

An Assessment of Human Resource Management in the Academic Libraries - in the case of Amhara Region, Ethiopia

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Abstract- Human Resource Management plays very important role in any organization which facilitates the most effective use of employees to achieve the objectives of any organization. In this study, an attempt has been made to find out the issues relating to Human resource management in the academic libraries, professional engagement and views and comments to improve the library services in Amhara region, Ethiopia. Methodology followed for this study is survey method. For this, both primary and secondary data related to the study has been collected. Samples of 100 librarians and library staffs were selected from the academic libraries by using simple random sampling. The results pointed out that, the satisfaction and dissatisfaction of the respondents with their work, working culture, working condition and their salary and etc. This study assesses human resource function at the university level and then evaluates the specific structures of the academic library within the institution. The purpose of the study is to help both library and its parent organization in understanding each other's views on HR issues and to evaluate the importance of an internal HR expert to deal the situations in the day to- day administration of the library.

Index Terms- Management, Organization, Libraries and Information Centres (LICs) and Academic libraries, Library Administration and Organization

I. INTRODUCTION

Human manpower is effectively utilized in the libraries for optimum utilization of available resources and for providing better library services to the organization. Shifting workforce and labor market demographics, technology, globalization, economic uncertainty, and increased competition are factors requiring restore the human resources function to meet out the need and requirement in the organization. In any organization, human resources department is responsible for administrative and operational roles such as benefits and payroll processing, manpower handling, recruitment and selection and employee position changes. These are the main activities of the Human resource department. Maximizing the efforts of human beings and their contribution in the libraries and information centres (LICs) are not an easy task. It is a big challenge. In this present scenario, Information technology and outsourcing have allowed Human resource departments to achieve maximum efficiencies in managing the activities of human resources.

Now a day, optimum utilization of human resources and human relation is big challenge to achieve the goals and objectives of the organization. Libraries and information centres are facing the problem of managing the human resources and their contribution to maximizing the efforts towards library services. The priority should be given for the human resource management for successful of any organization. There is a new approach to improve the performance of human resource such as acquire new and innovative skills, satisfying the employees, reward them based on their performance, motivating the employees towards objectives of the organization, career development and training and development. The paper reviewed the HRM approach about awareness on the levels of participation by librarian and library staffs and how their working relations among employees and employers which may create a friendly environment that enhances overall performance of library management.

Duties and responsibilities of Human resource in the areas of Academic libraries: **Recruitment and Selection:** Responsible to coordinate the activities include recruitment and selection of professionals's in academic libraries such as recruitment of staff, professionals, semi-professionals, Administrative staff including non-professionals and technical assistants etc.

Employment/Compensation: Responsible for monitoring library's budgets, purchasing books and non-book material, salaries and other expenses recurring and non-recurring with the library administrative manager. Apart from that, manage the periodicals/journals and back volumes of journals, furniture etc.

Position Administrator: Responsible for the technical processes like classification, cataloging, circulation, journals processing and job analysis process and coordinate the performance of the personnel management process which includes evaluation of librarians and staff. They are responsible for coordinating the faculty librarian's position, maintenance, promotion process and etc.

Organizational Development (OD): It is the process of enhancing the effectiveness of an organization and the well-being of its members through planned interventions." The primary purpose of an OD intervention is to manage change; these can be "changes that improve the effectiveness of the organization or that enhance the relationships of groups or individuals."

Career Development: Career development is the "process by which individual's progress through a series of stages in their careers, each of which is characterized by a relatively unique set of issues, themes, tasks"

Training and Development: Responsible to conduct comprehensive library employee orientation and employee training programs including needs assessment, curriculum design and development, and evaluation. Training will be given for the personnel such as on-the job and off-the job training to train the employees to perform well in their job to achieve the organizational objective.

II. STATEMENT OF THE PROBLEM

The present study attempts to assess the human resource management related issues related to academic libraries in the universities. The different types of manpower handling are followed in Academic libraries, Amhara region, Ethiopia. Many qualitative differences in human resource administration are followed at University level. Therefore, it is important to study the issues relating to human resource management in the academic libraries in Amhara Region, Ethiopia.

III. LITERATURE REVIEW

According to the Society for Human Resource Management (SHRM, 2002a), human resources management is “the design of formal systems in an organization to ensure the effective and efficient use of human talent to accomplish the organizational goals”. Bundy (2002) has put it, "the ultimate form of co-operation." Wikipedia (2014) defines HRM as “the strategic and

coherent approach to the management of an organization's most valued assets – the people working there, who individually and collectively contribute to the achievement of the objectives of the business”.

IV. OBJECTIVES OF THE STUDY

- To identify the issues of human resource in the academic libraries
- To assess the Job satisfaction of the library professionals
- To provide suitable suggestion to overcome the problems

V. METHODOLOGY

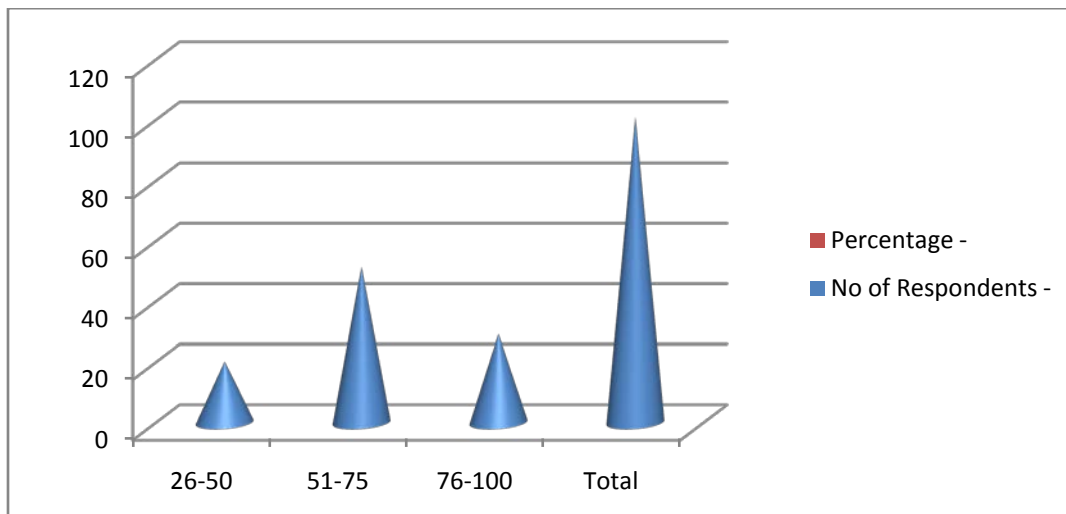
The present study is based on survey method. The study is based on both primary and secondary data related to the study. Samples of 100 librarians and library staffs were selected from the academic libraries in University of Gondar and Tebre Dabir University in Ethiopia by using simple random sampling. The percentage analyses were used to find out the assessment of human resource management in the academic libraries. Two sets of questionnaires were prepared and distributed for the librarians as well as library staff for collection of data.

VI. RESULTS AND DISCUSSION

Table No.1 Percentage analysis of Manpower handling and Human resource management towards academic libraries

Range	No of Respondents	Percentage
1-25	-	-
26-50	20	20%
51-75	51	51%
76-100	29	29%
Total	100	100%

Source : Own Survey 2016



The above table and graph represents that, there is no respondents in the range of high negative level between 1-25, 20% of the respondents have negative attitude towards manpower handling in the academic libraries. 51% of the respondents have positive attitude towards human resource management and remaining 29% of respondents have high positive attitude towards human resource management. Therefore, It is concluded that, majority of 51% in the sample have positive attitude towards manpower handling and human resource management.

Current status of staff strength:

The study presents the available manpower of the academic libraries in Ethiopia. It reveals that the libraries are facing the

problem of shortage of manpower. The staff strength with professional qualifications available in the academic libraries was found to be inadequate.

Manpower in Libraries by Library Authorities

The projected staff strength by the library authorities of the respective universities in Ethiopia is not sufficient. The status of present staff strength and Manpower planning in library authorities, there is a great difference between the presently available and the projected staff-strength in every college library in the university which is responsible the poor services in the academic libraries.

Table No.2 Responses of HRM Issues in the academic Libraries

S.No	HRM Issues	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree
		%	%	%	%	%
1	Salary	51.8	26.4	13.2	4.8	3.8
2	Working Condition	20.8	17.4	14.2	27.8	19.8
3	Flexibility of working environment	55.4	23.6	7.0	7.0	7.0
4	Opportunity for Career Growth	46.6	32.2	13.4	5.4	2.4
5	Opportunity to take part in Seminar / Conference / Workshop	53.8	29.4	6.2	5.0	5.6
6	Interpersonal Relations	8.0	7.0	7.0	54.4	23.6
7	Job Satisfaction	47.6	31.2	13.4	5.4	2.4
8	Professional Qualification and Experience	50.8	27.4	14.2	2.8	4.8

Source : Own Survey 2016

The above table - 2 shows that, Library professionals have some issues related to salary, working condition, flexibility of working environment, opportunity for career growth, opportunity to take part in seminar / conference / workshop and their interpersonal relations, their job satisfaction and professional qualification and experience. The issues will be short out in long run. The majority of the respondents are interested to put their efforts to improve their performance based on the fullest support from the top management. It reveals that, 78.2 % of the respondents were not satisfied with their salaries and 8.6 % of the respondents were found to be satisfied. Working conditions at their work place were not found to be satisfactory by 38.2 % of the respondents and 47.6% of the respondents were found to be satisfactory. 79% of the respondents were not satisfied with

flexibility of working environment. Because, job rotation for the library staffs is common in Ethiopia. The remaining 14% of the respondents were satisfied with the flexibility of working environment. 78.8% of the respondents agreed that, they are not getting any opportunity for career growth and remaining 7.8 % of the respondents agreed that, they are getting opportunity for career growth. 83.2% of the respondents were not satisfied with the opportunity to take part in seminar/ conference/ workshop and remaining 10.6 % were satisfied. The majority of the respondents were satisfied with the interpersonal relation with their authorities and colleagues and they are maintaining cordial relationship among all. 78.8% of the respondents were not satisfied their job. 78.2 % of the respondents were not happy about their professional qualification and experience.

Table No. 3 Response of staff Manual, Staff Appraisal, Empowerment and IT

S.No	Responses	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree
		%	%	%	%	%
1	Staff Manual	60.0	20.8	11.0	4.2	4.0
2	Staff performance appraisal	53.8	29.4	6.2	5.0	5.6
3	Empowerment	54.4	23.6	7.0	8.0	7.0
4	Information	52.8	25.4	13.2	3.8	4.8

	Technology					
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Source : *Own Survey 2016*

The above Table-3 reveals that, library staff manual available in any library for specific duties were assigned to the library professionals from time to time. It shows that, staff appraisals were not found in anywhere in the library. It is necessary to implement the 360° performance appraisal to improve the individual performance. It also shows that, lack of awareness about the concept of empowerment in the libraries. It also reveals that the libraries surveyed were having computer facility, but they have lack of knowledge to operate it.

VII. FINDINGS OF THE STUDY

- The present staff strength was inadequate in most of the libraries. Some library staffs were found that, they are working with inadequate qualification and without any library. The recruitment and selection were concerned without any library background. No fresh recruitment have been made within last 5 years in most of the libraries based on the same library background .- Facilities available to the library professional for their career growth and development were not found to be satisfactory when compared to teaching staffs whereas teaching staffs are getting opportunities to enhance their qualification to go abroad.

- There is no library staff manual found in the libraries.
- Staff performance appraisal was not found in the libraries.
- The lack awareness about the concept of empowerment in the academic libraries.
- Mostly, the relationship of the library professionals with authorities and colleagues were cooperative and cordial.
- The libraries have fullest computer facility where CDS/ISIS package was also available. Library professionals were found reluctant to adopt information Technology as they were not trained to handle it. Library should be digitalized.

VIII. CONCLUSION

Library administrators must frequently constantly assess how effectively functioning human resource activities in the academic library. They need to assess their present needs, culture and the climate in their day to day operation of the institute. Top management should concern about the morale of the employees. Good management skills are required for managing the human resource. Apart from that, leadership styles used to handle the manpower, concern about the employees, issues related to work life balance, salary, reward the employees, developing the interpersonal skills, opportunity to participate in the workshop, conference / seminar and helps to develop their decision making skills will lead to successful of the organization.

IX. RECOMMENDATIONS

- A library staff manual should be prepared and designed including job description, job specification, role and responsibilities, role relations, tools and techniques related to each job, etc. It will help them to relieve the

librarian from involved in routine tasks. The staff will get sufficient information and clarity regarding their tasks.

- Empowerment is important area which needs attention. It allows the concerned staff member to work out suitable solution for some problematic cases. It will be possible when the climate of faith exists.
- Staff development is another important area to which more attention required. Librarian should identify the training need requirements of the academic library staff. When proper training will be given to the employees, they are possible to take decision independently regarding the day to day operation of the library. It saves their time and helps to satisfy their stakeholders.
- Need to motivate them towards to acquire qualifications, allow them to learn the new skills like basic computer skills, participating in the workshop, seminar and allow them to attend the in-bound and out-bound training relating to library system and management.
- All the library staffs should be motivated towards apply for promotion which enables them to go greater height based on their qualification and experience and publication in the referred journals. Once they get promotion from one level to another level, it will motivate them to show interest in their job. They should be recognized both in the monetary and non-monitory way to achieve the excellence in their work and for their future prospects based on the university legislation.
- All the librarians and library professionals should have the knowledge about computer application and how to operate. In the globalised era, information technology plays important role which provides latest information. It saves time of the librarian when compare to manual works. Everyone in the academic library professional should update with latest technology. So that, libraries can reach store house of the knowledge to modern technology i.e. digitalized era.
- Total quality management concept should applied for the library such as six sigma concept (zero defects), 5s model, ISO 9001-2000, Just in Time to improve the efficiency, ability and skills of the library professionals. It will improve their overall performance of the academic libraries. It provides better and improved library services and information products and services of quality which ensures customer satisfaction of library science.
- University authorities should give priority to the development of academic libraries that are the Knowledge Centers, where information can be generated, transformed and retrieved back and play an important role in the higher education. They should provide sufficient library budget so that those libraries can develop their collection and fulfill their parent organization objectives.
- In the competitive world, talented manpower should be identified and selected to meet the challenges in the

Libraries / Information Centres. Human relation plays the centre of the heart in LICs. Every success and failure depends upon the proper manpower planning in the academic library.

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