CHAPTER I

GENESIS OF PERSONNEL MANAGEMENT IN LIBRARIES
Brief History of Management:

Management is "a social process entailing responsibility for the effective and efficient planning, regulation and operation of an enterprise involving (a) the installation and maintenance of proper procedure to ensure adherence to plans and (b) the guidance, integration and supervision of the personnel comprising the enterprise and carrying out its operations". 1

Koontz Harold and two others divided the managerial transformation process into five parts namely (i) Planning (ii) Organising (iii) Staffing (iv) Leading (v) Controlling.

Historically, management grew from "the bottom up". Towards the middle of the 20th Century it became clear that something other than functional training identified a successful manager. It was increasingly perceived that management was a distinctive social cognitive process that called for distinctive problem solving skills, risk propensities, leadership and communication abilities and that possession of these abilities, knowledge and skills were more important to a manager's success than his knowledge of a particular function.

Management shifted attention from the nature of physical work to the nature of the processes which guide the work.

The management history can be divided into four periods: (i) Pre scientific (Pre 1880), (ii) Scientific management (1880-1927), (iii) Human relation (1928-1950) and (iv) Synthesis (1951-).

In the pre-scientific period, to become a manager one needed only authority. Exceptions also existed. Certain characteristics of the factory system led to development of some managerial concepts because of the magnitudes of the problems confronting owner - managers of factories, a great deal of efforts went into co-ordinating activities, planning and decision making. Replacing the traditional owner - worker relationship, a system of formal methods of dealing with each group arose. Conflict became a basic feature of the employer - employee relationship, control became the issue for successful factory operation and profit became the primary concern.

In the Scientific Management period attention was focussed on production, efficiency and prevention of waste. It was the representation of the period of 'Sweating Slaves by industrial revolution. During this period certain principles were developed as assumed by Taylor that the working
conditions, inter-personal relationship, social pressure, group acceptance and union views also play a critical role in the amount of work produced.

Human relations period was a reaction of over-emphasis on productivity during the scientific management period. Mayo's contribution to management theory during this period was on sociological perspective of the work situation after realising through experiments and changed their focus and concentrated on social aspects.

During the synthesis period, it was recognised that a work situation is composed of three elements - people, organisation and environment i.e. work motivation for an individual seems to be composed of three types of elements - economic, social and personal. Since early 1950s management thought was directed towards refining the concepts originated by Taylor and Mayo and added new concepts and theories from behavioural sciences.

Fayol divided the activities of management which take place in all organisations into six fundamental groups.

1. "Technical (Production);
2. Commercial (buying, selling and exchange);
3. Financial (search for, and optimum use of capital);
4. Security (protection of property and persons);
5. Accounting (including statistics); and
6. Managerial (planning, organisation, command, co-ordination and control).

He again listed fourteen general principles of management. (1) Division of work, (2) Authority and responsibility, (3) Discipline, (4) Unity of command, (5) Unity of direction, (6) Subordination of individual to general interest, (7) Remuneration, (8) Centralisation of authority, (9) Scalar of chain (chain of superiors or line of command), (10) Order "material" and "social" "a place for everything (everyone) and in its (his or her) place", (11) Equity of command, (12) Stability of tenure, unnecessary turn over—cause and effect of bad management, (13) Initiative and (14) Esprit of Corps (Union strength, importance of teamwork). 2

Fayol further pointed that managerial skill could be acquired and that the best way to acquire it was through a combination of education and practical experience.

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General characteristics of management:

1. "Management is purposeful;"
2. Management makes things happen;
3. Management is accomplished by, with and through the efforts of others;
4. Management effectiveness requires the use of certain knowledge, skill and practice;
5. Management is not an activity, not a person or group of persons;
6. Management is aided, not replaced by computers;
7. Management is intangible". 3

Elton Mayo found that improvement in productivity was due to such social factors as morale, satisfactory interpersonal relationship between members of a work group (sense of belonging), and effective management— a kind of managing that would understand human behaviour especially group behaviour, and serve it through such interpersonal skills as motivating, counselling, leading, and communicating.

Fayol defines that the administrative and management function as being concerned only with the human portion of the undertaking, the administrative principles are also

concerned with human beings too. It was his opinion that the principles should be grounded carefully on analysed case studies.

Wilson and Tauber carefully examined the applicability of Fayol's principles to the library management.

Many principles and theories such as Talor's principles:

i) Replacing rules of thumb with service (organised knowledge)

ii) Obtaining harmony in group action, rather than discord

iii) Achieving co-operation of human being, rather than chaotic individualism

iv) Working for maximum output, rather than restricted output

v) Developing all workers to the fullest extent possible for their own and their company's highest prosperity

Maslow's theory of Heirarachy of needs:

i) basic physiological

ii) safety and security

iii) belonging and social activity

iv) esteem and status, and

v) self realisation and fulfilment
In Herzberg's 'Motivation-Hygiene-Theory' company policy and administration supervision, relationship with supervisor, relationship with peers, relationship with subordinates, salary, job security, personal life, working conditions, and status etc. have appeared.

Growth of Personnel Management:

The term personnel management comes after the firm (Factory) management as development of the sociological approach to management which is a universal phenomenon applicable to any type of organization irrespective of its activities. According to Michael Jucius "personnel management is that field of management which has to do with planning, organising and controlling the functions of procuring, developing, maintaining and utilising a labour force, such that the (a) objectives for which the organisation is established and (b) maintained economically and effectively, and (c) objectives of society are duly considered and served." 4

The field of personnel management and managerial specialisation is now treated as a separate entity. The first ten years after World War II represented a growth for the

profession of personnel management in U.S.A. As a consequence, after this period considerable emphasis upon personnel management has been given, and clear establishment as a distinct managerial speciality has been made in colleges and universities. One of the most interesting developments that has swept across the management science in recent years is the inauguration of programmes of managing by objectives and results.

Growth of Library Management:

Library organisations fall into the same category of any other non-profit organisations in most respects. But the management problems pertaining to its service are quite different from those organisations comparatively, as its service is user oriented. The concept of library administration has changed considerably from custodian to information scientist and transfer of technology. To-day a librarian being a collector, interpreter and supplier knows the users' needs better. The object of a library is to provide maximum service by way of making the library maximally used.

The growth of library management follows basically the same pattern as evident in development of business management. Till the middle of the 1930s most libraries were
managed under an authoritarian, a conservative way to management. The head librarian had to take decisions in almost all phases of operation in the library.

Since the mid 1950s a number of approaches, theories and techniques have appeared for application to library management. Most of the principles of management can be applied to the Library Management. Management of production aspects are obviously compared with the process of cataloguing which makes books more optimally used. Advertisement as interpreter of products can compare with cataloguing as interpreter about books for readers. Library financing, acquisition, administration as important programmes in a library represent the activities of a commercial organisation.

As early as 1894, F.M. Cruden wrote in his article 'The librarian as administrator' that a librarian must combine the qualities of a gentleman, a scholar, and a man of business; and there should be added enthusiasm and philanthropy.

Personnel Management:

Personnel Management means getting results through efforts of people (a) taking decision of what has to be done and (b) getting right people to get the right things done.
It becomes the responsibility of the manager to balance the activities and the people. The two are equally important and if one factor dominates the other, trouble will automatically arise in the organisation.

**Development of Personnel Management in Libraries**

Attempt has been made since 1938 for the application of personnel management to library management by the Institute of the Graduate Library of University of Chicago.

The success and quality of the library activities will mostly depend on the management, the attitude and efficiency of the library staff. Thus management becomes very important in a service oriented organisation like library particularly for two reasons.

"Firstly, his product, being service, is closely linked with the attitudes of serving staff themselves and it is not possible by inspection to reveal the faulty service in easy way that faulty materials can be detected, and secondly, the cost of labour is likely to continue rising at a greater rate than that of the manager's other main tools, machinery and materials, and he must therefore use the staff to the best advantage." 5

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It is observed that academic libraries always exist as a sub-system within the total system of a parent organisation or institution. Again within the sub-system, the librarian has to perform two functions. Firstly the management function and secondly the professional function.

The term 'Library Management' consisting of the art of administration, supervision and giving service, can be measured not only in terms of service given to society but also in terms of effects upon its own participating professional, semi-professional and non-professional members of the library through whom the service is rendered.

In 1923, Williamson emphasised that the librarians need to know management 'principles' in order to direct the operations of a library.

Mc Gregor stated that 'there was one time when it was widely believed that management development was an automatic process requiring little attention.' 6

Traditionally, library managers, are recruited mostly from the ranks and their additional training beyond the professional degree has been limited to on-the-job. To-day according to Beach, Management development is thought of as "a systematic process of training and growth by which individuals gain and apply knowledge, skills, insights and attitudes to manage work organisations effectively". 7

In libraries there has been an increasing recognition of library management since 1950s. However most library management courses still lean and depend heavily on the patterns and theories which have been developed in business and industry managements.

Personnel administration has become an art of utilisation of personnel resources to the maximum by way of taking out the deficiencies and solving the personnel problems early.

Library Management must demonstrate its leadership by sharing authority with library professionals and working with them in merging their professional activities in the library's organisational goals.

In addition, management must support its professionals by proper allocation of its scarce resources to facilitate the achievement of library goals.