CHAPTER III

REVIEW OF LITERATURE ON PERSONNEL MANAGEMENT IN LIBRARIES
The report covers the literature on personnel management in libraries available in India and abroad. The attempt is made to give an indicative brief literature survey on the areas below:

1. Principles and functions of personnel management.

2. Manpower planning (a) Job analysis, (b) Job description, (c) Job specification, (d) Job classification and assignment.

3. Staff recruitment and placement:
   (a) Interview, (b) Selection, (c) Placement,
   (d) Training, (e) Leadership and directing.

4. Motivation:
   (a) Job satisfaction, (b) Job environment, (c) Morale
   (d) Job evaluation, (e) Communication, (f) Turnover absenteeism and tardiness, and (g) Monotony and fatigue (management by objectives) reporting.

5. Staff development:
   (a) Performance, appraisal, (b) Job enlargement,
   (c) Delegation of Power, (d) Professionalisation,
   (e) Participation, (f) Incentives, and (g) Fringe benefits.

6. Employees welfare:
   (a) Economic security, (b) Safety, and (c) Health.
7. Employer and Employee relation:
(a) Participative management, (b) Collective bargaining, and (c) Unions.

Studies in the Western Countries:
Principles and functions of personnel management in libraries: Administration is an art of synthesizing means to achieve an objective that can be applicable to library administration and management relating activities which are complementary, putting together of staff members to carry out different types of services. Its nature is duel and it manifests itself in two directions, the organisation of activities and the management of staff to carry out these activities in order to accomplish the end one has in mind.

According to McGregor: "The essential task of management is to arrange organisational conditions and methods of operations, so the people can achieve their own goals best by directing their own efforts towards organisational objectives ". 8

One of the Criticisms of library management to day is as Peter puts it that "the operating in libraries where librarians without adequate training, experience or knowledge in the area of management and without an understanding of

the manager’s role, find themself in key supervisory positions at the Upper or Middle management levels". 9

Adrian Mole pointed out the duty of librarians as managers that "Librarians are, as managers (or even as entrepreneurs), being always sensitive to changes in the market, being attentive to the cost of providing goods and services, and striving always to provide the right product, in the right qualities, at the right time, and at the lowest cost. The education and training of librarians thus comes to stress the discovery and development of managerial skills, which are in turn derived from both the observation and analysis of existing practices and from 'Scientific' knowledge (Psychology, economics, operational research, administrative theory) concerning the design of organisations and human behaviour within organisations". 10

"The recognition of particular skills demanded for library managers' has contributed to the belief that management can and should attain the position and status of a profession, a profession which different from the chosen one of librarianship, a profession demanding new knowledge, a profession perhaps even more challenging if the organisation is to achieve its objectives". 11

Professionals gain satisfaction through exhibition of their abilities and earn reputation.

Wilson and Tauber stressed that the essential of the University Library Programme depends on the trained professional staff in sufficient number, competent to organise and administer the resources of the library to aid and activate the research and teaching.

Library managers need self determination and concentration. "However, good library managers are not only produced in library schools alone, without self study, diligence, and continual learning of new skills, it is becoming more difficult to manage to-day's libraries. Therefore, one course in library school, devoted to administration is necessary". 12

Man power planning is concerned with working out of ways and means to satisfy the short and long term staffing need of the library to ensure that the members of staff are effectively used. The nature of work to be done in libraries is subject to change from time to time. Staff planning also is to be appropriately balanced and maintained with a view to the new technologies developed and to be developed and new procedures are to be introduced.

"What kind of staff will be needed for the next two decades? Academic library directors and library school deans wish they knew. One thing is clear from the economic constraints: There will be no enough staff to do every thing, the campus community wants done". 13

Lester Asheim pointed out clearly that "The absence of clearly understood definition of the profession's role hampered efforts to formulate professional education programmes.

Recruiters do not know what they are recruiting for; administrators do not know what the organisation of jobs and position should be; educators do not know what constitutes the needed content for their curricula. 14

Colin F Cayless expressed the problems of expansion of staff in size that complexity results from expansion in the size and range of collection in a variety of formats; larger library units in term of personnel, creating organisational problem; more users requiring more efficient service. 15


Job Analysis:

Job Analysis is a process of determining by observation of what employees do on a job and of the skills, knowledge, abilities and responsibilities, involved for a successful performance of the worker to fulfill the objectives of the organisation.

"In spite of the importance of the service to society, there is argument among those who have looked closely into the matter that librarianship in general has not achieved the stature of a profession and that most librarians are not working as professionals." 16

Edward C. Schleh is of the opinion that "it would be obvious that adequately maintained and properly administered job analysis procedures are important, feasible and necessary for an organisation that seek to have an economical, orderly and systematic management. Various developments indicated that the job descriptions of the future will definitely be superior to many of those in current use." 17

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In general, library professionals after the training period enter the market place to sell their time, training and place. They do not produce a specific product but they sell their service to the users who do not possess the special knowledge. Wilensky rightly states that "a profession is based on technical systematic knowledge of a specific field which is acquired by its members through a prescribed course of training ". 18

Work progress and accuracy in a university library will depend on the staff organization. Rogers and Weber pointed out that staff organization of a particular department should be based on a sound policy that "the department head should evaluate each persons ability in languages, subject fields and cataloguing with due consideration for the combination of these talents, the department head will plan assignments. Current acquisitions will be given priorities for processing. Arrears will be programmed for processing. As a younger cataloguer develops proficiency, assignment increases in difficulty. The training and supervision and care

distribution of work among professional and clerical staff, together with sound policies, are the basis for the economical creation of a bibliographic fabric.

Job analysis is the foremost function of personnel management. "The data to be obtained should be comprehensive and reliable. It should be accurate. The data should include: the specific activities, responsibilities, special information needed by the employee, how of the work to be performed, working conditions and physical demands ". 19

Job analysis involves the analysis of the contents of each job to be performed in an institution. "Job analysis finds out what is to be done and determines the best method of doing it . . . . and the qualifications required for a worker to be able to do the job satisfactorily ". 20

Job description implies the recording of (a) principal duties to be performed and responsibilities involved, (b) sequence of work or operation involved, (c) requisite materials or tools, (d) conditions of work time, (e) relations with other related works, (f) kind of training and length of experience required, and (g) remuneration payable along with other fringe benefits.

Job description will include

1. "Supervision received - type and degree;
2. Supervision or direction provided and to whom;
3. Clear description of duties; and
4. Indication of frequency of duties carried on.".21

Prof. Peter Harvard - Williams, IFLA Vice President, spelt out in key not address to the IFLA world wide seminar, Seoul, June 1976, 'the qualities desired for in person opting for librarianship as their career that the staff of library and information services need wide range of individuals with different skills and potentials. The individuals needs include those who have managerial skills, those who have the abilities,

to introduce new technologies and ... the question of training must be linked with the selection of those with adequate calibre for the required and the product. There is need for a cadre of new individuals who have analytical minds and who are capable of having original thought ... for those who will operate and eventually manage information service it is desirable to apply fully the innovative library and information service.

Classification of job is now widely applied in most libraries of the west. Classification will facilitate in determining the level of knowledge, skill and responsibilities and position. In most libraries the classification is made in hierarchical system. It is observed that personnel classification becomes more complex. Sometimes function of which will affect the person. There should be more or less constant re-examination and re-evaluation the classification system as in case of civil services.

Classification is to be based on the nature and kind of work to be performed and responsibility involved in the work. In the government offices the job structure is made in 4 classes. Class I being the highest and class IV being the lowest. But in libraries classification of job is
done according to the professional degree and experience etc required in performing the job into professional-
Senior and Junior, Semi-professional, Clerical or Secretarial and unskilled, in broad professional and non-professional.

"Classification of Professional post in USA.

(a) University of California:

1) Librarian I: Entry professional level;

2) Librarian II: Full professional level;

3) Librarian III: Performs complex professional work;

4) Librarian IV: Has substantial independent responsibility and action; and

5) Librarian V: Has very high degree of independent responsibility and action.

(b) University of Illinois:

1) Library Assistant: Performs routine duties in a technical or readers service, section of the library;

2) Librarian with the rank of Instructor: Performs more difficult assignments;

3) Librarian with the rank of Assistant professor: Exercises independent judgment in his section; and
iv) Librarian with the rank of Associate professor or professor: Dean of library administration or Associate Director". 22

"Universities in U.K.

i) Library Assistant: Assistant lecturers rank;

ii) Assistant Librarian: Lecturers rank;

iii) Deputy Librarian: Readers rank; and

iv) University Librarian: Professors rank ". 23

Staff Recruitment and Placement:

"Administration has been defined as getting things done through people. No seasoned administrator will quarrel with the critical significance of finding the best possible person for every position no matter how important or minor. The key to successful administration in any institution rests on having reliable, honest, informed and skillful persons in both major and inter-mediate positions. The chief of a unit who can be relied on to handle subordinate personnel fairly and to bring problems to the director at the right


time, who is reliable in his reporting and honest in his demand, who is emotionally stable, and who has common sense and judgment as well as technical proficiency is a jewel beyond price. The director who has positions filled by persons possessing these attributes is assured of a sound operation and is free to devote himself to larger issues such as planning and university-wise contacts that are almost certain to be neglected if he must be constantly coping with personnel problems. Consequently, the selection of personnel becomes a matter of foremost concern to the library director. At a minimum, he must be able to delegate selection responsibilities to his staff officers with constant review of their effectiveness; at the maximum, he must himself participate extensively in the selection process ". 24

Recruitment of staff in a university library is to be planned properly and clear understanding on both sides is to be made so that the candidates can perform the specific job to be assigned to him and in return he can get satisfaction of the job. Just before appointment, personality test which includes behaviour, temperament, judgment, self confidence, qualification etc. should be examined through question answer method, experimental method or rating method.

The Library Association and American Library Association are very much active in solving the problem and to tackle the problem, the Associations are doing their best by providing placement services. In the personnel selection of a particular library the associations have definite say. Both the associations maintained registers of trained and qualified persons, trace the vacancies and help the qualified persons in getting proper job. The library schools interview before the graduates go out of the schools.

Thus proper placement i.e. assignment of proper job to a right person will increase the output avoiding the wastage of human energy. Misplacement may lead to absenteeism, accident, serious damage to equipment.

"The first step in filling a professional vacancy is to prepare a one page job description, which should be made ready at the time of vacancy occurs. It is a mistake to ignore this step as many librarians do, because it serves to clarify for both library and candidate, the precise nature and terms of the job ". 25

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"It is desirable that the candidate be invited to visit the library that has him under consideration. Again, the interview should be unhurried and informal, and it is sensible for the candidate to talk not only with the librarian, but with several members of the staff and perhaps with the dean and a member of the faculty if the position is a major one." 26

Appointment of library staff without interview may lead to many problems. Rogers and Weber stressed their view that "In general, no one should be appointed to the staff who has not been interviewed by appropriate members of the library staff. The skilled interviewer can detect many (but not all) potential personnel problems. Excessive loquacity, undue dwelling on unimportant details, inability to fillout the personnel form accurately and completely, obesity, repeated avoidance of frank answers to legitimate inquiries (such as the reason for changing positions), lack of personal neatness—these and many other signs should not be lightly disregarded." 27

Professional Education will play a vital role in libraries. To maintain quality service to the readers and community in the library, and in order to cope up with the changing of the technology and the professionals needs, proper training is essential, over and above the professional know-how and the training to apply the skills.

Orientation is essentially generalised training but, beyond this, it requires a great deal of training. No organisation can function without on the job training whether formally or informally organised.

Herbert Goldhor in 1948 stressed that "training should be primary in theory and principles rather than in routines and details, and that librarianship as a profession rests solidly on four other general disciplines; education, sociology, psychology and public administration". 28

"What librarians need to reconcile, then, is the anomalous and strange situation in which they have discovered themselves. Although they manage large complex they do not have the training for this type of management". 29

"Experience gained from exposure to current operations and from attention to the existing professional literature was the common avenue of training. The way in which this experience took place varied". 30

Kortendick emphasised the situation of today and said that "those who aspire to positions of responsibility in library service to day face a formidable assignment, one for which a short year of professional training cannot possibly fit them. When life was simpler and the pace slower, there was no great harm done by waiting for the next generation to introduce the newer methods.


The library leaders of tomorrow will be as few as much out of touch with new knowledge and developments by the time they are available for top jobs as is the crop of young leader to day. 31

"In addition to the short type of courses or seminars, directed at library managers, where does a manager go to learn the skills he needs and to expose himself to the systematic discipline of managing? Several schools have specialised course offerings. Ashridge Management College (Berkhamsted, Hertfordshire); Administrative Staff College (Hanley on Thames); Management Centre (University of Bradford, Bradford Yorkshire); London Graduate Schools of Business Studies; Manchester Business School; Oxford Centre for Management Studies; Portsmouth College of Technology; British Institute of Management; Cambridge University Board of Extra Mural Studies; University of Edinburgh Department of Business Studies; Robert Gordon's Institute of Technology (Aberdeen); Sundridge Part Management Centre (Bromley, Kent) and Urwick Management Centre (Slough, Bucks).

One can go on and on with lists of such programmes in the United Kingdom and the United States as well as other countries. Suffice it to say that library managers could probably learn a great deal about managing in concentrated programmes offered by these Schools". 32

"The older view that one needs a firm grounding in classification and cataloguing will give away to a new approach to bibliographic records. One still hears talk about how students are graduating without "practical skills" but the most "practical skills" a student can learn these days is how to manipulate a computer even though she or he may not use that skill immediately in a small college in hinterlands. Internship programs are highly desirable, as they have been for the past century, but there is likely to be more benefit from an internship geared up to a sophisticated special library than fetching books from the stacks in a university library's circulation department". 33

32. Holroyd Gileon, 'Studies in library management', v.2

Leadership implies a process of purposive behaviour of guiding the actions of others towards the accomplishment of certain pre-determined objectives. Leadership and motivation are closely inter-connected. Peter F. Drucker in his book "Management: Tasks, Responsibilities and Practices" observes that "an effective leader is one who can make ordinary man do extra-ordinary things, make common people do uncommon things. Leadership is the lifting of a man's sight to a higher vision, the raising of a man's standard to a higher performance, the building of a man's personality beyond its normal limitation." 34

To earn ability from the people working under him by way of pleasing and motivating them, the librarian as a leader must possess qualities such as vitality, endurance, decisiveness, persuasiveness, stability in behaviour, intellectual ability and knowledge.

The management by objectives implies participative style of management.

"Anthony Vaughan states that unobtrusive leadership enables staff to see that their daily work really is moving the service in worth while directions to see that they really have had a responsibility for establishing objectives and organising their work in their immediate field, and to see that what is being managed is not people, but achievement of objectives ". 35

Motivation is the process of creating organisational and environmental conditions including employees to make their maximum endeavour towards the attainment of organisational goals and thereby contribute to the accomplishment of individual and group objectives.

Morris Gelfand described the factors affecting organisation and administration of university libraries. He recommended that "Efficient administration in all Spheres requires forecasting and planning in relation to the library's objectives, sensible organisation or grouping of appropriate activities; calculation of material and personnel requirements; selection assignment, training and supervision of personnel.

35. Vaughan, Anthony, ed., 'Studies in library Management'

Clive Bingley, London, 1979, P. 84"
In planning and administering library development within the university and in relation to other libraries and organisations principles of administration should be applied and co-operative, constructive spirit should permeate the entire process. Problems relating centralisation or decentralisation of service will require study and decision. Long range as well as short range library planning may be called for". 36

"If behaviour, individual actions, contribute to library services in accordance with library goals and appear to give satisfaction to the individual worker then the most of them can be claimed as that it is assumed that such actions may spring from certain motivation and sense of morale, and in turn contribute to library morale.

There is similarly no precisely definable correlation between morale and staff administration. It may, for example be argued that morale depends on good administration and staff relations, vice-versa and that good administration and staff relation depend on morale.

Certainly a level of morale or receptive attitudes is a necessary pre-requisite of successful staff relation, but good staff relation can in return facilitate staff satisfaction and morale by, say, keeping staff supplied with information and comments about library activities and their own levels of achievement. 37

Job evaluation as a procedure by which the administration can develop a fair and equitable wage or salary structure for a particular group of employees.

A good personnel administrator will seek ways of satisfying the employees of psychological needs, giving him a feeling of responsibility and accomplishment.

Individual contributions and his professional developments should be regularly reviewed with the supervisor.

"Service reviews" or "Performance ratings" may be regarded as a botheration by those in supervisory positions who have to make them, but it is a practice that can save many headaches and moral problems if properly done.

The performance rating or review is usually a more or less formalised evaluation of an employee's work prepared at stated intervals. It should be shown by the person preparing the review to the employee reviewed, and there should be opportunity for two way communication. This should be an occasion to discuss with the employee his strength as well as short comings and to explore ways in which he can make progress during the next review period. In cases of seriously deficient employees, the review may provide a warning that employment will be terminated if performance is not improved. An exercise of this kind lies at the heart of successful administration ". 38

Good and continuous communication is a way of avoiding misunderstandings between management and staff. Some aids to communication between library staffs are: staff meetings, these may be general, departmental, senior, etc. etc.; memoranda; staff notice boards; reports; staff associations.

"The success or failure of such communication depends to a great extent on the attitude of management. Effective communication makes people more aware of their working environment. In such situation people will 'obey' because they want, attitudes become more rational and view points less entrenched. Work become more of a pleasure and job satisfaction increased". 39

According to Rogers and Weber successful communication is a key stone of good administration, and yet communication is one of the difficult of all functions to carry out. Failure of communication produces mis-understanding of objectives, feelings of isolation and working at cross-purposes with attendant expense and adverse effect on morale.

The results of staff meeting should invariably be recorded and copies of minutes distributed; otherwise discussion will have to be repeated all too often, after a few months lapse. If confidential or sensitive issues are discussed that require privileged treatment, an edited version can be released ". 40

Adrian Mole pressed that "ineffective or inefficient organisations are the results from failure to understand and apply the principles. Again he said that on occasions, even controllers may be held responsible for failures, since they too can be 'a mantes' who do not appreciate scientific management. But in general, strife disagreement absenteeism, low productivity are all held 'to result from the failure to grasp and apply the principles " . 41


Porter attempted to show the differences in the importance of various needs among groups of individuals at various organisational levels. He investigated bottom and middle management levels and concluded that greatest differences in the frequency of need fulfilment deficiencies between bottom and middle management positions occurred in esteem security and autonomy need areas. These needs are significantly more often, satisfied in the middle than in the bottom management level. He again suggested that higher order psychological needs were relatively the least satisfied in both bottom and middle management level. Self actualisation and autonomy needs were consistently regarded as least satisfied at all management levels. Lastly porter hypothesised that "The fulfilment of security, social, esteem, autonomy and self actualisation needs will vary significantly at various job levels in library system". 42

Personnel turn over signifies shifting of a work force to another due to absence of employees or some other causes. The causes of absenteeism and turn over are varied since it is the result of number of factors (1) relating to job; (2) relating to employee; (3) relating to methods of handling people (human beings); (4) availability of opportunities; and (5) methods and techniques of recruitment.

Wilson and Tauber are of the opinion that personnel turn-over should be primary concerned of the library that "Turn over of staff is one of the best means of evaluating the personnel policy of a library. If the turn over is excessive, it may mean that individuals are anxious to leave the service of the library for certain reasons. It is usually costly to the library, since training becomes overly expensive, and it has a deadening effect upon the staff morale on the other hand, if there is little or no turn over the library personnel picture may take on a dull hue. This does not necessarily mean that individuals should not think in terms of a career in a particular library system. Some University libraries have done a remarkable job in training leaders for other library systems."
Industry and business have been much concerned with turn over of staff, primarily because of the financial burden it causes. Libraries have been concerned with it for this reason, as well as for the effect upon the services. 43

Evans stressed that attempts should be made to solve the problems of the unsatisfactory employee by one or other methods that "There are really only three methods with effective supervision that can use in dealing with an unsatisfactory employee: (i) attempt to help the employee, improve his or her performance; (ii) transfer the employee to a place where in that person might be effective; or (iii) discharge the employee." 44

Evans again suggests actions to be taken against the unsatisfactory employees that "The primary question to consider with an unsatisfactory employee is: How long has the persons behaviour been this way? Is it recent, or has it been building up over a long period of time? If it is recent,

the supervisor should try to find out where the difficulties lie by discussing them with the employee. If it is a long standing problem, there will be a record of discussions, and when performance declines to an unacceptable level action must be taken.

If the problem is absence or late arrival- in case of new employee- then the problem should be explored. Adjustments in the work schedule might overcome problems that might not easily surmounted any other way. Such problems might even provide a chance to explore a concept such as 'flex time' for the entire department, or a 4 day, 40 hour work week.

A problem of friction with co-workers must be resolved soon, and the result is usually either transfer or discharge. Discussion rarely works here, because such problems are almost two-way problems.

An accepted way to avoid the problem of unsatisfactory performance is to use the probationary period effectively. If there is still question at the end of the period, the supervisor should either extend the probation or terminate the person.
Herzberg stated that some employees are motivated only by hygien factors because of their training and because of the things that have happened to them. He concludes that these "Hygien factors have not reached a stage of personality development at which self actualising needs are active. From this point of view, they are fixed at a less nature level of personal adjustment". Thus job enrichment is not likely to increase that level of motivation of such individuals to any considerable extent. Motivation comes only from within the individual, and all managers can do is to create the environment and the job in which this self actualisation is facilitated. 45

Management by objectives become primary concern of libraries to day. One polytechnic librarian reports that his library is now on the sixth half yearly management by objectives cycle. He says "we are now operating at a level three to four times that of 1973-'74, no matter how one counts this (Stock, issues,quiries, reader visits, etc.) without any increase in staff. I cannot attribute this progress to MBO, but it has certainly helped. There have been considerable slack or at least potential in the system, despite past (and present) complaints of staff shortage". 46

Geoffrey Vickers has observed that "it is misleading to think of managers really seeking 'goals'. Their concern is rather to get into a particular direction and stay in that direction, that is, a sustained complex of activities from which benefits will accrue, costs will be minimised, clients satisfied, and objectives achieved along the way. Goals will be criteria (norms)". 47


Management by objectives will underline a set of certain objectives of the organisation concern and approaching them for fulfilment. These objectives are measurable with time limits required. George Odiorne defined it as a process where by the superior and subordinate managers of an organisation jointly identify its common goals, define each individuals major areas of responsibility in terms of the results expected of him, and use these measures as guides for operating the unit and assessing the contribution of each of its members. 48

"It is characterised by a management or leadership which defines the roles and tasks for both the group and its individual members. The roles of these members are structured around the activities or functions necessary to the accomplishment of present objectives. Management furnishes them with the needed tools, equipment and facilities to achieve the task and objectives assigned. The organisation creates through management, adequate policies, procedures, authority accountability, and responsibility for fulfilment or organisational

objectives. Organising is a distinctive basic managerial function which is concerned primarily with formal structure as a means of gaining effective group action ". 49

Reporting is an important part of communication from one individual to another enabling inter relation of different parts of the organisation into total system.

"The administrator is obligated to keep his superiors informed of his organisation's performance and needs. This is done by reporting. Through adequate records, research, and accumulation of data, the librarian is able to reveal the condition of the library. This information also provides him with evidence for determining the efficiency of the enterprise for which he is held responsible ". 50


Performance appraisal is a method of performance evaluation, review the efficiency and measuring the staff effectiveness on a particular assignment to an employee in order to make the information available which is necessary for making transfer, promotion and deciding salary increase etc.

Prof. Wilson and Tauber remarked that "when used to measure the effectiveness of library workers, production records have certain definite limitations. Obviously, this sort of measurement applies primarily to library work in which tangible items may be relative difficulty of the work must be taken into account before any attempt is made to compare the effectiveness of one worker with that of another. Production records are most valuable as a means of measuring the work of employee when they are restricted to routine, repetitive types of work, such as filing, typing, mimeographing, and stencilling." 51

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Evans clearly pointed out the usefulness of performance evaluation and supervisors role that "In actuality, performance evaluations provide employees with formal feed back, however, the supervisor should provide informal daily comments and periodic written comments as well. This is supervisors job. In addition to the feed back, evaluations provide a chance to discuss long term problems and goals. If they are not approached in a positive way, formal evaluations can do more harm than good."

One step to take to avoid problems is to make evaluation on continuous process so that the people coming up for evaluation every six months or once a year do not have a long period of time of uncertainty regarding what will be said. Constant informal evaluation and occasional written comments during the year can significantly reduce staff stress.

A healthy system provides for a two way exchange between supervisor and subordinate. Each should be free to voice satisfaction or dissatisfaction. The supervisor needs to be consistent in evaluation. Standards should not shift from one week to the next or alter from one employee to
another. Remember, it is the end result that is being evaluated, not the approach (So long as the approach does not cause trouble or problem)". 52

He further pointed out the problems of evaluation that "A real problem in appraisal is that many supervisors have only vague impressions of the ability and worth of their subordinates. They will very often praise them in general terms "One of the best " "Real potential " "A great asset "- yet they seldom have specific incidents to back these statements. This can occur as a result of the "Halo effect "- a single incident, good or bad, can actually form a person's entire opinion of someone else, and all this can take place quite unconsiously". 53

**Delegation of authority** is the means of structuring the organisation to achieve the objectives of its goal.

Library is a social system within which an informal organisational structure exists. Responsibility will create within a person when an assigned work is accepted. If the authority

changes responsibility also changes and change of status will accompany. " The status that subordinates assign to an individual is not entirely the result of formal authority and rank. Most persons dislike taking orders from persons they consider equal to themselves unless this "right" has been established by custom or performance.

The use of titles and other status symbols can be useful, but they also can be detrimental. A manager should never attempt to use titles or status symbols as a substitute for real reward for work performance, especially in place of promotions or salary increase.

When titles are used, they should be used for clearly defined activities and abilities. Yet in many libraries, there is no clear distinction between the abilities skills and training required for top grade clerical personnel and beginning grade librarians ". 54

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Job enlargement (enrichment) implies the increase in number of operations performed by an individual. Herzberg opined that doing a little of this and a little of that was no way to motivate people—it is similar to being allowed to wash silver-ware, than pots, and then pans, in addition to being regularly assigned to washing dishes. An investigation of this areas could prove to be profitable for libraries, as Herzberg seems to have identified—the job itself. Like other complex organisations, libraries, despite of their apparent homogeneity, differ considerably with regard to their organizational history, leadership climate, and even goals and objectives. Library procedures vary from library to library and so much personnel practices and supervisor styles according to the peculiar development, needs, and personnel in any given library. Library managers must therefore be skilled in adaptation of existing principles of motivation to local requirements.

Professionalisation as defined properly by B.M. Headicar "Profession is not merely a collection of individuals who get a lining for themselves by the same kind of work, nor a group organised wholly for the economic protection of its members, although, naturally, this aspect is not overlooked. It is really a body of people who carry on
their duties in accordance with rules designed to enforce certain standards, with two main objectives the better protection of its members and the better service to the public. 55

Bundy and Wasserman pointed out the relationship to be maintained by professionals that "In professional client relationship, the client relies upon the professional for the expertise which his problem or situation requires. Viewed from professional institution relationship, professional performances are conditioned by the bureaucratic setting within which a professional works. A professional should have freedom to function independently, to exercise his discretion, to formulate his own independent judgement in client relationship based upon his own professional standards, norms and ethical considerations. However, the professional must not be oblivious of institutional requirements which may be enforced to ensure best service to the maximum number of clients.

In professional-professional group relationships, the patterns of the librarians' behaviour and his continued professional growth are involved. 56

Kalpan pointed out rightly the need of professional status. "Librarians believe that they are members of a profession, and they refer to themselves as having been trained professionally. Yet librarians argue that they lack the status of doctors, professors, scientists and other high-ranking professionals. This lack of high status is of great importance because there is a direct relationship between decision sharing opportunities and high-status professionalism; that is, the higher the status of a profession, the greater will the opportunities for decision sharing within the employing agency." 57

"Librarians perform a teaching and research role inasmuch as they instruct students formally and informally


and advise and assist faculty in their scholarly pursuits. Librarians are also themselves involved in the research function, and many conduct research in their own professional interest and in the discharge of their duties.

Where the role of college and University librarians .... requires them to function essentially as a part of the faculty, this functional identity be recognised by granting a faculty status ". 58

Even when librarians are given professional titles they cannot hope to compete for status with professors. With respect to the position of professors, one observer has written: 'Faculty power .... has its roots in the individual professor's freedom to defend his work in a fashion uncharacteristic of most employment relations. The nature of the academic enterprise justifies such freedom on the ground that it is conducive to the best research and teaching ". 59


Wilensky identified 6 steps for gaining professional recognition that "of relevance is the manner in which occupations have won professional recognition.

At least six steps are required:

1. The occupation requires the full time of its members;
2. Formal training is initiated;
3. Training is recognised within universities;
4. National and local associations are formed;
5. A code of ethics is adopted; and
6. Licensing and certifications are established". 60

The average professor, according to one sociologist, does not believe when he is served by a librarian that he has been saved from a serious difficulty. Moreover, there has been little research and thus little accumulation of knowledge relative to the central task of librarianship, the organisation and codification of library materials and the development of principles concerning the retrieval of such information". 61


According to Pierce Butler "the true path of professionalism, was in the acquisition of a 'specific humanistic perspective'. The goal of librarians, he claimed, should be the promotion of wisdom in the individual and in the community". 62

The 1950s were characterised by an increasing percentage of graduates entering the profession. The majority of students taking the course has worked in libraries before entering the schools and had a firm commitment to a career in librarianship. In 1960s considerable changes took place in professional education. Direct entrants were admitted to a majority of library schools. Considerable improvements were made to the syllabi for post graduate courses. Higher degree courses in library and information science were established. In 1970s pressure on post graduate places has increased. Considerable attentions has been paid to the question of upgrading the professional qualifications in 1980s.

Incentive programmes started as one part of 'scientific management movement' along with the concept of 'piece rates' or payment of a specified amount per unit of

the work output. In the modern view of compensation pay-
ment to employees is that the ultimate gains of an organi-
sation must be shared by organisation as well as the
employees. Due to the concept the question of profit
sharing, payment of bonus, and sharing the gains in pro-
ductivity raise.

"The incentive system of payment is likely to yield
less cost per unit of production since the workers contrib-
ute towards work performance to the best of their capabi-
lities by working in a relatively better organisational
climate that generates a sense of discipline, good will,
co-operation as well as belongingness amongst the workers.
Available research evidence suggests that, on the whole,
incentive plans have resulted in increased output and
reduced costs". 63

63. Opsahl, R.L. and Dunnette, M.D., "The role of
financial compensation in Industrial motivation",
Psychological Bulletin, Vol. 63, N. 2p Feb., 1966,
PP. 98 - 114.
Fringe benefits precisely implied the extra benefits provided to the employees in addition to normal wages, salaries. According to Cockman, employee’s benefits and services or ‘fringe benefits’ are those benefits which are provided by an employer to, or for the benefits of, an employee and which are not in the form of wages, salaries and time related payments”.

One of the practice that is characteristic of many American University Libraries in improving staff relationship is the afternoon tea. Practically all librarians permit such attendance, provided there is no disruption of the work of service departments. The use of serving time for tea has been considered justifiable because of the beneficial effects of a brief rest period. It is important, however, the departmental heads do not permit the tea time to develop into uncontrolled social gatherings. Staff rooms are usually equipped with kitchen and supplies for such activities. Staff members are generally allowed ten of fifteen minutes of free time for this purpose.

Mental health and personal poise of staff members are essential if satisfactory service is to be given to students and faculty members. Staff members who are handicapped by ill health or, physical disability constantly require medical attention and special leaves of absence. Their requests for irregular dispensations, beyond the usual sick leave provision, often leads to work to the disadvantage of the more capable and responsible staff members.

"In some of the large libraries considerable attention has been given to this problem. Plans for conservation of the health of employees during their working period are instituted as a method of reducing loss of time from illness and of lessening the library's liability for benefits to employees provided under insurance and retirement programs."

65. Employer- Employee relation 

Upto the end of second World War, the union emphasis was mostly on wage increase and other benefits relating to wages, hours and work schedules and payments for time not worked, but later the emphasis shifted to bargaining with

regards to retirement plans as well as health and welfare programmes, which resulted in considerable growth of such types of benefits. After 1950, pension schemes and other welfare plans were well entrenched.

Yoder pointed out "Employee benefits have their inception in employment and most of them hinges on a continuing employment relationship. Employment security (the assurance of continuing work or work related income) may thus be regarded as a basic type of benefit ". 66

Dougherty pointed out some points of confusion regarding role and benefits between professional and other staff that "Librarians spend more time away from their 'desk'. They actively engaged in the governace of libraries, and they spend more time at conferences. The tasks they performed must now be performed in their absence by assistants. Although this process of reassignment has created new opportunities for library assistants, the added responsibilities too, often have not been accompanied by commensurate rewards.

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There is growing evidence that library assistants perceive that the gap in salaries and other fringe benefits has widen between librarians and themselves rather than narrowed." 67

Security:

Evans stressed the importance of fringe, security and safety benefits that "A supervisor has little to do with the creation of the elements in a library's personnel system. Usually the system is imposed on the library by an outside agency, although, in larger libraries, there is one person who is responsible for supervising the implementation of the system. Overseeing fringe benefits is usually the job of the personnel officer. Vacation (time earned, possible loss of accumulated time, and approval), insurance benefits and retirement programs are all parts of personnel work. Explaining differences in insurance plans, helping with claim forms, and scheduling vacations may not seem to be very important to the larger picture of personnel work, but they are quite significant to the employees (even though Herzberg sees them as only hygienic factors)." 68


Rogers and Webber rightly placed the role of supervisors and employees in getting the objectives of the organisation. "The good supervisor will convey a sense of the "Mission" of the library, will explain how each task is important to the over all effectiveness, and show interest in the individual's job problems, and will encourage suggestions for improving the organisation.

Participative management theory states that employees are motivated by drawing them into the decision making process so they can relate their personal goals and achievements to those of the organisation. This philosophy is increasingly important in libraries as they become highly organised with hundreds on their staffs". 69

McAnally pointed out that "administrative councils had been established since 1945 in many American University Libraries, such as Chicago and Illinois and as long as 1936, a conference of eastern college libraries at Columbia University was devoted to staff participation in library management". 70

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Steuart, R.D. pointed out the changing concepts of library management towards human relation that "participative management or orbital organisations, allowing for decision making at lower echelons, has been bitter pill for many an autocratic administrator who sees his 'paternastic' approach to management threatened. Whole new concepts of management began with the development of theories set forth by the human relations schools, proposing a growth in participation and a change in the hierarchical structure of organisations. Fortunately this concept is now beginning to penetrate the hard shell of libraries, reflecting a maturing approach with a shift in management philosophy. Library management in general however has not yet taken full advantage of the theories of these schools". 71

**Collective Bargaining** as a technique for the accomplishment of the needs and objectives of employees as well as employers is an integral part of an organisational society.

71. Steuart, R.D., 'Education for library administrators'.
According to Carpenter, collective bargaining is "a process of determining and administering the terms of employment of the duly constituted representatives of management and labour through the power or reason". 72

Mc Farland pointed out that 'Since job evaluation has become more and more subject to collective bargaining, consultation, if not direct co-operation with unions at all stages of the development and use of the programme may be desirable. Recommending the provision of a job evaluation committee with union officials participating in it, Adolph Lanysner and H.G. Zollitsch have emphasised that union worker participation provides more accurate information on jobs and contribute to the possibility of gaining acceptance for the plan". 73

UNIONS:

Rogers and Webber expressed the necessity of unionism in libraries that "Library staff members have been encouraged to move toward unionisation because of more permissive state


laws on the subject; the success of kindred professions, especially teaching through unionisation; the appeal of labour movement; and the belief that belonging to a union is far more socially acceptable than it once was. Although library unions continue to be interested in wages and working conditions, they have widened their horizons to demand greater participation in decision making. 

Harrison Bryan emphasised the need of communication in a library. "The need is three fold; first, accurate communication downward to ensure that policy decisions are properly implemented; second, adequate information flow downward and sideways - to keep members of the organisation aware of development in policy and of the environment in which policy and executive decision are made; and third, a clear channel of communication upwards. This last is quite vital. Two good selfish reasons should encourage the chief executive to have forwarded upwards all comments, suggestions, criticisms and complaints. The first reason is that members of staff will work better if it is known that what they have to say will be listened to and if there is a real alternative offer to the discontent engendered by the repressed complaint."

The second is that constructive suggestions in detail on work flow and improved services are much more likely to be conceived at the workface (particularly if those employed there are encouraged to believe that management will be receptives) than through arm chair ratiocination by executives". 75

Evans pointed out the difficulties in representing to the collective bargaining session that "a more difficult step is determining which union or group the library staff wants to represent them. For instance, in the United States (and in other countries as well), librarians have a number of choices when deciding on bargaining agents—everything from creating an independent, unaffiliated union to affiliating with a large nation wide labour organisation". 76

At present in some countries, the national library association functions as the bargaining agent, and eventually this may come about in all countries.


Academic Libraries are existing as a sub-system within a parent organisation. The term authority implies power derived from office to perform some kind of service by means of administrative process. Wilson and Tauber stressed the importance of the policies of parent body for smooth running of a library that the nature of the policy which governs the internal organisation and administration of the university library depends, in most cases, on the prescribed regulations, by laws and proceedings of the governing body of the university or of the faculty or senate or other university body to which the governing body has delegated authority for formulating such policy.

Studies in India:

Mittal, R.L. mentioned the purpose and need of proper management in a library that "the line and staff types of organisations create certain problems like lack of co-ordination amongst various sections. Even overlapping of duties is reported many times. It is thought advisable to define, once for all the functions and duties of each person and it is done by dividing the whole library work by the types of jobs involved e.g. acquisition, classification, cataloguing, reference and circulation etc."
In this type of organisation, all the aspects of each particular job are put together under one section in charge. For example, all the reading materials are acquired by the in-charge of Acquisition section irrespective of the fact that the books relate to different subject and language. Similarly, the incharge Technical section is responsible for the classification, and cataloguing of all books irrespective of the fact that these belong to different subjects and language. It is claimed that in this way, the functions of each person are clearly defined and overlapping is completely eliminated and specialisation in particular jobs is secured. The Chief Librarian and Deputy/Assistant Librarians are relieved from attending to the routine jobs. They are able to devote their time in planning for future policies for the development of the library and in preparing programmes for closer relations between the staff, the reader and the book ". 77

Ranganathan pointed out the ways to increase the accuracy and efficiency and also solve problems in increasing

the number of library staff that "the principles of effective correlation assumes special importance in library administration as library has to work on all days and for long hours as the service rendered by the library has to be characterised by an extraordinary degree of promptness and exactness, and as the nature of books is such that accuracy of the highest order is necessary in handling them and in dealing with various records connected with them at different stages and in different sections. But proper co-ordination may mean an increase of staff and proper work, which may easily appear and still more easily be condemned as extravagance or red tape; but the test of economy lies further along the line, as to whether improved administrative to correlation is finding expression in over-all increased efficiency in point of quantity or quality or both ". 78

Bhagoliwal considered eleven principles for proper personnel management and industrial relations that (1) Employees must be dealt with in a way that they feel 'worth while' and inculcate in themselves 'a sense of belongingness' in their

out look to wards the organisation (2) Employees' reactions must be duly considered by the management in building their programmes or policy decisions (3) Employees must be recognised as 'Whole Men' who expect modern work to offer opportunities for a variety of satisfaction (4) Employees intelligence or strength must be assessed accurately but it should not be under estimated (5) Employees must be treated with fairness and justice (6) Employees must be provided with an acceptable wage structure, adequate wages, salaries proper working conditions, economic security benefits and services and the principles of equal remuneration for equal work should be accepted (7) Employees must be encouraged to earn rewards i.e. the rewards to be received by the employees should be commensurate with their efforts towards accomplishment (8) Employees must be comprehensively taught the content and implication of the personnel programme through proper media of education good propaganda etc. in language that they know and in a manner that can be well understood (9) Employees must be supplied with all relevant information on matters of mutual interest at the right time through a properly devised communication system (10) Employees must be convinced about the competence of executives (11) Employees must realise that the benchmarks or principles talked about by executives are a part of their daily routine and acts". 79

Krishan Kumar pointed out the degree of management that "Managing is an extremely important human activity. It is the job of a manager to design, create, and maintain conducive environment so that personnel working in groups are able to perform effectively and efficiently to achieve selected group goals. A manager operates in an environment affected by internal and external factors". 80

Further he pointed out the requisite qualifications of a manager as "A professional manager is expected to possess fundamental knowledge of concepts, principles and theories of management. Theoretically speaking, given this knowledge and requisite experience, a professional manager should be able to manage almost any organisation, irrespective of its setting. A library is an organisation. Therefore, a professional manager should be able to manage

it with the same basis of skills as are required in managing any other type of organisation. However, a library is somewhat different from other organisations especially because a library is a non profit making organisation and usually provides free service to its patrons". 81

Personnel administration implies a process of getting the best of the employees of an organisation by means of judicious selection, tactful dealing and by seeking their replacement if necessary.

"The functions of personnel management may be grouped under the following broad headings: (i) Job analysis (ii) Job evaluation (iii) Staffing (iv) Recruitment and selection (v) Tests (vi) Placement (vii) Induction (viii) Training and (ix) Wage and salary administration". 82

"According to the suggestion of the Ranganathan Committee, library staff is classified into four broad categories i.e.,

1. Professional Senior;
2. Professional Junior;

81. Ibid., P. 7.
3. Professional Assistant; and

4. Semi-Professional ", 83

Despande pointed out the need of job analysis properly that "A modern university is a complex affair. In order that the moneys invested in the construction of a building, in the furnishing of the building, buying of books and the appointment of staff are transformed into efficient services to its clientele, it becomes necessary that the duties and responsibilities of the different sections in a library are defined and spelt out. A detailed job analysis of each section needs to be attempted so that each member of the staff knows what he is supposed to do and what is expected of him ". 84

Mathur stressed some important factors of library staff selection that "Universities have their rules and regulations concerning the selection and recruitment of staff. These are expected to be fair and equitable to all


and to be followed with justice and impartiality. But in
the actual practice distortions do take place and selection
is done besides the criterion of merit, unfair selection
leads to demoralisation among staff and the working atmos-
phere gets blurred.

It is better if this situation is avoided. Library
is a service institution. The staff should have aptitude
and motivation for dedicated service. Besides technical
qualifications and experience personal qualities should be
considered while selecting the library staff. Those who do
not have service spirit and the associated qualities have
no place for library work ". 85

Mittal spelt out the usefulness of training and its
methods that " A prospective employee may be properly
trained for performing a particular job/jobs. This will help
him to know the peculiarities of the job conditions of a
particular organisation. In this fast changing society, the
training in the use of new gadgets and machines is very
essential. The out put of a trained worker is better,

85. Mathur, P.P., ' Staffing university libraries in India
with reference to Uttar Pradesh University libraries'
both quantitatively and qualitatively than that of an untrained one.

Training may be imparted through many methods such as apprentice system, on the job training under study method, Educational Excursion method, and other visual method ".

Job analysis is considered as a device in modern libraries without which no effective personnel management can be carried out. Ranganathan pointed out the advantages of job analysis that "A careful analysis of the work into jobs and a full presentation of the results of analysis are possible. In fact, that is the business of the librarian. The first step in securing effective performance by an individual is to see that he understands and is properly prepared to perform the work. The second step is to create conditions which stimulate him to put forth his best efforts in performance. The two stages are related; for the very first essential is interest. Interest, in turn, is closely

connected with the understanding of the work and confidence
in one's ability to do it well. The setting in of these
factors will be facilitated by a ready made job analysis in
writing. A job-sheet describing in detail the routine for
completing the job should be furnished to the person doing
the job.

"Even after a learned technically trained staff
came to be recruited, the library authorities blinded by
tradition would not perceive the need for revising the scale
of salary that was originally designed but to attract and
retain the care taker- librarian and the clerk-librarian",

Ranganathan had made attempts to systematise the
library management in India since 1931 along with the publi-
cation of his book "Five Laws of Library Science".

Siva Swamy Aiyer in his "Forwarding of Five Laws of
Library Science" expressed "a large mass literature has
grown up about this subject, library associations have been
started in many countries, Chairs have been founded in several
Universities for the teaching of library management; and
number of library journals have come into existence.


Sarda Ranganathan Endowment for library science,
Bangalore, 1988, P. 63.
Attempts have been made to systematise the knowledge on this subject and it is now claimed that it has attained the status of a science. Whether the organisation and management of libraries is to be regarded as a science or an art, it is needless to consider. There can be no doubt, however, that there are certain essential principles underlying the management of libraries according to present day needs and conception.

The author of this book has sought to expound these principles in a systematic form. He has been able to reduce them to five cardinal principles and has developed all the rules of library organisation and management as the necessary implications and corollaries of his five laws”. 89

Mookerjee and Sengupta discussed the significance of job analysis that "Job analysis finds out or analyses the jobs to be done, specifies the responsibilities implied in each job, determines the qualifications required by a worker to be able to do the assigned job satisfactorily.

89. Ibid., P. 11 - 12.
Thus it helps organisation, planning and effective correlation and co-ordination and determines job opportunities available in each type of organisation. 90

Maturity in leadership, intellectual and technical competence, belief in the human philosophy of life, technical interest and excellence are qualities that are must for an administrator. Librarians who wish to fight ignorance with the torch of knowledge must be humanitarian first and humanitarian last. They must vibrate with tender feelings of love and sympathy. 91

White pointed out the nature and policies of treatment of university authority towards university libraries in India that "At most of the universities, the library is not recognised as one of the authorities of the university. Omission from the statutes of any definition of its (university library) scope and nature leaves a sort of no man's land of

uncertainty and lack of order ". 92

" The result is that at most of the university libraries, there is no proper government, though university authorities do claim and say that they have constituted library committees for the governance of their libraries ". 93

The University Librarian should be given autonomy and status to maintain a good workable personnel relationship in the library. Srivastva and Verma rightly pointed out that " The librarian must be given a position and status that may help him work in co-operation and co-ordination with others and the librarian too should exhibit through his actions and services that he is shaping the library into an active centre of research and learning ". 94

Studies in North Eastern States of India:

In this region library personnel are facing more problems than the rest of India. Library authorities of the states are yet to recognise that academic libraries have to support in maintaining the standards of education in the states.

92. White, Karl M., ' A survey of the university of Delhi Library ', Planning Unit, University of Delhi, Delhi, 1965, P. 61.
94. Ibid., P. 56.
Lakhar pointed out the actual problems faced by the library personnel in Assam that "There are different categories of libraries functioning in different places of Assam. These libraries have their own problems which stand against the natural growth and proper service. The limited budget, improper accommodation, inadequate stock, poor information infrastructures, multifaceted problems faced by the library personnel are some of existing problems affecting the operation of libraries."

Unlike other states, library personnel in Assam, during their service period face problems relating to salary scales, status, promotion prospects, working conditions etc. These conditions naturally play an important role in creating right kind of attitude and environment. The concerned areas should pay due heed in order to work out a workable plan to face the challenges of time, failing which it will leave library service in Assam in a poor shape ".

95. Lakhar, Narendra, 'Library personnel in Assam-some observation ', In: C.P. Vashishth, ed., Library and information services in India, assessment and effectives, ILA, Delhi, 1989, P. 197.
"The recommendations of UGC regarding pay scales to university library personnel have not been implemented. Though all the three universities of Assam have claimed 100% acceptance of the said common pay commission report, it is still not a fact. The Assam Agricultural University librarian has got different scale which is higher than that of Gauhati University Librarian ". 96

Solution of the problems of the user's environment lies between the user community and library management. Lahiri pointed out that "This mutual understanding will certainly help to bring an adequate 'information marketing' mechanism ". 97

96. Ibid, P. 200.