



Need of Human Resources Management in the Academic Libraries

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Abstract

Human resource in academic libraries has acquired an important place in modern management. In the Libraries there are so many resources are available like as reading material, human techniques resources. But today human resources are acknowledged as the most valuable and important asset in any institution as well as in the libraries. Human resources is on which in the last utilized, only a small portion of the potentials is tapped and resources is on which in the last utilized, only a small portion of the potentials is tapped and put to work Human resources management as a major sub-system of all the institution including libraries. It is concerned with planning, procedures, and policies for filling up the operative positions. Even since selections, development, utilization of motivation of personnel's are integral aspects of any organized effort, HRM is inherent in all the institutions. The basic functions of management like planning, organizing, direction and controlling to manage his own department of the organization.

Introduction :

Simply put, HRM is a management function that helps manager's recruits, select, train and develop members for an institution. Obviously, HRM is concerned with the people's dimension in institutions. Organizations are not mere bricks, mortar, machineries. They are people, it is the people who staff and manage institutions. Decision made must influence the effectiveness of organizations. Effectiveness of institution must result in betterment of services to customers in the form of high quality product supplied at reasonable costs.

Job Description:

Human Resources management in libraries, job analysis leads to job description. A job description is absolutely essential for the purpose of recruitment, training needs and later for performance evaluation of the personnel's of the libraries. For and employee job description give a full understanding of activities to be performed, duties and responsibilities. Once a job, a work and an activity is established, a description of this job, a work and activity has to be written, giving all the detail about them. The detail such as major functions, duties and responsibilities, relationship of each to other

units of library, qualification and experience of the personnel's are given in job description. Although job description vary library to library. These contain generally the follow element.

Duties and Responsibilities: The duties assigned to the Librarian:

1. To formulate the policies, and regulations governing the functioning of the library and secure their optimum use by the students faculty members.
2. To direct the activities of the management library committee and participate in its deliberation as a member of the committee.
3. To make necessary recommendations to the higher authority on all matter pertaining to the status, promotion, change in the position or dismissal of the members of the library.
4. To select qualified technical staff of the library and make recommendations for their employment.
5. To guide and implement the process of selecting books and procuring other reading material for the library to build up a useful book collection.
6. To prepare the annual budget of the library and get it executed.

7. To procure gifts and other such donation of books for the library from the benevolent donors and the library patrons.
8. To present the report of the library to the library committee, To maintain relationship with faculty members, administrative staff, Director and Executive Director regarding the functioning of the library.
9. To extend professional advice and exercise administrative control over the staff of the faculty.
10. To represent the college library to its users, general public, the educational and library groups
11. To prepare the work schedules for the staff and supervise the task assigned to them
12. To help coordinate the instructional and research programmers of the college from the library point of view and bring to the notice of the faculties and the student members
13. To provide instructions, directions and advice to the individual staff working in the section in their work.
14. To elaborate, develop and improve the procedures and routines of the departments to needs the needs of the clientele more effectively.
15. To make recommendations concerning the appointments, promotions, grades of pay and other personnel problems.
16. Receives and respond to the feedback from users and staff supervision of established procedures.

Importance of Job Description:

The following are the importance obtained by preparing the job description of each person in the libraries

1. Job description satisfies various administrative and personal important needs of the persons.
2. It is absolutely essential for the purpose of recruitment, training needs later for performance appraisal for personnel section of the library.
3. It gives a full understanding of the activities, duties and responsibilities to be performed by and employee.

The Integrated Service Model:

A central feature of an information commons is the presence of numerous computer workstations and related equipment for patrons use. However, an effective information commons is much more

than simply a computer lab; the goal is for it to be a value-added service. A number of library services are often physically present in information commons, especially those pertaining to reference, research, multimedia applications, instruction, and general information desk. In addition to library units, services such as writing centers, tutoring, academic and career advising, and technical support are sometimes housed within the same space. Finally, information commons are designed to provide space for individual study and collaborative work for students and faculty.

Thus, information commons can be broadly defined as integrated centers for research, teaching, and learning, with a strong digital focus and often housed in or at least inclusive of a library. The most pertinent operating word in this definition is integrated. The ideal of seamlessness is quite prevalent in current library parlance, and many scholars have emphasized the importance of a continuum of service in which library users can locate, process, and use information in a single setting. Most clients who enter a library do not differentiate among, for example, the functions of circulation, reference, and information desks. Further, they increasingly do not expect to be sent to another campus building if they need to use a particular type of software to complete their information inquiry.

Staffing Arrangements:

Libraries have employed a variety of staffing arrangements to enable the ideal of seamless service to take place in the information commons. For example, describes two primary methods for providing integrated reference services in the information commons. In the first approach, a single staff member walks the patron through the entire process of finding, processing, and using information. This approach can be satisfying for both the staff member and client, but it requires a significant amount of expertise in a variety of areas on the part of staff member. Such an arrangement is often impractical because in most cases, there is simply not enough highly-trained staff to cover the information commons long hours of operation. In the second approach, staff members at a central information desk make the first point of contact with library users and then offer an

informed referral to appropriate staff with the required expertise.

Regardless of the exact model used, information commons staff requires certain skills to effectively carry out an acceptable level of seamless service. Naturally, reference skills are significant. The integrated resource environment requires librarians to have strong abilities in all types of print and electronic information retrieval. Reference librarians are in their element when engaged in this type of work, but other staff, such as IT Workers or student assistants, often do not have past reference training. Likewise, librarians and library technicians should have a certain level of skill with the software applications that are available in the information commons. While computer skills are requisite for library work in general, information commons staff must have a high enough level of knowledge to troubleshoot otherwise assist clients in all areas of processing information. In situations where staff members do not have the necessary expertise to answer a particular query, it is appropriate person who can meet the user needs. Finally, information commons staff must be able to give instruction to the student and faculty members who employ their services. Indeed, the core purpose the information commons is to provide a central location in which teaching and learning take place, and thus the willingness to teach must be a fundamental ethic shared by information commons staff.

Resistance to Change:

Library staff, whether they work directly within the information commons or not, are affected by the change that the new entity creates in the organization. Departmental structures, procedures for carrying out work, and arrangement of staff are all affected. The atmosphere of change can result in anxiety and resistance from staff at all levels of the organization. Common fears that generate resistance to change include loss of status within the organization, loss of niche of expertise, and anxiety over a lack of ability to perform new job tasks. In a similar vein, business psychologists suggest that competing commitments many produce resistance to change even amongst individuals who are generally flexible and adaptable. For example, a staff member may feel very committed to carrying out a new project but will be simultaneously committed to holding his or her current position within

the organization and will avoid compromising it. Furthermore, organizational culture and management practices can fuel resistance to change. The ideal of seamless service can be undermined by staff member's natural anxieties during the transition.

Feelings of stress can also deeply affect employee's reactions to change. There are a number of causes of workplace stress in libraries, including staff shortages, a lack of adequate training for required tasks (particularly in regard to technology), limitations on the staff's ability to fulfill their desire to serve all patrons, problem customers, inadequacies in supervision, and feelings of lack of respect within the larger organization. These feelings can be further amplified in the information commons setting. Staff who are uncomfortable with new tasks and who do not have adequate support from management may quickly become burned out or resentful toward their work. Physical and mental techno stress is often present in libraries and this can be aggravated in information commons, where most tasks are dependent on computers. Ergonomic workstations and opportunities for varied work tasks can relieve physical stress.

Training and Communication:

Management literature strongly emphasizes two essential strategies for managing change from a human resource perspective: training and communication. As described above, information commons staff require a certain amount of training to allow them to have a high level of job confidence and satisfaction, which should ultimately translate to effective customer service. It is important for managers to plan training programs carefully. First, any new job roles must be identified so that staffing needs can be assessed. Second, managers must assess the existing skills of current employees to address the areas in which training is required. Cross-training in a variety of skills areas is especially essential in the information commons environment. It is also important for staff members to gain an awareness of the operations of the other departments or specialties in the library.

Communication is always an essential element of management, but particularly in situations of change, effective communication reduces feelings of stress and anxiety and generally increases the smoothness of the transition. Managers must be forthcoming in

communication with employees about all levels of the changes. It is important for staff to understand how changes will affect their jobs on the everyday, micro level along with the relevant implications for the organization as a whole. Indeed, staff members are less resistant to change if they understand the reason for the change and how it fits into the organization's mission on a tangible level. If the plan for change is presented as too vague or incomplete, staff may be skeptical about embracing the change. In addition, any rearrangement of individual workers and departments requires new collaboration and cooperation amongst formerly separate entities. Staff members must be able to communicate amongst themselves as well as with managers, and in order for communication to be effective; all parties involved must be willing to listen to each other and to share their ideas.

Conclusion:

To summarize, the creation of an information commons involves a variety of human resources issues. The abilities and roles of staff members must be managed to fit them into the integrated service model. The values of cooperation and adaptability must be fostered amongst staff members. The causes of resistance to change must be carefully considered and alleviated through communication and training. All of these changes are intertwined with the culture of the organization itself. Even after staff have adapted to the immediate superficial changes presented by the information commons, they will need to internalize any new policies, values, and interpersonal relationships that will have a long-term presence in the organization. Pugh emphasizes the fact that attitudes, more than skill, is needed to foster learning. It is apropos that the library itself should have the culture of a learning organization, which above all is designed to allow change to take place. The effective implementation of an information commons requires an alignment between the learning ethic of the organization's culture and the management actions that take place in the realm of human resources.

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