

**DEVELOPMENT OF MAN-POWER OF THE UNIVERSITY LIBRARIES IN
MAHARASHTRA**

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Introduction:

Library organisations fall into the same category of any other non-profit organisations in many respects. But libraries face more problems in the development and planning of man-power as libraries Service is user oriented.

In this information age, to meet the challenge of the fast changing needs of the society we have to develop man-power by adopting new policies and techniques because the success and quality of library service will depend on management, aptitude and efficiency of the library staff. Some human factors affecting to the development of the man power in these university in Maharashtra.

Man-Power planning and development:

Man-power development plan is systematised net work of the staff working in the library for finding out ways and means to satisfy the staffing need in the library concerned and to ensure that the staff is effectively used for improvement the qualities of service to be rendered. The nature of work to be done in libraries is subject to change from time to time. There will also be further change and pressure in future occasioned by the research oriented social demands. Planning is to be appropriately balanced and maintained with a view to the number of skill staff in hand, new technologies developed; to be developed and new policies are to be established to get the number of staff for timely service.

Herbert Poole stated that "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 economic constraints: there will be no enough staff to do everything, the campus community wants done."

Collins F Cayless pointed out the problems of expansion of staff in size that complexity results from expansion In size and range of collection in a variety of formats; larger library units in terms of personnel, creating organisational problems; more users requiring more efficient service.

The university libraries in this region are considered to be bigger libraries in the states. Though these libraries are academic in nature these libraries function as public libraries very often because of intellectualisation of the society in this region.

Basically there are two types of library staff (i) Professional and (ii) Non-Professional. The Professional staff may be further grouped into four categories (i) Professional senior (Management level) (ii) Professional Junior (section head or supervisory level), (ii) Professional Assistant (Technical-routine workers), (iv) Semi-Professional



(Auxiliary professional-routine and repetitive workers). Survey in respect of some human factors which need improvement for the development of man-power pertaining to the university and post graduate centre libraries has been made. In the following statement percentage and level of satisfaction of the readers in respect of service rendered to them by different categories of staff.

Non-professionals:

Do you get facility for going training in library service. Revealed that the readers get satisfaction decreasingly from the head of libraries to non-professional staff, though more percentage of readers got satisfaction from professional and non-professionals at 'to some extent' and 'to a moderate' levels. Second things is revealed that not more than 67.69 percent of the employees at professional and non-professional level get facilities for improvement of their potentialities. The employees were interviewed and observed that there are some factors which need to be improved.

1. Policy making for management.
2. Training facilities at different levels.
3. Brain- storming.
4. Human- relation.
5. Job description and assignment.
6. Absenteeism and turn over, Motivation.
7. (1) Participative management and collective bargaining.
(2) Professionalism and common platform in this region.
8. Review and Analysis of the outcome.

1. Policy making and Management:

The success and quality of library activities will mostly depend attitudes of servicing on the management, the attitude and efficiency of the man-power. Thus, management becomes very important in a service oriented organisation like library particularly for two reasons "Firstly, his staff themselves and it is not possible by inspection to reveal the and secondly, the cost of labour is likely to continue rising at greater rate than that of the manager's other main tools, machinery and he must therefore use the staff to the best advantage."

Traditionally, library managers were recruited mostly from the ranks and their additional training beyond the professional degree was limited to on-the job. To-day library management has become a systematic process with training through which individuals gain knowledge, skills to apply.

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

The librarians must be an able policy maker with managerial skill and adequate knowledge of solving multi-dimensional nature of problems of the library. How many more man power will be required. What skill, quality and knowledge does the man-power need to implement the plan effectively. The librarian (manager) must be a correct and true professional.

Training facilities at different levels:

1. In-service-training will include on-the-job-training, departmental seminar, refresher course, work-shop and conferences. In order to maintain the competency of the staff working in these libraries seminars, work-shops, conferences should be organised at regional, state and departmental levels. A decision was taken in the seminar held in the month of May.

2. Training facility should be extended to the non-professional staff working in the libraries who are equally important in creation of good atmosphere in the libraries. At least certificate course should be started for the Matriculate/Intermediate employees working in these libraries: (i) To familiarise with library routines (ii) To provide elementary knowledge of library science, at the state levels.

3. Delegation of responsibility: By delegating the responsibility the library professionals will feel greater commitment in their work. Staff should be given freedom to work. (i) It provides experience from which they can learn and earn efficiency. (ii) It makes them feel that they are contributing to the goals of the library.

4. Brain-storming and group meeting: By discussing in group among the professionals and non-professionals the library will earn reputation in the following manner.

(i) Creation of new idea and prompting individuals to build on others' ideas.

(ii) Easy and early communication with free wheel from bottom to top and top to bottom.

(iii) It helps cross fertilisation.

(iv) Ensures that everyone contributes.

Human relation:

Human relation i.e. work environment between the head of the library and his subordinates and readers becomes very important. It will create environment on and around the job. Out of 64 professional respondents only 58.51 agreed that they have good relation with other staff members working in these libraries. 26.42 percent expressed that their relation with other staff members is not good. The management should try to create better human relation because the answers from the respondents call for improvement.



1. The organisation should record the good piece of work done with appreciation.
2. The organisation should create feeling of belongingness and responsibility.
3. Proper assignment be given. Shifting of unpopular work to some particular employees only should be avoided.
4. Each library staff should be regarded as colleague.
5. Policy be made for involvement of everybody in the management.

5. Job description and assignment:

(i) It will demarcate the duties and responsibilities of the job. (ii) Responsibility will be created within the person when a work is assigned and accepted. When a work is assigned, the responsibility has been changed and authority also has been established. Most persons dislike taking orders from persons they consider equal to themselves unless this 'right' has been established by a policy. (iii) New and additional duties should be mutual understanding, assigned only through (iv) It identifies the relation of each position. (v) It provides status and position of the job.

6. Absenteeism and turn over:

Absenteeism is a result of some factors (i) Relating to the job (ii) Relating to the employee (iii) Relating to policy and method of handling people (human being) (iv) Availability of opportunity (v) Methods and techniques of recruitment

Evans stressed that attempts should be made to solve the problems of the unsatisfactory employee by one or other methods that (i) help the employee to improve his/her performance (ii) transfer the employee to a place where-in that person might be effective or (iii) discharge the employee.

Motivation:

Motivation is the process of creating organisational and environmental conditions including employees to make their maximum endeavour toward the attainment of organisational goals 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, sensitive organisation or grouping of appropriate activities; calculation of material and personnel requirements; selection assignment, training and supervision of personnel.

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 call for.

Participative management and collective bargaining :

This theory states that employees are motivated by drawing them into the decision-making process to relate their personal goals and achievements to those of organisation. Science 1945 in many American University Libraries such as Chicago and Illinois many conferences were devoted to staff participation in library management.

Collective Bargaining is a process of determining and administering the terms of employment of the duly constituted representative of management and labour through the power and reason.

Professionalism and common platform:

Professionalisation is not merely a collection of individuals who get a lining for themselves by the same kind of work.

Bundy and Wasserman pointed out the relationship to be maintained by professionals that "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. A common platform in the form of association/union at Institutional, State and Regional levels should be established for the following reasons.

- (i) It is a forum to take part in decision making and bargaining collectively.
- (ii) It will formulate uniform standards of professional education and service.

Review and Analysis of the outcome:

We may either achieve or fail to achieve but we have to analyse and review the outcome for two reasons.

- (i) As monitoring progress, it enables us to identify the discrepancies that may come on the way.
- (ii) It helps us in taking corrective actions.

Conclusion:

From the beginning of 1990s University libraries in this region are operating in a set which is more complex than before because of the availability of new technologies as a means

to improve library services. This change of environment exerts a pose on the part of the library authorities to adoption. To meet the research-oriented demands of the clients these libraries are to equip in terms of man-power at par with other academic libraries in the country in all respects. re-examine for



Library Advisory Committees at state and regional level should be formed to advise the library authorities for earning reputation raising the image of library service, to formulate the uniform man-power requirements. and status and to see the man power requirements.

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