

Interdisciplinary Course (IDC) – 151**Library & Information Science (LIS)****UNIT 2: HUMAN RESOURCE MANAGEMENT****Human Resource**

Human resources comprise the entire employees of an organization from top to bottom. Usually in any organization, persons or employees work at three different levels namely, Top, Middle and Lower

✓ 2.1 Human Resource Management (HRM): Concept, Needs and Purposes

(8 Marks Question)

"Human Resource Management is a strategic and coherent approach to the management of an organization's most valued asset; the people working there who individually and collectively contribute to the achievement of its objectives" (Armstrong, 2003)

The important points to note in this definition are:

- i) Strategic and coherent approach,
- ii) Human resources are the most valued assets
- iii) People working in organizations individually and collectively to achieve the goals and objectives of the organizations.

It is evident from these points of the definition of HRM that the top management in any organization must give the highest priority and attention to human resources with a clear-cut management policy for its growth and development. Such management policy should necessarily focus on the following points:

- The acquisition of knowledge and skills by every individual and group of the manpower force, thus building up abilities and capabilities to perform various tasks associated with the present and expected future tasks;
- Building up an organizational work culture in which team work at every level and maintain a discipline in the upward and downward communication flow, aiding professional welfare and the reputation of the organization;
- Providing built-in facilities for upgrading of knowledge and skills of every employee through appropriate mechanisms and instruments; and

Need for HRM

Among the other resources of an organization, the human resources are the only:

- organic living force, capable of acquiring new knowledge and skills, re-charge themselves according to environmental requirements, prone to flexibility and grow endlessly;
- force that can transform all the other resources into tangible products and services, as other resources will remain idle and unused otherwise;
- resource that has the knowledge and skills, abilities and capabilities, competence and control to build up the organization, develop its future growth, development, goodwill and reputation; and
- resources that can bring about an organizational culture do the strategic planning and operations and introduce any new technology, etc.

ii. Herzberg's Two-Factor Theory

Frederick Herzberg identified two categories of factors that influence employee motivation:

- **Motivators** Factors that lead to job satisfaction, such as recognition, achievement, and opportunities for growth.
- **Hygiene Factors** Elements that prevent job dissatisfaction, such as salary, working conditions, and company policies. While hygiene factors alone cannot motivate, their absence can demotivate employees.

iii. Expectancy Theory

Developed by Victor Vroom, this theory suggests that individuals are motivated when they believe their efforts will lead to desired outcomes. It includes three components:

- **Expectancy** The belief that effort will result in performance.
- **Instrumentality** The belief that performance will lead to rewards.
- **Valence** The value placed on the reward. This theory highlights the importance of aligning employee expectations with achievable goals and meaningful rewards.

iv. Equity Theory

Proposed by J. Stacy Adams, this theory emphasizes fairness in the workplace. Employees compare their input (effort, time, skills) and output (salary, recognition) with those of their peers. Perceived inequities can lead to demotivation, affecting performance and morale. Ensuring fairness in reward systems is key to maintaining motivation.

v. Goal-Setting Theory

Developed by Edwin Locke, this theory stresses the significance of setting specific, challenging, and attainable goals. Goals provide direction and encourage effort, especially when employees accept them and receive feedback. Organizations can use this approach to align individual objectives with organizational goals, enhancing overall performance.

Motivation is a multifaceted concept essential for achieving organizational excellence. By understanding and applying these theories, HR managers can design effective strategies to enhance employee motivation, ensuring a productive and committed workforce.

2.3 Duties of Library Staff and Job Description

Duties

Duties are an employee's obligations to perform tasks in a job; duties constitute a major component of the job.

Duties of Library staff

Library staff perform diverse roles, including leadership, planning, policy-making, and managing functions such as acquisitions, circulation, cataloging, and automation. They supervise tasks, evaluate performance, provide training, and ensure efficient and quality service delivery.

Classes of Staff in a Library

There are three classes of staff in a library as mentioned below:

- **Professionals** Librarians and other library specialists who possess at least a bachelor's degree or its equivalent in library and information studies.

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- lay down the policy of weeding out of documents;
 - consider request of the librarian for purchase of stationary items, furniture and equipment following university policies;
 - recommend staff requirements and appointments;
 - keep a watch over the implementation of library policy by the library staff;
 - recommend approval for marketing services and generating resources;
 - oversee budget estimates and approve apportionment of funds for different items of expenditure and library accounts and expenditure;
 - ensure preparations of annual and statistical reports by the librarian;
 - facilitate library to conduct stock verification by appointing a committee or outsourcing outside agency; and
 - appoint sub-committees for book purchase, staff recruitment, financial provisions, etc.

Short Type Questions (2 marks)

- Q1. Write short note on Leadership
Q2. Write the definition of HRM provided by Armstrong.
Q3. Write short note on Job Description
Q4. Write short note on Duties of Library staff

Very Short Type (1 mark)

Q1. What comprises human resources?

Human resources comprise the entire employees of an organization from top to bottom

Q2. In how many class the staff in libraries is distributed?

The library staff can be distributed into Three classes

Q3. Name the three classes of staff in a library

The three categories of library staff are: Professionals, Paraprofessionals, and Nonprofessionals.

Q4. What do you mean by Duties?

Duties are an employee's obligations to perform tasks in a job; duties constitute a major component of the job.

Q5. Write one attribute of Leader.

A successful leader must be professionally qualified, competent, and analytical.

Q6. What are the key responsibilities of supervisors in HRM?

Supervisors in HRM oversee performance, training, communication, and policy enforcement.

Q7. What challenges do supervisors in HRM face, and how do they address them?

Supervisors in HRM face challenges like balancing authority, managing diversity, and adapting to changes, which they address through effective management and best practices.

Q8. What factors contribute to effective Interpersonal relations in HRM?

Effective interpersonal relations in HRM are influenced by communication, conflict resolution, team building, employee engagement, leadership, mentorship, diversity, and employee well-being.

Need of Library Committee

The following are some of the reasons for which a governing body or a library committee is needed. A governing body of a library:

- serves as a buffer agency between the library authority and the librarian;
- serves as an interpreter of the requirements of the library to the community and authorities and to plead for more funds;
- assesses the financial support required by the library as per library standards;
- extends support to the librarian to defend important decisions having implications for the users;
- ensures better understanding between the library policy and the users;
- keeps the librarian on alert since it will also act as a watch dog of library activities.

Types of Library Committee

Based on the nature of their constitution, functions and purpose committees are known by different names. Academic libraries may also have such types of library committees.

- **Executive Committee**
Executive committee enjoys the powers delegated to it and it need not report each and every action to the library authority. It can also appoint sub-committees to execute or advise on its functions. Such committee is sometimes known as Management Committee.
- **Self-Perpetuation Committee**
This is a committee that is created under the provisions of a statute. It has got the power to control and manage the library that has to work under its authority. It is the final authority.
- **Reporting Committee**
A reporting committee acts within certain limits. Within the limits prescribed it can decide policies. Its decisions and actions within the limits need no confirmation from the authority. They are simply reported to it.
- **Recommending Committee**
This type of committee has no real power. It can only recommend certain proposals or actions and it is for the authority to accept them and act upon them.
- **Ad-hoc Committee**
Ad-hoc committee is a special committee appointed for performing specific jobs in a particular time. It is independent in nature and takes decisions expeditiously.
- **Sub-Committee**
To help the process of management, sub-committees consisting of few members are appointed. Members of sub-committees are persons with knowledge, experience and foresight. Reports of the subcommittees are submitted to the library committee for discussion and final decision.

Functions of Library Committee

Briefly the functions of a library governing body are to:

- formulate library policies and objectives;
- plan overall library development programmes and activities;
- compile and review the rules and regulations relating to the best use of library resources;
- select proper books, periodicals and other information records relevant and useful to the user community;

- **Para-professionals / Semi-professionals** Support staff including library assistants, library technicians who possess at least diploma certificate in librarianship.
- **Non-professionals**: Library attendants who possess at least high school education. This category of library staff also includes clerical and office staff for administrative services.

Job Description

(2 Marks Question)

After the job is created or established or sanctioned, the next step is to describe the job with regard to the educational and professional qualifications, skills, experience and personal characteristics required to perform the job.

According to Stuart and Moran, a job description provides a comprehensive overview of a role, covering all aspects from advertisement to training and performance. Job description generally contains the following elements:

- **Job identification:**
It includes the job title, i.e., nomenclature, department, pay scale, etc.
- **Job summary:**
It provides the details of the job's major responsibilities and justification for its existence.
- **Job activities and procedures:**
It includes the tasks to be performed by the incumbent. The duties and responsibilities of the job are laid down very clearly and without any ambiguity. The training required, supervision and task evaluation is also mentioned. This helps the employee as well as the supervisor as to what is to be done, what is to be supervised and what is expected from the employee concerned.
- **Relationship of the job to the total institution:**
It explains the internal as well as external relationship of the employee with various units of the organization. It also indicates the title of the person to whom the incumbent reports.
- **Job requirement:**
It includes the requirement of minimum acceptable qualifications, skills, experience, knowledge and abilities for the successful performance of the job. These details should not be un-realistic.

2.4 Library Committee: Concept, Importance, Types and Function

(8 Marks Question)

Library Committee

Library Committee is a body or organization consisting of persons who are assigned the job of governance of a library. The librarian alone cannot bear the heavy burden of governing, policymaking and managing a library. Though his/her colleagues assist him in the routines of library, the administrative and policy issues are to be shared by some more persons.

L.M. Harrod defined a library committee as "the committee responsible for the provision of a library service".

A governing body of a library is also known by different names like "Library Committee", "Library Board", "Board of Director", "Library Trustees" and "Advisory Committee". In India, such a governing body is commonly called a Library Committee. Hence, these terms are used here interchangeably.

Purpose of HRM

The very reason for investing in human resources is to increase the knowledge and skills of people so that the above HRM needs are met. Below are given some of the other purposes of HRM.

HRM is for:

- the survival and stability of the organization;
- the change and diversify of the business;
- running the activities more effectively;
- providing highest quality in products and services;
- playing a leadership role in the field, and
- combat effectively the competition in the market.

In a nutshell, the necessity for HRM is not only for the employees' competence, capabilities and abilities to be upgraded but for their motivation, dedicated participation, involvement and commitment also have to be simultaneously enhanced to achieve the organizational goals and objectives and to build up its future.

Factors contribute to effective interpersonal relations in HRM: Factors such as communication, conflict resolution, team building, employee engagement, leadership styles, mentorship, diversity and inclusion, and employee well-being contribute to effective interpersonal relations in HRM.

✓ 2.2 Leadership and Motivation

Leadership

(2 Marks Question)

Leadership involves influencing others to achieve organizational goals with vision and mission-driven approaches. Effective leaders possess qualities like subject expertise, professionalism, honesty, responsibility, and strong human relations skills. A good leader is democratic, encourages participation, and motivates employees by resolving conflicts, fostering collaboration, and simplifying formal systems. Leadership exists at all organizational levels and plays a crucial role in driving growth and ensuring success.

Motivation

(8 Marks Question)

Motivation is a fundamental concept in Human Resource Management (HRM) that refers to the processes and strategies employed by organizations to inspire and encourage employees to achieve their best performance. It plays a crucial role in fostering employee engagement, enhancing productivity, and ensuring commitment, which ultimately contributes to the organization's overall success.

Theories of Motivation

I. Maslow's Hierarchy of Needs

Proposed by Abraham Maslow, this theory organizes human needs into a five-tier pyramid: physiological, safety, social, esteem, and self-actualization. Individuals are motivated to fulfil the basic, lower-level needs first (such as food and shelter) before progressing to higher-level needs (such as self-esteem and personal growth). This hierarchy helps organizations understand employee priorities and design appropriate motivational strategies.