage human and other resources, with no motivation to be user friendly or to train users in building a library culture. The impact of technology has been studied. The author hopes that if the bases of education and training were altered, in terms of directions from multi-dimensional to uni-dimensional, from multifaceted to uni-faceted, then librarianship may find its purpose clear with fixed goals and widened perceptions. The paper advocates to train and educate professionals with orientation towards human information seeking behaviour, with equal emphasis on the existence of databases and creation of human interfaces. Library schools could reduce the emphasis in training cataloguers and classifiers. The education of librarians must include conceptual and practical issues that explain the different aspects of the profession. In conclusion the author stresses on the need for user oriented and professional oriented evaluations.

Taher and Krishna (1996)\textsuperscript{51} began their paper by considering transactions between equals and transactions with superiors and subordinates. The authors feel that there is a need for good communication within the organization. Empathy and sympathy are essential for the progress of the individual and the institution. Behaviour also effects interpersonal relations and communications. The paper elaborates communication process and finds that communication is an essential skill and requirement for a librarian if he or she has to link the document with the user. The role of staff associations has been highlighted. The skills that are necessary for interpersonal
relationship have been projected which include proactiveness, confidence, good listening capacity and technical competence.

Thamaraiselvi (1996)\(^5\) feels that smooth human relations should exist among personnel in order to achieve the goals and objectives of a library because the essence of productivity in librarianship is human relationship. The paper considers workforce management in a library and finds that optimistic approach among the library staff was essential. The author discusses aspects like attitude of library staff towards library automation, manpower development, communication factors in human resource development, impact of new technology on human body and user reaction to modern technologies in libraries. The paper has been concluded with the note that human power has to be competent and trained in order to anticipate the day-to-day changes.

Upadhya (1996)\(^5\) describes the concept of human relationship and its development through the years. The author feels that the library has to communicate with the society, its user and the people working in it. The purposes behind the users' visit to the library have been listed. In order to establish good rapport between the staff and the users, the users should be treated with utmost regard and helpful attitude. The paper takes into consideration the impact of information technology on libraries. The importance of user education has been projected. The author concluded that user is the core person and all changes and developments should be for the satisfaction of the user.

Venkataramana and others (1996)\(^5\) discuss the problem of motivation among library professionals. The importance of management training has been highlighted. In an organization, managers are responsible for the growth and development of their staff. So the employees should feel motivated and nurtured. The authors opine that communication of skills and training of library managers form the emphasis of any successful organization. The
authors stress on the role of supervisory staff in helping the other employees
grow within their current jobs. The paper lists opportunities like lateral
transfers, job rotation, cross utilization and assignment, which enable
motivation and a sense of accomplishment in employees. Moreover variety in
working environment creates interest. Participation on cross functional teams
would provide the employee access to peer groups. The experience prompts
the employee to learn new skills.

Vijayasudha and Sastry (1996) define human relations and mention
the details of characteristics that should inform relations between superiors,
peers and subordinates within the institution. The meaning of ‘human
relations’ within a library has been examined. Conflict situations and
solutions have been discussed. Participative management is suggested as a
fruitful method for resolving conflicts. It was found that getting optimum
output from colleagues involved striking a harmonious balance between
different qualities of a leader. Problems and prospects related to gender have
been dealt with in a detailed manner. Need for training and education towards
improvement of human relations have been stressed. The paper indicates that
human relations will have to play a more important role in the future.

Nandi (1997) feels that work culture is an integrated system of
learned behaviour by employees in their workplaces within an organization.
According to the author, work culture in library organization depends mainly
on the reciprocal relationship between the employer and employees. Library
being a service oriented organizational system, the role of the librarian in
respect of library work culture is vital. The librarian should lead his staff in
an efficient manner. The paper projects communication as an essential factor
in library management and deals with downward, upward, lateral, diagonal
and outward communications. In the end, the author concludes that work
culture in the library will be most effective if proportionate communication
exists towards downward, upward and lateral directions.
Vinod Kumar and others (1997)\textsuperscript{57} try to study about tapping skills through human relations for information efficiency. In a service-organisation like library, human relations means a systematic development of skills for knowledge and demonstrate effective utilization of the resources. The authors feel that human relations depend on motivation, responsibility and empathy. The scope of human relations has been delineated. Cordial relations among employees bring forth good relations with fellow workforce in a library. In order to resolve employee problems, front line supervisors should lead their workforces effectively. It is found that leader's integrity and commonsense greatly influence the effectiveness of the application of management theories to the organization of libraries. The need for systematic evaluation of libraries has been emphasized. The paper concludes with the note that human bondage and personal relations do bring about harmony in the work environment.

Zalesnik (1997)\textsuperscript{58} examines the concept of interpersonal relations in organizations. While doing so, he finds that there are three distinct units of analysis, which are significant for the exploration of interpersonal phenomena, that is, the organizational, the intrapersonal and the interpersonal. The author explains that, while the units of analysis define the various levels and types of data, the concept of interpersonal relations, the modes of analysis defines the ways in which the investigator approaches and utilizes the data. The three modes of analysis are description, explanation and consequences. The paper further presents psychodynamic theories of interpersonal behaviour of the works of great men like Sigmund Freud, Harry Stack Sullivan, W.R.Bion with illustrations of examples. Further the author describes the structural theories of interpersonal behaviour by giving detailed descriptions on the structural approaches. Normative theories of interpersonal relations and their evaluation have been presented. The author feels that knowledge about interpersonal relations that becomes available through research can be
utilized to produce inquiring and educated leaders for whom experimentation becomes a real option in decision-making and administrative behaviour.

Rajesh Singh (1998)\(^5\) reports the results of a study undertaken to make an assessment and evaluation of human resource management issues in the academic libraries of Lucknow. The study aimed to cover areas like career development, interpersonal relations, job satisfaction, empowerment of the library staff and impact of information technology. A total of 19 academic libraries including post graduate and degree college libraries of Lucknow were selected for the study. Data were collected with two sets of questionnaires intended for the librarian and library staff respectively. Data were collected from 88 professionals and conclusions were drawn from the analysed data. It was found that libraries were suffering due to acute shortage of manpower. The study found that there was great difference between the presently available and the proposed staff strength in every college library. It was also found that new recruitments had not been made for the last five to ten years. The facilities, which were available for the librarians to develop their career, were not at all up to the mark. Another noteworthy fact was that none of the libraries had adopted automation and the library personnel were found reluctant to adopt information technology as they were not trained in it. They were found to be completely dissatisfied with their jobs. The paper has been concluded with the author's suggestions to bring about improvements in the library system. The aspects which have been given stress are maintenance of staff manual, empowerment, staff development and promotional avenues.

Saha (1998)\(^6\) conducted a study on interpersonal relations based on library organization. The co-operation among people working in the organization at the different levels – leadership level, senior-subordinate level and peer level was subjected to study. The survey was conducted among library staff of 15 academic and special libraries in Delhi. The study analyses the prevalent human relation trends in the library organizations from the data
collected from 163 staff members. The results of the study showed that the librarians/leaders of the library organization did not subscribe to participative management style of functioning. Only 46.6 percent of the respondents feel that the libraries have free flow of communication. The author advocates transactional analysis for studying the behaviour of other persons in a systematic way. The requirement of a positive administration having harmonious interpersonal relations has been highlighted.

Gupta (1999)\textsuperscript{61} feels that user-focus approach was central to Ranganathan's philosophy and presents its implications as far as a library user is concerned. Considering the implications of Ranganathan's philosophy, he feels that it is still relevant. The paper considers the different aspects of Ranganathan's philosophy under the following heads: supremacy of the user, thrust on user-focus, identification of users and their needs, user need satisfaction and user-library relationship. In the opinion of the author Ranganathan was the lone library and information scientist who had pleaded for the provision of best service to the most important aspect of the trinity of the library system- the user. The paper has been concluded with the note that the collaborative efforts of trinity of library system should be worked out in the best possible manner so that the users are delighted.

Gurdeep Singh and Gurpinder Kaur (1999)\textsuperscript{62} discuss the concept of human relations in the context of hospitals. The authors define the objectives of human relations. The paper recognizes the purpose of human relations for achieving the following goals:

1. Greater human satisfaction with organization
2. Greater production/performance at work.

The authors present a human relations model which indicates that interpersonal relations do play a vital role in the performance of an individual. Measures for improving human relations in hospitals have been listed. The
paper presents a short course in human relations. The authors advocate the formation of a ‘health team’ for training of health manpower. Need for supervision of health manpower has been underlined. The authors feel that performance appraisal should be a routine work so that the system will appear free from bias. The importance of counselling in the context of performance appraisal has been highlighted. The authors conclude that human relations was not a subject to be taught but it was an emotion which could only be experienced.

Angadi and Koganuramath (2000)\textsuperscript{63} intend to reveal various facets of interpersonal skills while highlighting the importance of public relations skills and professional skills for library management. The authors stress that the librarians should be aware of the implications of the technological development and managerial skills. Interpersonal as well as communication skills can play a successful role for successful library Public Relations. Factors like sound work habits, professional knowledge and good listening have been indicated as professional skills. Further the paper insists on the need for using the available technology and the provision of electronic information service for the satisfaction of users. Various factors like leadership, teamwork, negotiating and networking have been presented for the progress of library activities. The authors conclude that provision of information by making use of electronic media alone will not solve any problems of access and that the users also play an important part in ensuring the benefits of those services.

Kulshreshtha (2000)\textsuperscript{64} tries to analyse the principles and practice of the concept ‘human relations’. According to the author, human relations in an organization implies interpersonal relations between management and workers, or between workers among themselves, or between members of the management. The author ventures to consider the different perspectives of authors or experts who have earlier tried to consider the different aspects
related to human relations. The human relations in organizations highlight the very practical point of view, that the relationship sought to be achieved should take due care and note of the realistic facts that individuals are governed and guided by their own values, beliefs, motivations, expectations and emotions, in short by all such aspects which are unique to human beings, for the purpose of achieving organizational goals. The author discusses the new concept in supervision and its implication. Further the paper suggests the need for human relations training and stresses the necessity of democratic leadership and its varied implications. The author presents other aspects like causation of behaviour, human abilities, nature of attitudes, motivation and work, fatigue and boredom, employee contacts, interviewing and non-directive counseling in a detailed manner. The author advocates the need for the supervisors to be good listeners. He opines that it goes without saying that for the establishment of good human relations we should also deal with other people in numerous situations of life and work with the utmost regard and helpful attitude. The paper has been concluded with the remark that proper maintenance of good human relations in an organization is of vital importance for achieving its goals.

Nair (2000)\textsuperscript{65} feels that information about job satisfaction was extremely important for any organization making use of the human potential. Individual attitudes, which count for job satisfaction, may be discovered and the same may be used by organizations in order to understand their contribution. The author tries to bring out a historical overview of the concept of job satisfaction and its different facets. The author presents the results of a study carried out for specifically knowing the degree to which supervisory satisfaction, compared to other specific satisfactions tends to be associated with general satisfaction. The study was undertaken with a sample of 52 employees in the non-supervisory cadre who performed technical and administrative work in Government departments, Government undertakings
and private organizations located in and around Nagpur. The age group of the employees ranged from 20 to 53 years. The Job Diagnostic Survey developed and validated by Hackman and Oldham (1975) was used in order to assess the job satisfaction of the employees. The scale was administered to the sample of employees in small groups. The results found that all the specific satisfactions were significantly related to general satisfaction. On the basis of magnitudes of correlations, it was found that supervisory satisfaction was the most important component followed by pay satisfaction, growth satisfaction, security and social satisfactions respectively. The author states that if the supervisory behaviour becomes increasingly acceptable and satisfying to subordinates, their overall satisfaction with job will also increase correspondingly. Moreover supervisory behaviour is perceived as instrumental to pay and growth satisfaction also.

Qobose (2000) reviews the liaison activities at the University of Botswana library. According to the author liaisoning denotes cooperation, collaboration, and partnership between the subject librarian and the faculty member in order to enhance teaching, learning and research activities. 'Library liaison' is used interchangeably with 'subject librarian' at the University of Botswana library. The liaison program was undertaken with the following goals:

1. to develop and foster direct and effective communication between the library and the academic department on all library services, and
2. to provide good public relations inside and outside the library.

An overview of the subject librarian system at the University of Botswana library which began in 1981 has been provided. The philosophy of the system was based on the strong liaison component built into it, so that the best climate is provided for collection, development, information, reference and instructional services. The main functions of the subject librarian have
been listed. The subject librarian/library liaison, also referred to as the faculty liaison librarian, is the librarian with both the subject knowledge and responsibility for a cluster of subjects in a related discipline. The concept of cooperative collection development and the role of faculty in the same has been considered by the author. The various activities undertaken by the subject librarian towards user education have been listed. The author feels that information literacy can be tackled successfully only by librarians who are working closely with academics. Subject librarians develop and maintain library collections for their respective faculties by monitoring curricular and research developments in the assigned subject fields. The paper has been concluded with the remark that it was vital that the subject librarians be proactive always, and not wait for the faculty to ask since they may never come forth on their own.

Rastogi and Kantharia (2000) make an attempt to understand human relations in Indian universities. According to the authors interpersonal relations among the teaching and non-teaching workers and finally their relations with the students and society determine the smooth running of the university functionaries. The paper discusses the concept of human relations and states the different viewpoints of authors who have defined the concept. While dealing with the aspect of human relations in Indian universities the author suggests that a good human relation among the various components of the University system was essential. The author feels that interaction is the mother source of generating new knowledge, refinement of the behaviour and adoption of new techniques. Human relations among various faculties of a University may bring them closer to each other for framing interdisciplinary courses and finally helping the society. The paper finds that human relations may serve as a catalyst in all activities for raising the speed of work, giving the right direction and for completing it in time. The basic principles of human relations have been listed as leadership, equality, giving freedom,
cooperation, justice and recognition and descriptions have been given alongside. The author concludes that human relations contribute much in raising the quality of work done by the teachers, developing positive attitude towards the job, making the teacher a happy member of the institution and finally in making him a good teacher.

Biswas (2001)\textsuperscript{68} investigates the effect of organizational attributes of goal setting on the perception of organizational climate by the employees. The study was intended to compare the manufacturing sector and health sector in this respect. The total sample consisted of one hundred and fifty personnel, from health as well as manufacturing sectors. Doctors and nurses from private as well as public hospitals were selected as health sector personnel. Managers and supervisors were selected from large and medium sector industries of Vadodara, Gujarat were selected as manufacturing sector personnel. Personnel from public sectors belonged to State run hospitals, Indian Oil Corporation and Indian Petroleum Company Limited. Personnel from private sector included doctors and nurses of private hospitals and employees of some medium scale industries from Gujarat Industrial Development Corporation industrial estate at Vadodara. Organisational climate dimensions were measured using the scale developed by Sharma (1996). Locke and Latham’s Goal Setting questionnaire (1984) was used for this study. The analysis of the results suggested that the health sector personnel differed significantly from manufacturing sector personnel almost on all dimensions of organizational climate except grievance handling and welfare facilities. The findings of the study suggested that although health sector and manufacturing sector personnel found very little difference in their organisation’s attributes in goal setting, the manufacturing sector personnel perceived their organizational climate more positively than the health sector personnel. The author concludes that the health sectors specifically have to
improve their organizational climate and strengthen its participative management system.

Daftuar (2001) reports the results of a survey conducted to assess the job satisfaction among Government officers in a state secretariat in Eastern India. The research was conducted on three levels: top, middle and lower, of Government officers. The main purpose of the study was to compare three measures of job satisfaction—Instrumentality, Job Descriptive Index and Job Satisfaction Scale—in order to establish the validity of the Job Satisfaction Scale (JSS). The data was collected from the officers ranging from senior most Government officers to lower level officers of the State Civil Services (Public Service Commission) and sectional superintendents by interview technique based on a questionnaire. Sampling was undertaken on the basis of the sampling formula developed by the European Group of Industrial Democracy (IDE-International Research Group). The analysis of the collected data indicated that the three levels of officers differed among themselves in four areas (work, supervision, promotion and people) of the Job Satisfaction Scale. The paper presents the interesting findings which were the highlights of the survey.

Isaac (2001) makes an assessment of human relations management in academic libraries. She finds that the basic assumption governing the growth and development of all academic libraries is that the library plays a central role of critical importance in the institutional and scholarly life of the college or university. The paper observes that personnel management in libraries poses problems ranging from discrepancies in designations, qualifications and salaries prescribed for the different hierarchical levels of the staff to personal problems of the staff such as job dissatisfaction, social recognition and personnel conflicts among the various hierarchical levels. Public relations has been stressed as a critical management function. One of the primary responsibilities of the librarian is
cultivating goodwill, understanding and support of the public they serve. The paper highlights the need for good human relations between the librarian and his staff members, among the staff members themselves and also between the librarian and his staff with the users of the library which indeed will help in the smooth running of the library. The author considers the relation of the librarian to the governing authority, to his profession, relation within the library, relation of the librarian to the society, and the relation of the librarian with others, in a detailed manner. The author concludes with the thought that in order to create and build positive relations among staff members and a healthy atmosphere in the library, the academic librarian must be fully aware of the resources of his own library.

Lawyed Stephen and Vijayakumar (2001) feel that human relations seek to emphasise employee aspects of work rather than technical or economic aspects. It also seeks to make employment and working conditions less impersonal. The paper defines human relations management as the art of managing human beings in their sensitive behaviour in the organizational set up with positive attitude orientation towards adjustment and maintenance of human actions through good organizational climate by economic, social and psychological aspects. The paper enumerates the scope of human relations management and presents the important factors which are essential for maintaining good human relations. Factors, which have been taken into consideration, are creating positive attitudes, morale, job satisfaction, praise and appraisal, status and pride, shared responsibility, job security, and interpersonal relations. According to the authors, success of the library services largely depends on the role and effectiveness in the personal relations being balanced between the library users and library staff members. The paper concludes that the library staff should maintain good human relations with the users for effective and fruitful functioning of the library.
Mudhol (2001) traces the evolution of basic approaches to management and describes the Kaizen philosophy which is supposed to be the philosophy guiding the Japanese life. According to the author, Kaizen, or the philosophy of continuous improvements, is based on a simple but fundamental belief that life deserves to be continuously improved. Moreover, Kaizen philosophy makes its adherents quality conscious, not quality-minded. The author goes on to present a 5 pronged-strategy advocated by Kaizen to deal with formal organizations, which are as follows:

Seiri-Organisation, that is, proper arrangement of work place, equipment, and work activities

Seiton-Orderliness of workplace, inventory and work activists

Seiso-Cleanliness, or individual responsibility

Seiketsu-Standardisation

Shitsuke-Discipline, to follow rules and make waste removal a habit.

Further, the author feels that total quality management approach which emphasises on result and eyes on profit, was not exactly the philosophy to guide the management of libraries and that a more subtle, substantive approach like Kaizen was the need of the hour. The paper lists the tenets of Kaizen librarianship as,

= Library user defines ‘quality’
= Aim ‘better’ not ‘bigger’
= Quality approach leads to a quality product
= Empower/Improve library staff
= Quality is culture bound

The messages of Kaizen librarianship have been enunciated for qualitative approach, qualitative service and qualitative staff. As the author
feels that sustainability is the key approach of the emerging information society, the elements of sustainable development identified in library/information centre have been listed. The paper concludes with the hopeful note that it is high time that India too comes out with an original philosophy from its own tradition to guide its march towards constant and continuous improvement.

Pradhan and others (2001) present the results of a study undertaken to measure motivational climate in Indian organizations. A comparative study was conducted between multi national companies and public sector units regarding the motivational aspects of organizational climate in order to suggest organizational development for improvement in the existing climate. The survey was carried out among the four hundred executives who were randomly selected from public sector organizations (Bharat Heavy Electricals Limited(BHEL) and State Bank of India(SBI)) and multinational companies (Hero Honda, Suzuki, RMS). Two hundred and twenty executives each were selected from each sector. The organisations were located in Delhi. The data were collected during the office hours and age range of the sample varied from twenty five to fifty five years. Motivational analysis of Organisational Climate (MAO-C) instrument developed by Udai Pareek (1986) was used to conduct the study. Statistical Package of Social Sciences (Window version 7.5) was used for statistical analysis of the empirical data. The results of the study pointed out the fact that substantial mean differences existed between the executives of multinational companies and public sector units with regard to motivational climates. The study found that the executives of multinational companies seem to have higher degree of achievement compared to the executives of public sector units. The paper concludes that there was a growing need to understand and reinforce managerial motivation in Indian organization.
Sasikala (2001)\textsuperscript{74} discusses the concept of participative management and traces its evolution in librarianship over the years. The author finds that only in the early seventies was there a sudden and significant increase in the number of academic librarians writing favourably on the subject of participation. The factors, which affect the library environment and demand the cooperation, understanding and adjustment from the library staff have been presented. The author defines participation and considers its application in librarianship. The paper presents the advantages of participation as a managerial device in a detailed manner. The author feels that encouraging a team of people to share their ideas with the management for improving the quality of the products and services is essential. The paper has been concluded by underlining the aspect pointed out by Maurice P.Merchant (1971), that, active staff development programmes and participative management in libraries appear well suited for each other, and that they ought to be getting together.

Siddiqui (2001)\textsuperscript{75} reports the results of a survey on use of library collection in the Jawaharlal Nehru University Library, New Delhi. The purpose of the survey was to regulate the user of library collection to the entire satisfaction of its users. Questionnaires were served to the five categories namely staff members, research scholars, post-graduates, undergraduates and others. Students and teachers of part-time courses and those from other institution were included in the ‘others’ category. The size of the sample was fixed by taking five percent users from each segment. The users were picked at random and questionnaires were mailed to them. The aspects like place of residence of respondents, frequency of visit to the library, purpose of visit, duration of library use, adequacy of library hours, adequacy of reading space facility, satisfaction with the atmosphere within the library, opinion regarding attitude of library staff, adequacy of library collection, lending of books, adequacy of borrower cards, awareness of users
about the services were assessed by the author. Suggestions for the improvement of various aspects related to seating arrangement, opening hours, reading space, up-to-dateness of collection and library catalogue have been given by the author. The paper concludes that some degree of effectiveness and efficiency can be brought about in the university library system by appointing trained and qualified personnel at the entry point with proper incentives for in-service training and promotion schemes based on efficiency and work skills.

Steinerova (2001) tries to examine the generic human aspects of library and information work. The paper considers questions concerning information professionals, needs of employers and factors that influence professional library and information work. The author feels that, as technology grows, it becomes possible to manage various viewpoints emerging from concept formation and interpretation. According to the author, human issues of library and information work are concentrated on the position of a human being in information processes, elements in the environment of information work, and important relationships of people, technologies and information and knowledge embodied in interaction when seeking information. The paper suggests that information professionals should be partners of users, by providing them with support, advice and training with respect to information seeking patterns. The needs of potential employers with respect to competencies required for information workers have been listed as problem solving capability, professionality, social and communicative competence, general background and practical specialization. The intersection of factors that influence the position of a human being in library and information processes have been depicted with the help of a general model. With the development of technology, traditional borders of knowledge institutions disappear and the profession itself becomes important wherein techniques of social communication and intercultural issues have to
be explored. The author concludes that research topics related to human issues can enrich library practice and help to manage changes of digital information world.

Tadasad and Maheswarappa (2001) report the results of a survey of human resources in 571 college libraries in Karnataka state. According to the authors library professionals play the role of intermediaries in bringing books to the users. In order to accomplish the role assigned to them, they should possess the required academic as well as professional qualifications. Moreover they should be given the status and pay scale that they deserve. The survey was undertaken in 931 college libraries. Aspects like academic and professional qualifications of professionals, designation, experience, pay, sex, membership to professional bodies and strength of library staff were taken into consideration in a detailed manner. On conducting the study it was found that even though full-time professionals managed many libraries, a significant number of college libraries lacked full-time professionals. The authors suggest that the authorities of the colleges have to take initiative in appointing full-time library professionals extending financial benefits and status to them.

Dabas and Sewa Singh (2002) present the analysis of empirical data on organizational culture and leadership styles in University libraries of Punjab, Haryana and Chandigarh. The authors present the viewpoints of staff on organizational culture and leadership styles practised in the university libraries under study. The aspect of application of Total Quality Management was taken into consideration. Data were collected through a questionnaire meant for deputy librarians and assistant librarians working in the university libraries under study. The data were collected from 29 deputy librarians and 60 assistant librarians for the following six parameters or cultural dimensions: quality philosophy, rewards and recognition, work culture, pride or workmanship, education and training, and leadership style. The results of the
study show that deputy and assistant librarians of Punjab Agricultural University Library, Chaudhary Charan Singh Haryana Agricultural University Library, Punjab University Library rated their libraries at the highest level of favourable organizational culture and leadership styles as compared to other libraries. The overall satisfaction with leadership practised in the respective libraries is maximum in the cases of Haryana Agricultural University Library, Punjab Agricultural University Library, Guru Jambeshwar University Library, Kurukshetra University Library and Punjab University Library. The satisfaction with leadership is minimum in the rest of the libraries.

Luzius and Webb (2002) assess the library satisfaction of nontraditional students. The authors begin their article by defining the nontraditional student library users. Data was collected for the study from one hundred and three students of a public university located in the Southeast. The survey was intended to gauge the satisfaction levels of students regarding the working hours, reference assistance and resources of the library. According to the study a student was deemed nontraditional if he or she worked more than thirty hours per week, carry six semester hours or less, are married, have children, or are twenty two or older. Many of the respondents cited weekend hours, parking, and the location of the entrance to the library as problems. The respondents were asked to give their opinion regarding aspects like purpose of library visit, best aspect and worst aspect about the library. On analysis, it was found that both traditional and non-traditional students were satisfied with the overall service of the library. It was found that non-traditional students were satisfied with the weekend hours of the library. Finally the authors conclude with recommendations for improving library service to non-traditional students with regard to hours of operation, remote access, remote reference and library instruction and tutorials.

Ramesh and Naga Raju (2002) make an assessment on lack of job satisfaction which kills professionalism. The authors consider the actual
implications of the term job satisfaction and define the different concepts like job analysis and job classification. They feel that despite their apparent homogeneity, libraries differ considerably with regard to their organizational history, leadership element and even goals and objectives. The motivational factors like achievement, responsibility, work and professional or personal growth have been listed as principles of motivation to be adapted to local requirements. Generally an employee feels satisfied with his job when hygiene factors like institution policy and administration, supervision, interpersonal relationships, working conditions, status, salary and security could safeguard his job irrespective of his position. The authors consider the different situations which might lead to job dissatisfaction and suggests the methods of job enrichment, job enlargement and job rotation in order to increase job satisfaction. The analysis of job satisfaction within an organization is very helpful to access the soundness or healthy development of that organization. The paper has been concluded with the note that job satisfaction is the main cause that leads to more effective functioning of the individuals and organization as a whole.

Ducas and Michaud-Oystryk (2003) present the results of a study which was undertaken to explore the interaction between academic librarians and faculty at the University of Manitoba. The study was intended to find out the role of the librarian in collaboration with faculty, the impact of the contribution of the librarian to the academic enterprise, and the future roles of librarians that may enhance the librarian-faculty partnership. The partnership between the librarian and faculty was examined in the five areas of teaching/instruction, information services, information technology, research and collections. Data were collected from 1400 full-time faculty at the University of Manitoba by making use of a questionnaire. With regard to the respondents, 261 persons were from Humanities and Social Sciences, 311 were from Health Sciences and 150 of them belonged to Pure and Applied
Sciences. From the results it was found that very distinct differences existed between the faculty groups of Humanities and Social Sciences and the Health Sciences as opposed to the Pure and Applied Sciences. The highest ranked concept was information services and collections. The results of the study indicated that interaction between the librarian and the faculty resulted in librarians having a positive and considerable impact on the faculty and students. It was also found that some of the faculty members were not aware of the capabilities of the librarian. Much depended upon the mentality of the faculty members. The results of the survey indicated the fact that the faculty members of the University of Manitoba rated the role of librarians in a university on a high level and endorsed a greater level of interaction highlighting the role of librarian in the education process.

Gonipati (2003) conducted a study of the professionals in the university libraries. The study was carried out in the three oldest conventional and well established state universities in Andhra Pradesh, namely, Osmania, Andhra and Sri Venkateswara and one Central University, the University of Hyderabad. The study was attempted to assess the awareness of the library staff regarding the concept Human Resource Development and that of finding out the existing Human Resource Development practices in these libraries. A pilot survey was conducted to collect data from the library staff and analysis was carried out by the software Statistical Package for Social Sciences. Questionnaire was personally handed over to the 144 library professionals out of which, only 124 were duly filled in and returned. On analyzing the data it was found that 60.48 percent of the respondents were satisfied with their job and 13.71 percent of the staff were not satisfied with their job. The majority of respondents (66.13 percent) opined that job rotation within the same section was not practised. The author observes that the employees were afraid to express and discuss their feelings with the superiors. A high percentage (83.06 percent) of the respondents reported that staff in the library
were helpful to each other. The respondents gave highest preference to in-service training in nonprofessional areas such as human behaviour, human psychology and human sociology. About 75 percent of the library staff were aware of the concept of Human Resource Development. The author provides suggestions for the improvement of the University library system.

Kumbar (2003) considers the concept of personnel management in academic libraries in a digital environment. The author advocates librarians to be trend spotters in an organization by looking for ways to anticipate users’ trends, foresee technology trends, and envision new technological organizations. According to the author, librarians have the responsibilities to plan, direct, co-ordinate, prepare budget and control the activities in the library, as well as to manage the human resources of the library in a way that it is both effective and efficient. He feels that the Government has to provide the enabling environment and the correct incentives for library professionals to pick-up the gauntlet to reach beyond their immediate needs. The paper considers the aspects like importance of training and motivation and highlights some of the issues and challenges which are being confronted in the personnel management in the Indian context. The author concludes that by keeping pace with the changing social, political and economic conditions the librarians should get tuned with changes and involve in research and development thereby helping the organization to gear up human resources to new tasks by striving hard towards excellence.

Noushad Ali and Hasan (2003) report the results of a critical study undertaken to assess the awareness, satisfaction and requirements of visually impaired students of Aligarh Muslim University, Aligarh. The study was carried out to know about the degree of utilization of library resources by visually impaired students which includes purpose of visit, availability of types of catalogues and their utilization, opinion regarding automation, users strategy for searching the required document and to find out the opinion of the
users regarding the overall collection, facilities and services of the library. The study was conducted on a sample of 32 visually impaired student users of Moulana Azad Library of Aligarh. Necessary data have been collected by making use of schedule, interview and observation methods. The analysis of the collected data has been presented in the following heads: frequency of visit to the library, purpose of visiting the library, awareness of the services, problems for consulting catalogue, preference in form of source, opinion regarding current collection, computerization of the section, interaction with library staff and available facilities. On conducting a discussion with University Librarian, it was found that the university did not have any special fund from University Grants Commission to purchase reading materials for the blind. The authors further present the findings, which revealed that no user study had been conducted to know the academic needs of the blind users. Based on their interaction with the staff and the blind users and based on their own observation, the authors put forth suggestions towards the improvement of services and facilities of the Blind section.

Rajaram (2003) discusses the factors affecting human relations in interaction with users in libraries. According to the author, there are certain factors which operate in a library that have a direct or indirect impact on effective library services. The paper focuses on the factors and their influence in interaction with the users in the library. The author opines that the librarian and his staff should work towards maintaining good and cordial relations with the users. The factors, which have been presented, are philosophical, psychological, socio-cultural, economic, intellectual and organizational factors. The author discusses the influence of the above factors in detail and concludes that human relations in the area of interaction with users is crucial to the image of a library. The paper finds that users must feel comfortable and satisfied with the library environment for which the library professionals have to strive hard.
Adami and Basil (2004)\textsuperscript{86} present the results of a survey which was conducted to determine the satisfaction of the users with the reserve book collection at Delta State University Library, Abraka, Nigeria. The authors observe that reserve book service was normally provided in academic libraries. According to the author, the term reserve book collection refers to any collection of books and other materials that are set aside for the use of mostly undergraduate and post-graduate degree students and distinctively housed in a special area within a university library designated for that particular purpose. The study was conducted by survey method on a sample comprising those who came to make use of the resources of the reserve collection of the Delta State University Library, Nigeria in the early part of the first semester of the 2000/2001 academic session. Questionnaire was used to gather information from the respondents. In order to ascertain the reliability of the instrument Test-retest of the questionnaire was carried out over a period of two weeks and this yielded a Pearson 'r' of 0.91. Questionnaire was administered and retrieved from 106 respondents. The users were asked to indicate their responses with regard to the collection, current materials, issue of books in the collection, relevance of the materials and attitude of the staff towards the users. The collected data were analysed using frequency counts and percentages. Majority of the respondents (40.6 percent) found that the total number of materials in their subject area was unsatisfactory. Those who feel that the total number of items were highly unsatisfactory are 27.4 percent. Another 27.4 percent of the respondents found that the total number of reserve stock in their fields was satisfactory and 4.7 percent of them found it to be highly satisfactory. The current materials were found to be unsatisfactory to 51.9 percent of the respondents. The authors observe that many of the respondents feel that the materials in their area of study was not current. The criterion for placing an item on reserve was heavy use demand. The authors suggest that by the time the heavy use demand of the material was identified, it might not
be current. With regard to the attitude of the staff towards users, 46.2 percent of the respondents found it to be satisfactory. The authors conclude that even though there were areas where the users were more satisfied with different aspects of the reserve services, there were some areas with which they were not satisfied. The paper puts forth certain recommendations based on the findings of the study.

Kwon (2005) assesses the user satisfaction with referrals at a collaborative virtual reference service. The study was an attempt to investigate unmonitored referrals in a nationwide, collaborative chat reference service. It examined the extent to which questions were referred, the types of questions that were more likely to be referred than others and the level of user satisfaction with the referrals. The present study examined chat reference services delivered through Broward County Public Library System in Florida. The data taken up for the study were 420 online chat reference transactions initiated by the patrons of the Broward County library system, along with online survey questionnaire which the service users completed voluntarily. User satisfaction was assessed with the three indicators: satisfaction with the answer, perceived staff quality and willingness to use the service again. Reliability test and factor analysis was conducted in order to determine the reliability and validity of the scores. Mean, standard deviation and Analysis of Variance (ANOVA) were carried out to determine whether user satisfaction was statistically and significantly lower than that of completed answers. Referrals in the collaborative chat reference service comprised approximately 30 percent of the total transactions. It was found that user satisfaction with referrals was found to be significantly lower than that of completed answers. It was also found that circulation-related questions were the most often referred among all question types, possibly because of the inability of ‘outside’ librarians to access patron accounts. A post-hoc test of
the overall Analysis of Variance (ANOVA) test was conducted to determine how the four groups did differ by employing Games-Howell test.

Prasanth (2005) conducted a user satisfaction survey of college libraries in Calicut city. The study attempted to understand the level of satisfaction of postgraduate students to find out the best library in terms of collection, services, staff and facilities in Calicut city. The study intended to identify the problems faced by users and assess their opinion for improvement. The study was confined to the postgraduate students in Arts and Science colleges of Calicut city excluding all the professional colleges. Data were collected from the four colleges with the help of a questionnaire from a sample of 220 users from various subjects and from different colleges. Out of the 220 users, 183 of them responded positively. Analysis was carried out by measures of central tendency and deviation, average and deviation score of each variable used for the study. On analyzing the collected data it was found that postgraduate students of college libraries in Calicut city were satisfied with the library facilities, collection and services. It was also found that they had greater satisfaction with library facilities compared with library collection and services. The postgraduate students of Government Arts & Science colleges had low satisfaction with the library facilities, collection and services when compared with other colleges. A major problem faced by the students was with regard to lack of internet facilities.

Martin (2006) discusses the basic concepts of organizational culture, its importance and various types. The author feels that organizational culture can explain the resistance, fear and sometimes 'irrational behaviour' that one encounters in any organization. Three levels exist in an organization-the individual, group and the organization. The workers need to be motivated to perform their tasks by which the activities of the organization will be successfully carried out. Organizational culture provides the stability to survive. According to the author, organizational culture was formed from
four major areas: organization of resources, structure of the organization, the people within the organization, and the process of completing the work of an organization. The mission and goals established by an organization defines these areas and good working environment was created when these areas existed in harmony and balanced a good culture. Any change in these areas will result in the working environment and even the organization itself will start deteriorating. The author views that culture consists of two major areas—sociability or friendliness among workers and solidarity. Highly sociable environment creates a pleasant working environment which fosters creativity and workers go extramile to complete assigned duties. The extent to which the workers collaborate and co-operate with each other defines the area of solidarity. An organization with high solidarity is one where people continually work together to achieve common goals. The author feels that it is very important that an organization periodically reviews its culture to make sure that it still allows the organization to succeed in its competitive environment. The culture of a library goes a long way towards explaining the way in which the library operates its employee satisfaction, and the level of resistance to change. The author concludes that right organizational culture will enable a library to meet the need of its patrons and retain its rightful place as the world’s leading information source.

The review of related literature helps to get a broad perspective of the particular field of research. The concepts related to human relations and those which constitute human relations could be understood from the review of related literature. By reviewing the literature pertaining to Human Relations, the researcher was able to trace the origin of the Human Relations Movement as a school of thought of Scientific Management. The implications and thrust of the movement could be ascertained. Even though the movement was made applicable in the field of industrial relations, later on it was made applicable in the service sector also. Studies which were conducted in human relations
among staff in various types of libraries other than university library conclude that cordial and helpful mentality on the part of the library staff go a long way in creating positive human relations. The contribution of the superiors and the head of the institution also plays a major role. This aspect has been highlighted in the studies.

User studies enable the library administrators to improve or modernise aspects related to the functioning of the libraries. By assessing the information needs of the library users, the library will be able to provide services the way the users want them. In order to assess the information needs of the users, their perception regarding the different attributes which constituted the proper functioning of the library have to be ascertained.

The investigator has gone through the literature related to the topic of research consisting of studies and articles, and has reviewed them. The careful observation of these related studies has helped to identify the gaps in the concerned areas to construct the questionnaire, analyse the facts in an objective manner and to derive positive conclusions.
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