

Human Resource Management in University Library: An Evaluative Study in NEHU, Tura Campus, Meghalaya.

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Abstract :

The paper briefly describes about Human Resource Management in University Library in Tura Campus, Meghalaya. The study is focus on the performance of the library staff working in different section of the Tura campus library. The study also aims at finding out various impediments face by the staff in providing services to the academic community of the campus. Providing the best library services for the users' satisfaction is the motto of any library in the world, where human resource plays a crucial role in its success. The study is carried out among the library staff working in the Tura campus library. Personal interaction with the staff and observation during the working hour was carried out to collect the relevant data. The finding of the study will help us to improve the library services in the university. Necessary suggestions are also incorporated by the authors for overall improvement of the library services and professional development of the staff in the campus library.

Key words : *Human Resources, Library staff, University Library, Management, Services.*

Introduction

Human resource management is a function in organizations designed to maximize employee performance in services of their employer's strategic objectives. It is primarily concerned with how people are managed within organizations, focusing on policies and systems. Human resource departments and units in organisations are typically responsible for number of activities, including employee recruitment, training and development, performance appraisal and rewarding (e.g. Managing pay and benefits systems). Library is a non-profit organization where human resource also plays a vital role in success of such organization. Qualification, sincerity, responsible, energetic, innovative, good work culture and reward is very essential for the success of the library. Achieving the library's goal in the campus is entirely dependent on the performance and output of these staff. Rooks (1988) urges that, in today's world the library finds itself competing with commercial profit

making endeavours in the information industry for trained, qualified librarians and information specialists. To succeed, libraries must adopt sound principles of management specifically in the area of human resources. Library is only good as its staff. Rubin (1991) too points out that the human resource manager must have a sound background in the development and administration of personnel policies and procedures; but managing people also entails an understanding of the psychological and sociological forces that affect worker attitudes and performance. He further stated that, many of us work within the personnel practices of our state or parent institutions. We certainly have the latitude and responsibility to manage our human resources to make the most of library performance and to recognize the worth of the individual employee. Again, Pandey (1999) also suggested that the selection and appointment of library staff should be done very carefully, because much of the success of the library staff members on the job in a library depends upon skilful personal administration.

Human resource plays a crucial role in success of any non-profit organisation like library. Assessing the performance of the staff, knowing various barriers in the functioning of the system and making necessary rectification and improvement in functioning is the need of today's library management. Furthermore, various issue and problems of the staff should also be considered seriously for the proper functioning of the campus library.

A Brief History of NEHU Tura Campus Library

North-Eastern Hill University, Tura Campus Library was established in 1996 with an objective to serve the academic community of the University. The Campus Library is the backbone of all academic activities for students, research scholars, faculty and staff of the University. Since its inception it has been playing a very vital role in updating the knowledge of the learners and information seekers. The Campus has a Central Library, one Library in the Dept. of Management and one library in Chandmari Campus. The Campus Library has a collection of more than 23,315 volumes and 939 bound periodicals and subscribes to 140 journals both national and foreign. The library also provides facilities for free direct access to e-journals and databases from India and abroad. Now, any library users can access journals listed in e-resources like American Chemical Society, American Institute of Physics, American Physical Society, Annual Reviews, Blackwell Publishing, Cambridge University Press, Economic & Political Weekly, Elsevier Science, Emerald, Institute of Physics, ISID, JCCC, JSTOR, MathSciNet, Nature, Oxford University Press, Portland Press, Project Euclid, Project Muse, Royal Society of Chemistry, SIAM, Springer Link and Taylor & Francis.

The Campus Library is well equipped to serve the academic community of the university with excellent modern facilities and well furnished reading rooms. The Library started its Automation activities in the year 2004. Library is using LibSys-4 software, for its computerized house-keeping operations. The entire collection of the library can be browsed through on On-Line Public Access Catalogue (OPAC) in the library and Web OPAC from any location within and outside the campus.

Internet facilities are also provided to the students, Research Scholars and Faculty and staff to access the desired reading materials for their academic enhancement. The Campus Library is open on all working days from 9.15 am to 5.00 pm except on Sundays and public holidays. The campus library is making every effort to provide better services to students, research scholars, faculty and staff for the maximum utilization of the resources. For more than a decade the library has been serving the academic community of the university. The campus library not only caters to the academic needs of the Faculty, Research Scholars, Students and Staff of the university but also to other neighbouring academic institutions of the entire Garo Hills, Meghalaya.

Library Sections

The Library has different sections: (i) Administration Section (ii) Acquisition Section (iii) Technical Section (iv) Circulation Section (v) Periodical Section (vi) Reference Section (vii) General Stack Section (viii) Computer Lab.

Library Staff Position

The campus library is having 18 staff which provides their services for the smooth functioning of the campus library. There is one Assistant Librarian, one Professional Asstt., five Regular Multi Tasking Staff, three NEHU contract employee and 8 eight additional staff from Out-Sourcing Agency for its smooth functioning.

Table 1
Present Staff Position in the Campus Library

Sl. No	Designation	No. of Post
1.	Assistant Librarian (AL)	1 (one)
2.	Professional Assistant (PA)	1 (one)
3.	Semi - Professional Assistant (SPA)	NIL
4.	Junior Library Assistant (JLA)	NIL
5.	Multi Tasking Staff (MTS)	5 (five)
6.	Contract Employee (NEHU)	3 (three)
7.	Outsourcing Staff (OS)	8 (eight)
Total =		18

Importance of the study :

NEHU, Tura Campus Library was established in the year 1996 to serve the academic community of the university as well as the region. Human resource assessment is very essential for the successful management of the campus library. Through the study we can

find out the performance of the staff and various impediments in the library management. This study will enable us to determine success or failure of the services, to assess the level of efficiency of the services and to identify what measures are needed in successful delivery of services. It is also felt that this study would put forth some innovative ideas to improve the services of the library and thereby putting into practical application in the campus libraries.

Objective

1. To assess the performance of staff in the campus library.
2. To find out various impediment in the library functions.
3. To recommend necessary suggestion for improvement of library services.

Methodology

For the study personal interaction and observation was carried out among the library staff working in different sections of the library to collect the relevant data. The study is conducted in NEHU, Tura Campus Library.

Findings

The study carried out in Tura campus library found that;

1. In the campus library, 70% of the staff are class X & XII pass and 30% person are graduate and above. Most of them have work for more than 10 years in the library without any library qualification and training which has hampered in giving better library services.
2. It is also found that 50% of staff are above the age of 40 years in which the performance level has gone down and less interested in the work. There is lack of responsibility and self sacrifice for any extra work. Sometimes staff in library is compel to work for extra time to serve the user need, where this is not seen in most of the staff.
3. It was observed that most of the staff are not punctual in coming to the library reasoning distance location and non-availability of frequent transport. These also lead to less output in the service due to late arrival of the staff. Some are even found comparing themselves with the other departments' staff of the university in punctuality for the work.
4. It is also observed that there is lack of work culture and competitive spirit among the staff, where they reason it was the difference in payment or salary with the regular employee, contract and outsourcing staff.
5. It was found that there is lack of team spirit and innovative ideas due to the old age, less education and same community employee.
6. It was also observed that lack of promotion and personal development opportunities directly affects in delivery the output of the staff.

7. It was observed most of the staff has been affected by external influence, believing on someone's misinformation and not believing in self capability or dedication to their work. This eventually effects in smooth functioning of the library.
8. The study found that 98% of the staff is not trained in the library profession where productivity is less and most of them find difficulties in delivering their services to the users' satisfaction.
9. There is lack of demonstration and communication skills among the library staff which hampered in delivery good library services to the users.
10. It is found that 90% of the staff are not trained and IT knowledge is nil which hampered the staff to give modern computerised service to the users even though the campus library is automated since the year 2004 onwards.
11. It was found that library staff suffered humiliation due to the strange behaviour of the users toward the library staff. Most users consider library staff are less qualified and are just custodian of books and other reading materials.

Suggestion

The Campus library is still in the developing stage since its inception in 1996 in Tura campus, even though it has been serving the academic community of the university for more than a decade. The library staff are putting their effort to give best services to satisfy the user of the campus library. The following suggestion may be put into practical application for the welfare of the staff and the campus library.

1. Recruiting staff and engaging them in the library work should be carefully done as they are dealing with different types of information and users.
2. Staff should be given training, career guidance and motivation for professional development for providing better service in the campus library.
3. Delegation of authority to the selected and responsible staff is essential for proper functioning of each section of the campus library.
4. Staff should report their section activities to the library authority and should be will to work in team for delivering better service.
5. Leadership quality is very important in the library. Working together with the library staff will lead in better service than to leave entirely on the subordinate staff.
6. Proper direction and coordination of work should be the first priority in the functioning of the library. Library staff should willing obey the higher library authority directions for carrying out particular task or work.
7. The library staff should develop leadership skills and quality to lead in front for any library activity not merely working on the demand of the library higher authority.

8. The subordinate library staff should respect their higher authority and fellow employee in work place and work with eagerness to bring improvement and new changes to the library services to suit the users' needs.
9. The University authority should formulate staff training, development and promotion policy for library staff.
10. Incentive and compensation plans for overtime work in the library should be framed for the welfare of all the library staff.
11. The library authority should initiate annual appreciation award for the outstanding staff to motivate the library staff.
12. The library staff should be willing to learn new things, accept new changes and willingly change from within their heart to give their best service for the campus library.

Conclusion

Human resource in the non-profit organisation like library is the main source of library's success. Management of this human resource is not an easy task as different individual with different ideas, working style and habits are put together to produce one good result. The key to library's success is in proper planning, implementation of services and resources, identifying users' needs, promotion, marketing and constant evaluation for further improvement. The campus library can achieved its goal through a good leader and willingness of library staff to change themselves from within their heart to do something worthy for their own workplace like university library.

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