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Block

4

HUMAN RESOURCE MANAGEMENT

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BLOCK 4   HUMAN RESOURCE MANAGEMENT

Introduction

This Block, dealing with one of the most important resources of any enterprise, namely human resources or human capital, gives you the content in three parts: Human Resource Management (HRM), Human Resource Planning (HRP) and Human Resource Development (HRD). As such this Block is predominantly concerned with one of the managerial functions discussed in Unit 1, namely '*staffing*' function. It is also hither too referred to as '*personnel management*'. **Unit 13** discusses the basic principles and practices of HRM to provide a general framework with explanation about what is HRM, why we need HRM and how to implement HRM in a typical organisation. Human capital of an organisation transforms all the other resources into tangible products and services and ensures quality to an organisation's products and services, establishing proper procedures for performance efficiency. You may recall that in traditional depiction of library as a trinity of documents, users and staff, it is the staff component that links documents and users to make library service a reality. The HRM functions and activities are achieved through strategic and operational planning consisting of a series of principles and procedures such as professionalism, participative management, performance appraisal of employees at different levels, etc. Systematic and proper planning, development and strengthening of manpower of libraries to meet various changes that are taking place need no over-emphasis.

Unit 14 discusses HRP as an integral part of HRM. HRP is the process of systematically reviewing human resource requirements to ensure that the required number of employees with the required skills is available when they are needed. Human resources are required to be distributed in appropriate measures at different levels of the organisation and the same is illustrated with some notional figures. Various elements of HRP like estimation of the quantity and quality of manpower required, selection and recruitment, induction and deployment, performance appraisal of employees with appropriate yardsticks, development of knowledge and skill including communication skills are discussed in detail.

Human resources are planned, selected and recruited to match the requirements of different tasks of the organisation so as to achieve the goals and objectives of the organisation. The assessment of human resource requirement is carried out through what are called job analysis, job description/ specification of each task and position. The recruitment is an elaborate process and involves selection, placement and induction/ orientation. Having placed suitable human resources at appropriate levels, the significance of regular training, development, performance appraisal, counseling as well as nurturing appropriate communication skills assumes equal importance.

Lastly, the methods, tools, and techniques of HRP are discussed, in this Unit, in relation to the changing context of Indian libraries and information institutions with an overview of the scenario to indicate the type of manpower required in the country in the future.

Unit 15 focuses on various aspects of HRD. Human relations assume double importance in librarianship as library is a non-profit, service-oriented organisation having sensitive user component. Human relations approaches laid greater

emphasis on the work group and need for better communication between supervisors and workers. Among the best representations of human relations and motivation are those of Maslow's hierarchy of needs, Mc Gregor's Theory X and Theory Y as well as Howthorne studies of Elton Mayo and his co-researchers.

Elton Mayo, the father of the human relations movement, along with his co-researchers F.J. Roethlisberger and William J Dickson believed that organisations always involve interrelationships among members and that it is the manager's role to see that relationships are as conflict free as possible, in order to accomplish the organisation's objectives and conducted a series of studies at the Hawthorne, Illinois plant of Chicago Western Electric Company, which became famous Hawthorne studies.

Managers committed to Theory X assume that people are lazy, dislike work, want no responsibility and prefer to be closely supervised/directed coupled with job security. On the other hand, Theory Y managers assume that people do not inherently dislike work, seek responsibility, like to work, are committed to doing good work if rewards are received for achievement and will exercise self-direction and control in their tasks if they are committed to their accomplishment.

Several types of competencies and capabilities have to be built up to deal with professional services of high quality expected or required for future libraries and information institutions. These include intellectual and human capital developed with various processes of learning based on HRD strategic planning and operation. Learning is a continuous process and it includes self learning through Internet, World Wide Web and Intranet within the organisation. Intellectual, technical and other skills as well as human elements of the organisation like leadership qualities, motivation, and communication are important in handling a variety of psychological and behavioural patterns. For the purpose of management of team work, Participative Management and Total Quality Management are necessary. In order to develop a strong and healthy staff that would be fit enough to absorb and assimilate all the HRD processes of learning, training, human elements and career development, it is also essential to have health and safety aspects of staff in organisations. The credibility and public image of the profession would be at stake, if these aspects are overlooked. All these aspects of HRD are considered and discussed in relation to the future of libraries and information institutions.

UNIT 13   BASICS OF HUMAN RESOURCE MANAGAEMENT

Structure

13.0   OBJECTIVES

After reading this Unit, you will be able to:

- comprehend what constitutes human resources in any organisation;

- explain the vital importance of human resources in the management of any organisation;

- identify the need and purpose of Human Resource Management (HRM) in any organisation;

- describe the ways and means, methods and practices of HRM; and

- discuss the value and advantage of HRM in relation to Indian libraries and information centres.

13.1   INTRODUCTION

In this Unit, we shall study human resources as an invaluable primary resource in the management of any organisation. Human resource comprises of all the persons working in an organisation at all levels. They are the manpower force of the organisation that has the knowledge and skill to transform all its other resources into tangible products and services.

The need and purpose of Human Resource Management (HRM) are to achieve high quality in whatever they produce or offer as services that would strengthen its growth and development.

In this Unit, we shall study what is HRM, why is it given a central place in the management of an organisation, with a special focus on its growth and potential.

The means and methods in implementing HRM in any organisation are through strategic planning and operations, managing human resources, measurement of performance of the manpower resources, regularising a systematic management process.

It should be noted that HRM includes Human Resource Planning (HRP) as well as Human Resource Development (HRD). In this Unit, we are dealing with all aspects of HRM and therefore some aspects HRP and HRD are also touched upon at appropriate places. However units 14 and 15 respectively deal exclusively with HRP and HRD in detail.

We shall also study how much of the concepts of HRM are relevant in the current management context of Indian libraries and information centers. It may appear to be incongruent to discuss HRM in the Indian present state of libraries and information centres in India. However in the changing Indian scenario, particularly, with the significant role given to Indian libraries and information centres by the Indian Knowledge Commission in the development of Indian society into a knowledge society, the study of HRM will be pertinent and also be useful.

13.2 WHAT IS HUMAN RESOURCE MANAGEMENT?

Management of an organisation is defined as the prudent, judicious and optimal utilisation of resources like material, machinery, money, manpower and other resources in any activity like in industry, business, trade, academic, social or any other. Manpower here refers to the human resources that comprise of all the workers in an organisation at all levels of the organisation. We will study now about human resources in some more details.

13.2.1 Human Resources

Human resources comprise the entire employees of an organisation from top to bottom. Usually in any organisation, persons or employees work at three different levels namely; top, middle and lower.

The top level class of persons are the highly qualified and professional experts who have a clear short and range vision of the organisation, set the goals and objectives of the organisation, formulate policies and programme, provide the structural pattern for the operation of the various functions of the organisation, set standards of performance of employees, design plans for the growth and development of the organisation, and involve themselves also in various other managerial functions for the smooth running of the organisation.

The middle level class of persons operate at the structural departments/divisions of the organisation, involve in the operational functions of their respective departments or divisions, implementing the plan targets, control and supervise the work of the their colleagues at that level and lower level and do similar other tasks.

The third level staff are mostly sectional heads who supervise the performance of those working under them in actual operations and contribute to the completion of the various tasks in specific time set. The other lower levels staff who have various vocational skills function and operate at the production levels.

It can be seen that the entire work of the organisation is a team work and at every level, work should have a quality appropriate to that level. The total manpower strength builds up the organisation and produce targeted results.

It is this total manpower force that has the potential to transform all other resources into tangible products and services, irrespective of their position, salary and status. Any inadequacy at any level will hamper the progress of the organisation and would contribute to its downward pull.

As this force is a live one, it has the capacity to upgrade itself by acquiring new knowledge and skills and keep rising in its performance. The dynamism and forward looking attitude will enable growth and development of the organisation.

Self Check Exercise

Note: i)   Write your answer in the space given below.

ii)   Check your answer with the answers given at the end of this Unit.

1)   What comprises human resources?

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13.2.2 Human Resource Management

"Human Resource Management is a strategic and coherent approach to the management of an organisation'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 organisations individually and collectively to achieve the goals and objectives of the organisations.

It is evident from these points of the definition of HRM that the top management in any organisation 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;

- Developing the inner potential of the individuals and groups and exploit them for their own advantages and to the strength of the organisation;

- Building up an organisational 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 organisation;

- Providing built-in facilities for upgrading of knowledge and skills of every employee through appropriate mechanisms and instruments; and

- Improving abilities and competencies by the introduction of strategic and operational planning for practical execution.

Self Check Exercise

Note: i)   Write your answers in the space given below.

ii) Check your answers with the answers given at the end of this Unit.

2)   Define Human Resource Management.

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3)   State the three points that emerge from the definition of HRM.

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13.3 WHY HUMAN RESOURCE MANAGEMENT?

Having a clear idea of what is HRM, we must know the management approach. What purpose does it serve? What is the need for it? Why is special attention given to manpower resource as against the other resources of the organisation?

13.3.1 Need for HRM

Among the other resources of an organisation, 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 organisation, develop its future growth, development, goodwill and reputation; and

- resources that can bring about an organisational culture, do the strategic planning and operations and introduce any new technology, etc.

13.3.2 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 meet. Below are given some of the other purposes of HRM. HRM is for:

- the survival and stability of the organisation;

- 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 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 organisational goals and objectives and to build up its future.

Self Check Exercise

Note: i) Write your answer in the space give below.

ii) Check your answer with the answers given at the end of this Unit.

4) Explain briefly the need and purpose of HRM.

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13.4 HOW OF HUMAN RESOURCE MANAGEMENT?

We have noted earlier that the definition of HRM accentuates on human resources as a most valued asset i.e. people working in an organisation individually and collectively contribute to achieve its goals and objectives. In other words, the definition emphasises an approach philosophy to HRM.

This philosophical approach suggests that human resources have to be carefully nurtured, continuously developed and constantly reviewed in consonance with the aim of the organisation for its growth and development. No organisation can

ever remain static when the environment keeps on changing. For instance, an organisation in business and industry will have to diversify its products to compete in an expanding market in modern days, a global market and will have to be ready to adapt itself in many ways to the changing environment. An academic institution should adapt itself to new requirements such as changing syllabus and curriculum in a discipline, initiating new courses, apply methods of e- teaching and learning technology, bring out appropriate fresh course material , etc. If the human resources of these organisations remain static, their survival is likely to be in jeopardy. Therefore, the fundamental thinking in this approach philosophy, based on the continuously changing situations is to view:

- The need to invest time, money and effort in the human resources of the organisation regarding it as the most important primary resource. It is not a cost-based approach i.e. hiring persons just like spending money on other resources. This investment is vital for the growth and development of the organisation even for its survival.

- Human resources have special characteristics that call for special treatment. Human beings have volition and free will; no human being is alike. Individually and collectively their behavioural characteristics are likely to vary. An organisation has to take cognizance of this human factor in formulating its HR policies.

- Human resources handling has to focus on employees collectively as human units and not merely as individual employee, just hiring and firing.

- An organisation's strength invariably relies entirely on human resources, as these are the most potent resources which can foresee future, have a long range perspective and acquire new knowledge and skills, rise to any level when the need arises.

It is obvious from the above that HRM of an organisation has to be planned to meet its changing environments. It should have a positive and clear-cut policy goals and objectives and operational planning. Naturally there must be appropriate means, mechanisms and instruments to upgrade the quality, abilities, capacities and competences of persons working at every level in order to achieve its expected targets.

Self Check Exercise

Note: i)   Write your answer in the space given below.

    ii)   Check your answer with the answers given at the end of this Unit.

5)   What is the fundamental thinking on HRM Philosophy?

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13.4.1 Strategic Planning

Strategic (skillful) planning is the function of the top management in which an expert in HRM is represented. Setting up goals and objectives, evolving pragmatic plans and formulating policies, preparing executive action for plans and programme, establishing appropriate procedures, rules and regulations for implementation at all levels of management are some of the more important duties and responsibilities of the top management, with reference to HRM. In order to implement these activities, a basic set of principles and practices have to be adopted to ensure quality for all these functions relating to the management of human resources at all levels. They may include:

- professionalism;
- personal/group involvement in work in achieving targets;
- formalism;
- up gradation and enhancement of knowledge and skills;
- increasing application of Information and Communication Technologies;
- evolution of a corporate culture;
- continued effort to progress and develop.

Professionalism: This means a quality performance befitting a professional. A person with professional education with rigorous practical training would perform at a high level quality which cannot be expected from a non-professional. The organisation that aims at high quality work from its employees would endeavor to introduce the highest quality of performance of a professional from every employee, irrespective of the persons' background and experience. This would be the norm of performance of the organisation.

Up Gradation and Enhancement of Knowledge and Skills: No matter what qualification or experience an employee holds, unless the person is involved in work, with a sense of devotion, dedication and commitment, an organisation cannot turn out a quality of work of the highest standard. It is therefore that the organisation should have a policy of motivating its employees, through a series of programme that would make the employees commit to work. Once the employee is motivated, the person would willingly upgrade her/his knowledge and skills.

Formalism: An organisation introduces formal hierarchical structure to its functions and operations through departments, divisions, sections and other lower units. This formal structure is necessary for proper execution of the various activities of the organisation. In order to maintain this structure, a set of principles with reference to downward and upward communication is also essential. Henry S Fayol's general principles of organisation are usually a part of the regulations, like authority and responsibility must go together, unity of command and direction, division of work, *espirit de corps*, subordination of individual interest to general interest, etc.

Increasing Application of Information and Communication Technologies (ICT): Advances in ICT are offering unlimited opportunities to improve the functions and operations of any organisation in modern days. No organisation can afford to be indifferent in this respect.

Evolution of a Corporate Culture: A leading organisation develops its own work culture on the basis of its work principles and practice, conventions and customs, faith and philosophy, discipline, and such others, to identify it from other organisations. This gives employees a sense of belongingness to the organisation and prompts them to give the organisation their best.

Continued Effort to Progress and Develop: As mentioned earlier in this Unit, every organisation has to grow and develop to be competent in their business and survive.

This approach would encourage organisations to plan their future human resource pattern, taking into account environmental changes, introduction of new products and services, application of advancing ICT. Exercised properly and on a continuing basis, it should eliminate problems of oversupply or undersupply of particular skills within an organisation. It aids the determination of training needs in relation to new skills required.

Examples of organisations and institutions that have made a name in their fields are many adopting some of these approaches. In India Tata's products are high class brand name; Infosys in Software, IITs, IIMs, TIFR, IISC, are other examples in professional and academic/research institutions; products of Harvard University, Stanford University in USA are well known. These types of institutions have outstanding brand names.

Self Check Exercise

Note: i)   Write your answer in the space given below.

ii) Check your answer with the answers given at the end of this Unit.

6)   What are the basic sets of principles to be adopted for maintaining quality in HRM?

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13.4.2 Operational Planning

Operational planning would take care to implement and execute the activities and programme to achieve the targets set by the goals and objectives of an organisation. Further, it handles personnel recruitment, selection, placement and deployment and skill development of personnel, through various types of training. The distribution of personnel to the different departments, divisions, sections and units is done through task and job analysis, job description, job specification, competencies, etc. The implication of this exercise is that the right person should fit into the right job that would not only ensure work efficiency and quality but also give the concerned person job satisfaction.

13.4.3 Performance Measurement

Success of the activities of an organisation can be expected to give right results depending on the performance of the manpower force functioning. The performance of the staff has to be regularly measured by using appropriate yardsticks and scales. This process of evaluation of staff performance will provide data such as under performance, shortfalls, deficiencies or excellence. Corrective steps can be then taken to design and develop specific programme and instruments to set things right and get maximum productivity through optimum efficiency of the manpower force.

The HRM department or division could take appropriate action with reference to the following aspects:

- Performance appraisal: review feedback and counseling;

- Role analysis and potential development;

- Training policies;

- Communication policies;

- Job rotation; job enrichment programme;

- Participative and total quality management;

- Organisation development and culture;

- Awards, rewards and incentives.

- **Performance Appraisal**

  It is the systematic evaluation of individual employees' job related strengths and weaknesses at all levels. In all types of organisations, employees have to be evaluated periodically on a regular basis or when decisions have to be taken about their annual increments or/and promotions.

  Usually some workers take initiatives and can do an assignment with little or no supervision. Others may be unreliable or must be closely supervised to ensure successful completion of a project.

  A systematic written performance appraisal system provides a sound method by distinguishing the quality among the employees. Performance yardsticks will be appropriately different in assessing the quality of work of employees at different levels.

  The data obtained on performance will thereafter be reviewed, feedback taken to plan and implement the necessary corrective programmes to bring the employees performance to the optimum level. Some of the programmes for improving employees' performance quality are training, counseling, or coaching, depending upon the corrective treatment required.

  Performance appraisal of officers of top management and senior personnel of middle management are also necessary. Their yardstick and scales will naturally be different from the appraisal yardstick of lower level employees. The aspects of performance may be with reference to their general vision perspectives, updating their professional knowledge and current trends in their fields, their relations with their employees and general public relations, communications skills in making presentations at strategic meetings, etc.

- **Role Analysis and Potential Development**

  When faced with a situation, for example carrying out a job in handling a difficult customer, an employee has to enact a role to tackle the situation. Such a situation has to be tactfully handled within the prescribed rules and regulation of the organisation. A certain expectation is generally held when an employee is assigned a job like this. When the employee performs successfully and lives up to the expectations, the person performance rating goes up. Performance in a role is a product of the situation individuals are in the organisational context and the direction or influence exercised from above or elsewhere in the organisation and their own skills, competence, attitudes and personality.

  Role analysis is thus concerned with optimum stress, linkages and autonomy. Optimum stress refers to tuning a person to raise her/his contribution to the optimum level. Linkages provide intra or inter relations between individuals and teams within units or outside. Autonomy permits an individual to display initiative in dealing with a new problem and finding a solution to it.

  Senior managers of an organisation are also to face difficult situations and their ability and competence to deal with such situations are also important for the organisation.

- **Training Policies**

  Most organisations have a regular policy of providing for appropriate training of their staff to cope up insufficiencies or deficiencies. Depending upon the nature of shortfalls, provision for in-house training, getting trained an employee from short courses by professional organisations, workshops conducted by institutions or international programs organised by Unesco or any other organisations. People trained in these programme should be suitably fitted in the organisation to get their full potential which would also give job satisfaction to the person trained. This is important to raise the morale of the employee.

  Again senior level managers also are to keep themselves abreast of current trends in their respective fields of work. They may get opportunities to attend and contribute papers at international conferences, participate in e-conferences on important areas relevant to their parent organisation, etc. Above all the most essential requirement is to do self assessment to be in the best interests of the organisation.

- **Communication Policies**

  We have already noted that formal communications in the organisation is required to maintain discipline and avoid conflicts among the employees. Besides these, communication policies contribute substantially to the health of the organisation. Through approved internal communication channels, the organisational activities can be authentically reported. This would prevent unnecessary faith in grapevine and gossip among the employees. The employees would also be properly informed about the activities and progress of the organisation. Most often, Newsletters, House Journals and News Bulletins of the organisation are brought out to keep the employees well

informed about its activities and progress. They can carry employees news, personal achievements and honors, etc. which would contribute to the general goodwill of the organisation.

- **Job Rotation, Job Enrichment Programs**

    Judicious transfer of persons to pick up experience and new skills and expertise in different areas of work in different sections and divisions of an organisation would enhance quality of work of employees and a sense of personal satisfaction and motivate them to perform with greater involvement in work. Specific job enrichment programme may be designed to help employees widen their skills and competences.

- **Participative Management**

    "Participative Management is defined both as a philosophy and a method of managing human resources in an environment in which employees are respected and their contributions valued and utilised. From a philosophical standpoint, participative management centers on the belief that people at all levels of an organisation can develop a genuine interest in the success and can do more than merely perform their designed duties." Modern management techniques encourage the use of participative decision making stressing that productive and efficient results can come out of the decision making process. This management technique allows its employees, individuals or groups to take part in decision making.

    There are pros and cons to this theory of management. However, there are various factors that are involved in implementing such a practice in organisations. We are just mentioning it here, but it will be discussed in detail in the Unit on Human Resource Development.

- **Award, Reward and Incentives**

    This again is a general practice in organisation to reward best performances of employees. Awards of professional organisations for outstanding achievements are also important to encourage employees to maintain their quality. Apart from these types of recognitions, organisational incentives like deputing persons of outstanding performances to get international exposures in their respective areas of work are also sometimes serve as incentives. Even out-of-turn of promotions may also serve this purpose; but this type of incentives will have to be carefully done lest it may create unhealthy relations between employees which will not be in the best interests of the organisation.

    All the above aspects would be influenced by factors like management style, environment, technology, resource availability, background and past history of the organisation, nature of business and others.

    If properly attended and successfully implemented, this is likely to be reflected in the organisational effectiveness like higher productivity, growth and diversification, cost reduction, more profits and a better image of the organisation.

Note: i) Write your answer in the space given below.

   ii) Check your answer with the answers given at the end of this Unit.

7)   What are the appropriate actions that an HRM department/division should take to maintain optimum efficiency in production or services?

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13.4.4 Human Resource Management Process

We have discussed the basics of HRM in the different section of this Unit so far. A frame-work for operating the various functions of an organisation is indicated. In actual practice, HRM is a continuous process and not merely providing a framework for a set of planning and designing procedures, mechanisms, instruments and techniques, framing rules and regulations and evolve a set of standards for work quality, etc. These are basic ideas for establishing a system of management practices to get high quality work from employees. The organisation can facilitate the productive process of management by the conscious application of these ideas described in the previous sections.

Quality of work being central to any system of management, every work-related issue should be examined at periodical intervals and at every level, top, middle and lower that comprises managerial and operational aspects. Task analysis, quality of work life that includes work place, principles of democracy in the implementing processes, autonomous work groups like quality circles, participative decision making and quality assurance of products and services are some of the important and crucial aspects that would need great attention from top and middle managements.

Organisational culture that creates a conducive and healthy atmosphere contributes to high performances leading to success and growth of an organisation.

Organisational learning is a process that provides opportunities to obtain new skills through involvement and commitment that help employees at all levels to pick up valuable experience. This process adds value to every function of the organisation.

Discussions on strategic and operational planning, performance measurement, and participative management, are ideas to be taken in their integration and not in isolation.

While managerial responsibilities and operational functioning are divided between the top, middle and lower levels of the manpower forces in an organisation, it is the top management that ultimately should set high standards of performance among the lower level employees.

Self Check Exercise

Note: i)　Write your answer in the space given below.

　　　ii)　Check your answer with the answers given at the end of this Unit.

8)　What do you understand by HRM process?

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13.5　HRM AND INDIAN LIBRARIES AND INFORMATION CENTRES

Human Resource Management constituting basic ideas on management principles and practices of manpower resources in this Unit may appear irrelevant or impractical in the present context of Indian libraries and information centers.

Almost all Indian libraries in India are part of academic institutions like universities and colleges, libraries attached to Ministries, and Departments of the Government of India, IITs and IIMs, higher institutions of learning and research like Tata Institute of Fundamental Research, Mumbai, Indian Institute of Science, Bangalore, special libraries attached with research organisations such as CSIR, ICAR, ICMR, BARC, ISRO, Public Sector Undertakings, etc. Public libraries have developed in states where Public Libraries Acts are in operation. In other states they are part of cultural set-ups, functioning through government funding. As these institutions are parts of their parent bodies, they are governed by the policies and practices of their parent bodies. Even in larger libraries attached to universities and colleges, research complexes, and other institutions, public or private sector undertakings, these ideas of HRM are not operative. The administrative departments of these parent bodies deal with staff/personnel, mostly in relation to salary and allowances, discipline and control, training and deputations, performance appraisal through confidential reports and such others.

Some of the modern management concepts like HRM may be operative in a limited way for personnel development in some institutions, mostly at the top management level, never percolating to lower levels. No HRM developments seem to exist exclusively in most institutions to take care of personnel issues as discussed in this Unit.

However, the relevance of HRM concepts, principles and practices discussed in this Unit is with reference to future possibilities, apart from its beneficial and useful exposure this Unit provides to you. Libraries and information services at the national level, universities and colleges, big research complexes, private and public sector undertakings, media, etc. are growing not only in their collection size, sophistication with the application of computer and communication, digital technologies, a new set of manpower is likely to be operating in LIUs in the decades to come. The National Knowledge Commission of the Government of India initiated in 2005 has given a significant role to future libraries in India.

Besides, knowledge management courses are being offered in professional management education and training institutions, turning out a new kind of knowledge management professionals, probably mostly to function in industrial settings. All these developments will definitely have a far reaching influence and effect on the growth and development library and information services in India.

Human resource management problems, not necessarily to deal with large number of employees but some other aspects like designing appropriate training programme, performance appraisal instruments, career prospects at all levels, development of organisational culture, etc. that are discussed in this Unit may surely be applicable to the changing situations of Indian library and Information services. This exposure will be valuable to deal with such situations of the future.

Self Check Exercise

Note: i)   Write your answer in the space given below.

ii)   Check your answer with the answers given at the end of this Unit.

9)   How far HRM principles and practices relevant to situations obtaining in Indian library and information centres?

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13.6 SUMMARY

In this Unit, we have discussed the basics of Human Resource Management (HRM), providing a framework of HRM principles and practices. Explaining what HRM is, we move on to discuss the need for HRM and how to implement HRM in a typical organisation. Human resources are the manpower forces of an organisation that transform all the other resources into tangible products and services. The need for HRM arises because it is only the manpower forces that have the potential to ensure quality to an organisation's products and services, establishing proper procedures for performance efficiency. These functions and activities are achieved through strategic and operational planning. Strategic and operational planning involves a series of principles and procedures such as professionalism, participative management, performance appraisal of employees at different levels, etc. It is important to build up the manpower force through proper planning and later strengthen this force by employing development of manpower for meeting various changes that might take place in an organisation. Are these principles and practices really relevant in the present context of Indian libraries and information centres (LIC)? This question is examined in the changing context of LICs which may have a strategic role to play as indicated by the National Knowledge Commission.

13.7 ANSWERS TO SELF CHECK EXERCISES

1) Human resources comprise the entire employees of an organisation from top to bottom. Usually in any organisation, persons or employees work at three different levels namely; top, middle and lower levels.

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

3) The important points to note in this definition are:

   i)   strategic and coherent approach,

   ii) human resources the most valued asset,

   iii) people working in organisations individually and collectively to achieve the goals and objectives of the organisations.

4) 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;

   •   forces that can transform all the other resources into tangible products and services, as other resources will remain idle and unused otherwise;

   •   resources that have the knowledge and skills, abilities and capabilities, competence and control to build up the organisation, develop its future growth, development, goodwill and reputation;

   The purpose of investing in human resources with increasing knowledge and skills is to achieve the above needs are for and stability for any type of organisation, change and diversify, running the activities to become more effective.

5) The need to invest time, money and effort in the human resources of the organisation regarding it as the most important primary resource. It is not a cost-based approach i.e. hiring persons just like spending money on other resources. This investment is vital for the growth and development of the organisation even for its survival.

   Human resources have special characteristics that call for special treatment. Human beings have volition and free will; no human being is alike. Individually and collectively their behavioural characteristics are likely to vary. An organisation has to take cognizance of this human factor in formulating its HR policies. Human resources handling have to focus employees collectively as human units and not merely as individual employee, just hiring and firing.

The basic sets of principles to be adopted for mainting quality in HRM are:

6) Professionalism;

   Personal/group involvement in work in achieving targets;

   Formalism;

   Up gradation and enhancement of knowledge and skills

   Increasing application of Information and Communication Technologies;

   Evolution of a corporate culture;

   Continued effort to progress and develop.

7) The HRM department or division could take appropriate action with reference to the following aspects:

   Performance appraisal: review feedback and counseling;

   Role analysis and Potential development;

   Training policies;

   Communication policies;

   Job rotation; Job enrichment programs;

   Participative and Total Quality Management;

   Organisation development and culture; and

   Awards, Rewards and Incentives.

8) HRM is a continuous process and not merely providing a framework for a set of planning and designing procedures, mechanisms, instruments and techniques, framing rules and regulations and evolve a set of standards for work quality, etc.

   Quality of work being central to any system of management, every work-related issue should be examined at periodical intervals and at every level, top, middle and lower that comprises managerial and operational aspects. Task analysis, quality of work life that includes work place, principles of democracy in the implementing processes, autonomous work groups like quality circles, participative decision making and quality assurance of products and services are some of the important and crucial aspects that would need great attention from top and middle managements Quality of work being central to any system of management, every work-related issue should be examined at periodical intervals and at every level, top, middle and lower that comprises managerial and operational aspects. Task analysis, quality of work life that includes work place, principles of democracy in the implementing processes, autonomous work groups like quality circles, participative decision making and quality assurance of products and services are some of the important and crucial aspects that would need great attention from top and middle managements.

9) In the current situation obtaining in Indian library and information centers, HRM principles and practices, discussed in this unit may not be fully relevant. But the fast context of libraries and information centers, particularly with the Indian National Knowledge Commission giving a significant place in Knowledge management in the country, libraries and information centers will get a reasonably good chance to implement some important aspects of HRM principles and practices.

13.8 KEYWORDS

Autonomy	:	The degree to which a job provides substantial freedom, independence and discretion to an individual in scheduling the work and in determining the procedures to e used in carrying it out.
Counselling	:	Helping the employee to grow and develop in the organisation.
Feedback	:	The degree to which an employee acquires skill and the information about the effectiveness of her/his performance.
Human Resources	:	Are the manpower forces of an organisation that transforms all resources into tangible products and services.
Human Resource Development (HRD)	:	A process of helping employees in an organisation acquire new skills and competence on a continuing basis.
Human Resource Management (HRM)	:	Is a strategic and coherent approach to the management of an organisation's most valuable assets ; the people there who individually and collectively contribute to the achievement of its objectives.
HRD Mechanism	:	Organisational and structural elements that together form the components of HRD.
HRM Process	:	The systematic method of implementation of HRM.
Job Enrichment Programme	:	A method of clarification of norms and standards in jobs.
Job Rotation	:	A method of rotating staff to different units of the organisation to pick up skills in all aspects of work.
Operational Planning	:	Executive function for implementation
Organisation Culture	:	A system of work inbuilt into the organisation that promotes voluntary Involvement by employees.
Organisational Development	:	Dynamic growth of an organisation responding to changes in environment advances in technology, etc.
Performance Appraisal	:	Assessment of employees' positive contribution in assigned work.
Potential Development	:	Efforts to exploit the natural talents of an employee.
Strategic Planning	:	A skillful method of providing means, mechanisms and structural elements to streamline organisational work.

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UNIT 14   HUMAN RESOURCE PLANNING

Structure

14.0 OBJECTIVES

After reading this Unit, you will be able to:

• comprehend that human resources are human and intellectual capital;

• explain Human Resource Planning (HRP) and its elements;

• discuss the value of HRP;

• describe the methods and techniques of HRP; and

• apply the methods and techniques of HRP in the changing context of Indian libraries and information centres.

14.1 INTRODUCTION

In Unit 13 of this Block you have learnt the basics of Human Resource Management (HRM), of an organisation, the need for and purpose of HRM and how is it done through strategic and operational planning. This Unit introduces the concept of Human Resource Planning (HRP) which is an integral part of HR Management. Human resources are considered in information economics as human and intellectual capital. The vital need and purpose of HRP are explained, indicating the importance of the human resources as invaluable assets, transforming all the other resources into tangible products and services of an

organisation. The process of HRP, explaining the various methods and techniques are described with all their details. The current scenario of Indian libraries and information institutions is discussed, indicating the types of professional persons required in the future. The methods and techniques of HRP could be usefully employed in the changing context of Indian libraries and information centres for personnel selection and recruitment, induction and deployment, quality and skill development for added value, performance assessment, etc.

14.2 WHAT IS HUMAN RESOURCE PLANNING?

Human Resource Planning (HRP) is fundamentally about matching human manpower forces to the strategic and operational needs of the organisation and securing the full utilisation of these manpower forces for obtaining fully, the goals and objectives of the organisation. HRP emphasises the importance of finding people whose attitudes, behaviour and mental frame of mind are likely to be in tune with the cultural philosophy of the organisation to realise the set targets. HRP approach in building manpower resources, on matching these resources in meeting organisational requirements, does not merely mean maintaining the *status quo*, perpetuating the existing culture. In effect, it should be able to combat the radical changes, in particular the fast advancing Information and Communication Technology, in thinking about the competencies required in the future to achieve substantial growth and to reorient itself to introduce new cultural changes.

Self Check Exercise

Note: i)   Write your answer in the space given below.

ii)   Check your answer with the answers given at the end of this Unit.

1)   Define Human Resource Planning.

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14.2.1 Human and Intellectual Capital

In this context, it is pertinent and useful to cite the theory of Information Economics in viewing human resources as human and intellectual capital. Human capital consists of the knowledge, skills and abilities of the people employed in the organisation. Human capital is defined as "representing the human factor of the organisation, the combined intelligence, skills, and expertise that gives the organisation its distinctive character. The human elements of the organisation are those that are capable of learning, changing, innovating and providing the creative thrust which if properly motivated can ensure the long-term survival of the organisation." (Armstrong, 2004). Human capital is considered to have all the human abilities, either innate or acquired which are valuable and can be augmented by appropriate investments. Human capital is the most important element in an organisation's human resources.

Intellectual capital consists of the stocks and flows of knowledge available in an organisation. These can be regarded as intangible resources which together with tangible resources such as money and physical assets comprise the total value of an enterprise. Intangible resources are defined as the factors that contribute to the value generating processes of an organisation. It includes vision and perspectives to foresee the possibilities and opportunities for future growth of an organisation and navigate its affairs effectively to achieve excellence in its products and services.. They also cover the values attached to such intangibles as goodwill, corporate image and brand.

Self Check Exercise

Note: i)   Write your answer in the space given below

ii)   Check your answer with the answers given at the end of this Unit.

2)   What are human and intellectual capital?

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14.2.2 Human Resources Distribution

Human and intellectual capital is distributed in various measures in the manpower forces employed in an organisation. While the intellectual capital is concentrated at the top management who have the duty and responsibility to lead the organisation to achieve its present and future goals, the human capital is distributed at all levels in the organisation in different and appropriate measures. This distribution is not necessarily rigid as quality, competence and ability can come from any level of the organisation. Usually the top management executives are persons deliberately chosen with brilliant academic and professional records and experience, leadership qualities that have the intangible attributes in greater measure than persons selected at lower management levels.

The Chief Executive Manager and a few associates, with visionary zeal and enthusiasm, carry the full load of the organisation, to plan its goals and objectives, setting immediate and long range targets and provide organisational structure and set norms and standards for the various functions and measurement yardsticks and scales of performance of the staff of the organisation.

Some of the world famous organisations like Microsoft, Infosys, Bhabha Atomic Research Centre are well known for their top executive leaders who have brought about extraordinary success to their respective organisations and set examples for highest quality and excellence of performance. Homi Bhabha, Bill Gates and Narayanmurthy are well known names today.

The middle and lower management personnel will have the appropriate qualifications and experience related to their respective duties and responsibilities to perform with efficiency and motivated to give the best to the organisation.

It is important to note from the foregoing discussions that the process of HRP is vital and has to be given the best attention it deserves. It should, however, be done strictly as determined and directed by the overall goals, objectives, plans, policies and set targets of the organisation.

The ideas and process of planning are recapitulated here for putting our discussions on HRP in the right perspective. As you have already learnt, strategic and operational planning involves:

- Determination of desired goals and objectives and setting targets to fit into a time frame;

- An assessment of the future in relation to changes, expected and anticipated, in particular with the application of the incredibly fast advancing information and communication technologies and customer requirements;

- Selection of activities, programme and projects to achieve the set targets;

- An estimation of the resources required to carry out the decided tasks;

- Preparation of a written plan, giving scope for flexibility; and

- Setting a programme of action for implementation of the plan.

14.3 WHY IS HUMAN RESOURCE PLANNING?

The vital necessity for Human Resource Planning for an organisation can never be over emphasised. We have mentioned repeatedly that human resources are the most important assets of an organisation. It is the knowledge, skills and abilities of individuals that create value which is why the focus of attention has to be on the means of attracting, retaining, developing and maintaining the human capital they represent.

14.3.1 Need and Purpose

We have mentioned that Human Resource Planning is a continuous process and not a one-time activity. Of course, it should be strictly in tune with the overall planning and policy of the organisation. The reasons are as follows:

The initial exercise in HRP is to match the selection and recruitment process of manpower resources to match with the goals and objectives of the organisation. But it does not stop there. In tune with the fast advancing technologies and customers (users) requirements, the staff of the organisation will have to obtain new knowledge and skills to apply successfully to the new changing requirements.

While the employees of the organisation provide the bones and sinews for achieving the targets of an organisation, the employers of the organisation should also compensate the staff adequately so that their loyalty to the organisation and motivation to give their best to the organisation do not suffer at any point of time. Therefore all the methods, tools and techniques that establish the smooth and willing participation of the employees in the management of the organisation have to be necessarily based on a well thought out programme. The preparation with techniques and methods of such well thought out plan would be part of Human Resources Planning.

These aspects discussed above will form part of Unit 15 Human Resource Development (HRD). As a matter of fact, both HRP and HRD are integral parts of Human Resource Management. They are split into distinct units to help the process of learning to understand their significance and importance to emphasise that human resources are the most valuable assets.

Human Resource Planning is, therefore, a comprehensive effort to include various kinds of methods not only to retain the manpower resources so carefully built up but to develop their knowledge and skills also to the changing requirements of the organisation for survival and future growth.

Self Check Exercise

Note: i) Write your answer in the space given below.

ii) Check your answer with the answers given at the end of this Unit.

3) Explain the need of and purpose for HRP.

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14.4 CHANGING SCENARIO OF INDIAN LIBRARIES AND INFORMATION INSTITUTIONS

A number of factors can be attributed to the fast changing scenario of Indian libraries and information institutions. Information and knowledge are considered today the most important, invaluable and powerful force that can bring about all-round growth and development of the economy of a country. As pointed out earlier, the National Knowledge Commission of our country has given a very significant place to libraries and information institutions in the process of transforming our national economy into a knowledge economy.

Currently libraries and information institutions are changing fast with the application of computer and information technology. With increasing development of software packages for library automation, many libraries have found it necessary and useful to automate their activities for quality user services. As many libraries are finding that with computerisation, there is likely to be increased productivity, improved reader services, faster movement of acquisitions between their delivery and appearance on the shelves, improved stock control and a better quality of working life for all concerned. But to what extent these expectations would materialise depends entirely on the quality of the manpower forces that operate in library and information institutions.

As present Indian libraries and information institutions are at various stages of modernising their systems and services, resorting to automation, selective digitisation of their specific collections in some libraries, using Internet and other

networks and websites for searching and retrieval, etc. Some of them have advanced in completing this process and many of them are in the transition stages, operating in the conventional mode for their retrospective collection and offering computerised services for their newer acquisitions. All these changes are seen in:

- The nature of their collection;
- Technical Processing;
- Serials Control;
- Readers Services;
- Information Retrieval Services;
- User Orientation; and
- Staff Training, etc.

Self Check Exercise

Note: i)   Write your answer in the space given below.

ii)   Check your answer with the answers given at the end of this Unit.

4)   In what areas do changes in libraries and information institutions get reflected?

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As far the nature of the collections in libraries, although print materials predominate, electronic forms, such as CDs, digital forms, and others are increasingly part of their holdings. With publishing and book trades having switched over to computer-based services, acquisition programme also have changed in libraries, using these facilities with library automation software packages.

Library processing also have been changing fast using library automation packages, making their catalogues available online for accessing their collection for users.

With various changes in serial publishing, on line accessibility and many other innovative programme, serials acquisition and control, resource sharing, etc. are fast changing in libraries.

Readers services like circulation, literature searching and retrieval through Internet, specialised networks and websites, etc. many libraries have improved their services.

Reading rooms with access to computers to search in-house catalogues, Internet searching facilities, etc. have also been provided by many libraries. As large number of users have learnt searching through Internet.

To meet the challenges of new environment, many libraries have been training their staff to acquire computer skills, exposing them to Microsoft office packages, like MS Word, Power Point, Excel and Access and in learning software languages to create in-house databases, besides learning software languages for specific purposes.

Library and Information Science Schools have also been introducing new programme in training staff with knowledge and skills in ICT. In addition to the supply of manpower from LIS Schools, business and management schools have started advance programme in virtual library management and knowledge management, particularly in US and England, in which many Indian students are getting trained. So the market for library and information management is becoming more competitive.

While all these changes are essential and absolutely necessary in the changing context, the philosophy of library profession conceived by erstwhile learned scholars of our profession should remain intact. Some of these are:

- Library service is basically a service-oriented activity and has to remain so for ever, despite flourishing information business.

- Library and Information Profession is an intellectual profession with persons having a good subject background and knowledge, in addition to professional knowledge as deemed necessary with changes especially brought about by ICT and other factors.

There are quite a few areas of current professional education and training, work experience in different situations that should stand by LIS professionals to deal with various professional demands of the future.

For example, subject classification and indexing, designing classification systems and thesauri construction, searching techniques in information retrieval, abstracting, condensation, consolidation, repacking of information, methodologies for picking up domain knowledge in subjects, intimate knowledge of knowledge and information resources, their intricacies in using them and similar others are invaluable in any context for developing innovative products and services. With modern computer facilities for research, these methods and techniques should improve substantially.

Taking all these into consideration and for the foreseeable future, the professional knowledge and skill requirements should be with a blend of the following areas:

- A good subject background with abilities to pick up domain knowledge and skills in related and relevant to areas of the activities of parent bodies;

- Computer knowledge and skills to operate ICT based systems and services with considerable expertise and efficiency;

- Management skills to run the newly developing libraries and information institutions, particularly large institutions like university libraries, information centers of research complexes, large industrial undertakings, mass media and such others;

- Communication skills both in written and oral forms to deal with various types of persons in different contexts;

- Abilities and competence to handle information demands in fast emerging sectors like energy and power, tourism and entertainment industry, hospitality industry and such others.

- Intangible personal characteristics, conducive to maintain best public relations to build up and maintain a good image and reputation of their respective institutions and the profession.

It is, indeed, very unlikely to get a supply of these blend of professional persons and possibly human development programme should, therefore, should take care to provide these types of quality human resources.

With this background, let us discuss Human Resources Planning in the following sections of this Unit.

Self Check Exercise

Note: i) Write your answer in the space given below.

ii) Check your answer with the answers given at the end of this Unit.

5) What kind of blend of human resources in libraries and information institutions are likely to be in demand in the foreseeable future?

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14.5 ELEMENTS OF HR PLANNING AND POLICY

The following are the different elements of Personnel Planning:

- Estimating manpower requirements quantitatively and qualitatively;

- Selecting and recruitment of persons;

- Induction and deployment;

- Development of knowledge and skills;

- Performance assessment, counselling and coaching; and

- Communication.

Self Check Exercise

Note: i) Write your answer in the space given below.

ii) Check your answer with the answers given at the end of this Unit.

6) Specify the different elements of HRP.

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14.5.1 Estimating Manpower Requirements

As discussed above, with the changing dimensions of library and institutions and the mechanism of operations taking new forms, the problem of estimating manpower requirements is not only critical but also complex. We have already stated that the qualifications and professional training required for managing these new types of institutions have to be a blend of persons with several skills and knowledge. Even in small information units or libraries wherein only a few persons work, the different categories of services would demand correspondingly different skills and knowledge. Therefore a proper estimation of manpower requirements both in terms of quantity and quality is critically important.

The estimates of the personnel of a library/information institution have to be necessarily based on the current and possible future activities, programs and projects on the basis of the targets set up over a period of time and budgetary provisions. The qualitative nature of persons required have to be simultaneously assessed through techniques like job and work analysis, job descriptions and job evaluation, which would establish norms and standards of performance measurements.

The appointment of the top executive of large institutions or the head of smaller units is extremely important, critical and crucial for ensuring the success of the organisations. The top persons have to lead the organisations/units with abilities to take the staff with them and achieve the set targets within the time frame and also envisage its the future growth.

Self Check Exercise

Note: i) Write your answer in the space given below.

ii) Check your answer with the answers given at the end of this Unit.

7) How are the estimates of personnel of library/ information institution made?

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14.5.2 Selection and Recruitment

Although the general policy and procedure for selection and recruitment of personnel are more or less the same, the selection and appointment of the top executive needs extra care and special attention.

Top Position

Apart from advertisements to the top position in the newspapers and professional journals, recommendations to the post are invited from experts in the field. The applications are screened along with names recommended and short listed for personal interviews. The selected candidates are generally invited for presentations of their ideas for the management and growth of the organisation and thereafter,

the appointment orders are issued to the finally selected candidates. The selection and recruitment of the other positions in the organisation are done with the appointed top executive in the selection process.

Middle and Lower Level Position

The procedure for selection and recruitment of candidates for other middle and lower positions are as follows:

Once a proper assessment of manpower requirements is made, their procedural steps are:

Obtaining sanctions for filling up of the vacancies from the personnel department so that the process of selection and recruitment gets the right attention and speed.

Advertisements are made in appropriate newspapers and professional journals of the types and number of positions to be filled up with the other details of job descriptions of positions with their duties and responsibilities, employment opportunities for professional advancements, career prospects, salary structure and fringe benefits and the other related aspects.

All these or any group of job information desired by the parent organisation have also to be determined. Even in small organisations, the person heading the library and information units, should initiate action at the right time.

The routine operation involved in selection and recruitment of persons are usually conducted by the personnel departments of the parent organisation. Screening the applications to shortlist candidates for personal interviews, if necessary, after holding written tests. Personal interviews are conducted usually by a selection committee with external experts. If required, other means to ensure the suitability of persons for different positions are resorted.

As mentioned earlier, the process of filling up the positions at the middle and lower levels has to be done with the initiative of the top executive or the head of the unit, even though the procedure or selection and recruitment involves the personnel department of the parent organisation. The duty and responsibility of the top person necessitates her/his total involvement in getting the right candidates for the right positions. This safeguards the interest of the top executive to ensure success.

14.5.3 Induction and Deployment

One of the most important and surest ways to retain and motivate the recruited person to the position(s) is to induct the person properly into the organisation to make the person get a feeling that s/he has joined the right organisation. The steps involved in this process are:

• An orientation programme, conducted usually by the personnel division of the parent organisation, introducing the candidates to all the other senior members of other departments and the functions they perform;

• Induction to the library and information unit by the head, giving a complete overview of its various operations and services, introducing her/him to all the other colleagues.

An orientation programme is an informal introduction to the organisation in terms of its goals and objectives, organisational discipline, employee benefits, salary schedules, health care and medical provisions, attendance, leave regulations and rules, holidays, grievance procedures, hours of work, coffee break, telephone facilities and such others that are not commonly known to a newcomer when the person joins the organisation.

The head of the library/information unit gives the full picture of all the activities of the unit, its role *vis-à-vis* the parent organisation, structural organisation of the library, the section to which s/he is to be posted, the nature of the work with the duties and responsibilities and the other colleagues. The person under whom the new recruit attached has to explain the job with particular reference to the practices and routines established by the library/information unit.

The kind initial systematic induction and deployment would pay rich dividends in the course of time in getting the newcomer a familiarity with the environment and persons with whom s/he has to work. These efforts would ensure a greater chance of getting the best performance from the individual who also would feel that safe and secure to stay in the organisation.

This aspect of induction and deployment is very often neglected and do not get any attention that gives a newcomer a sense of insecurity and fear. The performance of the new recruit naturally will get affected by this negligence.

Self Check Exercise

Note: i) Write your answer in the space given below.

ii) Check your answer with the answers given at the end of this Unit.

8) What are the steps involved in the induction and deployment of new entrants?

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14.5.4 Development of Knowledge and Skills

The development of knowledge and new skills of the human resources of the library and information units is a big responsibility of the head of the unit. S/he has to assess the strengths and deficiencies of her/his staff and decide appropriately the best ways to handle them.

While this area of Human Resource Development is to be discussed in Unit 15, in this Unit we present a few points to highlight this aspect here.

Training and development of personnel is done to acquire higher knowledge and skills are to build up the capacity, ability and competence of the employees to attune themselves to the changing requirements of libraries and information institutions. This may include the following points:

- Orientation courses to give new entrants an exposure and acclimatisation to the environment and other persons;

- In-service training programme are meant to give junior persons an opportunity to pick up practical skills in a particular section;

- Workshops on specific areas to middle level technical staff to enable them acquaint themselves with current developments in a given field;

- Short term courses in new areas to any group to enable its members to emulate current trends;

- Continuing education programme to groups to enable them to know current trends and advances in their particular areas of work.

In planning training programme, the following aspects need to be taken care of:

i) Need for training identification of areas of training and number of persons to be trained in a time frame;

ii) Assessment of training programme, internal as well as external to decide which one would fulfill the needs of the library and staff;

iii) The quality of the training programme;

iv) Evaluation of candidates who have undergone the training and properly using their new skills;

v) Every area of training requirements needs to be considered viz. administration, financial, professional and others.

Self Check Exercise

Note: i) Write your answer in the space given below.

ii) Check your answer with the answers given at the end this Unit.

9) State the different points that need attention in training and development programme.

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14.5.5 Performance Assessment, Counselling and Coaching

Performance assessment is a systematic evaluation of an individual employee's job-related strengths and weaknesses. This is applicable to every level of management in an organisation. The performance assessment would vary, with

appropriate yardstick and scale respectively at the top, middle, lower levels. The assessment of performance is done against accepted norms and standards.

The substance of performance assessment is that all work in a library/information unit is to conform in content, form and amount to some preset standards. The purpose of this exercise is to lead to improved performance, awards/rewards/ incentives for best performance, etc. Persons who need proper guidance and advice to improve their output and quality also have to be identified with reference to their areas of inadequacy. What needs to be done has to be planned to give appropriate counselling, coaching or intensive training to those who need this kind of support for self development. It is easy to condemn an employee for poor performance but the fact is that no one is unfit for every work. It is the supervisor's responsibility and duty to find a suitable place for such employees to rehabilitate them.

14.5.6 Communication

A communication system in an organisation serves to supplement and complement staff development programme. We have already discussed that communication programme of an organisation are very necessary to keep the members of the staff well informed of its activities. These programme provide a synergetic effect in building up staff strength, participation, capabilities, behaviour and professional quality. Communication may help personnel in many ways such as:

Organisational culture, viz. values, ideas and establishing a social relationship. A notion of ethical values builds a behavioral pattern among the employees through organisational culture.

Holding periodic meetings of employees to discuss matters of common interest to achieve some purpose or goal is healthy practice. The constitution of different committees for different purposes ensures staff participation in planning, decision making, problem solving, performance appraisal, etc. Handled with proper attention and care, meetings will result in creative thinking, multiple thought input, enhanced group cohesiveness, cooperation and communication leading to better decision making.

In-house bulletins, newsletters, annual reports, and other periodical communication reports provide information to the employees to know about first hand the activities and progress of the organisation. Some of these reports are prepared by the members of the staff, having been selected by the organisation for this purpose which is conducive to healthy growth.

Quality Circles (QC) which is the current method of opening up news channels of communication in participative management is an important means of communication. Quality Circles are small groups of employees without any discrimination of their positions and rank who normally work together, meeting regularly to agree upon ways of improving quality, productivity and other aspects of their day to day working arrangements. They are encouraged by management as a concrete measure to involve employees in its activities.

Self Check Exercise

Note: i)   Write your answer in the space given below.

ii)   Check your answer with the answers given at the end of this Unit.

10)   What are different methods of communication that would establish good relationship in the organisation?

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14.6 MANPOWER PLANNING FOR LIBRARIES AND INFORMATION INSTITUTIONS IN INDIA

This section on manpower planning for Indian libraries and information institutions should be read in conjunction with the section on Changing Scenario of Indian Libraries and Information Institutions.

Most of the libraries and information/centers/ units in India are functioning as constituents of various academic and research complexes like Universities, R & D establishments, Government Ministries, Departments, Agencies, Private/Public Industrial Undertakings, Business and Trade Organisations, Mass Media, etc. The General planning and policies of building human resources, governing their respective parent bodies are applicable to their libraries and information units. With the growing and changing patterns of information institutions, management plans and formulation of policies exclusively for libraries and information institutions relevant to the new conditions seem to be necessary and inevitable. Besides various compulsions like ICT applications, fund crunch, volume and variety of information resources, increasing demand for innovative information services, consequent upon the newly emerging sectors like energy and power, tourism and entertainment industry, fashion technology and such others are compelling reasons for a new thinking for manpower planning. In addition, information industry and business and marketing of information products and services, emphasis on user needs and quality service are operating in their own rights, many successfully. All these developments are driving information institutions to restructure their manpower building strategy and operational structures.

A design methodology for manpower planning in the changing context would have to be based on broad goals that would keep users and their information needs at the center, building up information collection and stocks relevant and appropriate to users needs, with the provision for access and availability of information irrespective of their location using ICT facilities and for innovative services. The steps in manpower planning would constitute the following:

•   Establishing result oriented selection and recruitment procedures;

•   Inducting newly recruited staff appropriately;

- Enhancing staff knowledge and skills through training;

- Measuring quality products and services;

- Evaluating results at periodic intervals;

- Retuning the organisation at proper intervals.

Self Check Exercise

Note: i) Write your answer in the space given below.

ii) Check your answer with the answer given at the end of this Unit.

11) State the steps involved in manpower planning for libraries and information institutions of the future.

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14.7 SUMMARY

In this Unit, we have discussed Human Resource Planning (HRP) as an integral part of Human Resource Management. Human Resources are considered as human and intellectual capital which is distributed, in appropriate measures at the different levels of an organisation. HRP is matching human resources selected and recruited to the different tasks of the organisation to achieve its goals and objectives. The methods, tools, and techniques of HRP are discussed in relation to the changing context of Indian libraries and information institutions. In order to understand this, an overview of the Indian scenario of Indian libraries and information institutions is presented, indicating the type of manpower required in the future.

The elements of HRP that include estimating the quantity and quality of manpower required, selection and recruitment, induction and deployment, performance assessment of employees with appropriate yardsticks, development of knowledge and skill, communication are all discussed in detail. In the end how these ideas of HRP could be usefully employed in the changing context of Indian libraries and information institutions are indicating a few steps of HR Planning.

14.8 ANSWERS TO SELF CHECK EXERCISES

1) Human Resource Planning (HRP) is fundamentally about matching human manpower forces to the strategic and operational needs of the organisation and securing the full utilisation of these manpower forces for obtaining fully the goals and objectives of the organisation.

2) Human capital is defined as "representing the human factor of the organisation, the combined intelligence, skills, and expertise that gives the organisation its distinctive character. The human elements of the organisation are those that are capable of learning, changing, innovating and providing the creative

thrust which if properly motivated can ensure the long-term survival of the organisation."

Intellectual capital consists of the stocks and flows of knowledge available in organisation. These can be regarded as intangible resources which together with tangible resources such as money and physical assets comprise the total value of an enterprise. Intangible resources are defined as the factors that contribute to the value generating processes of an organisation.

It includes vision and perspectives to foresee the possibilities and opportunities for future growth of an organisation and navigate its affairs effectively to achieve excellence in its products and services. They also cover the values attached to such intangibles as goodwill, corporate image and brand.

3) Human Resource Planning is a comprehensive effort to include various kinds of methods not only to retain the manpower resources so carefully built up but to develop their knowledge and skills also to the changing requirements of the organisation for survival and future growth.

4) Changes reflected in libraries and information institutions are in the following areas:

   - The nature of their collection

   - Technical processing

   - Serials control

   - Readers services

   - Retrieval services

   - User orientation

   - Staff training; and similar others

5) The blend of human resources likely to be in demand in future libraries and information institutions are:

   - A good subject background with abilities to pick up domain knowledge in any related subjects of the parent body.

   - Expertise in computer knowledge and skills management of skills to manage complex professional organisations.

   - Communication skills, oral as well as written.

   - Many desirable intangible characteristics to build up and maintain goodwill, image and reputation of the institutions and such others.

6) The following are the different elements of Personnel Planning:

   - Estimating manpower requirements quantitatively and qualitatively;

   - Selecting and recruitment of persons;

   - Induction and deployment;

   - Development of knowledge and skills;

   - Performance assessment, counseling and coaching; and

   - Communication.

7) The estimates of the personnel of a library/information institution have to be necessarily based on the current and possible future activities, programs and projects on the basis of the targets set up over a period of time and budgetary provisions. The qualitative nature of persons required have to be simultaneously assessed through techniques like job and work analysis, job descriptions and job evaluation, which would establish norms and standards of performance measurements. The quantitative assessment is also done at this point.

8) Induction and deployment of new entrants of a library would involve the following steps:

   • An orientation program conducted usually by the personnel division of the parent organisation;

   • Induction into the library by the head of the library;

   • Introduction to the colleagues of the other section; and

   • Introduction to the work that the person is assigned by the head of the library.

9) In planning training programs, the following aspects need to be taken care of:

   • Need for training identification of areas of training and number of persons to be trained in a time frame;

   • Assessment of training programs, internal as well as external to decide which one would fulfill the needs of the library staff;

   • The quality of the training program;

   • Evaluation of candidates who have undergone the training and properly using their new skills; and

   • Every area of training requirements needs to be considered viz. administration, financial, professional and others.

10) Communication programs in organisation will include among others, the following:

   • Promotion of organisational culture;

   • Oral communication formally and informally among staff and employers;

   • Written communication through In-house bulletins, Newsletters, Periodical reports, etc; and

   • Promoting Quality Circles and encouraging meetings, staff participation in improving the quality or products and services.

11) The steps in manpower planning would constitute the following:

   • Establishing result oriented selection and recruitment procedures;

   • Inducting newly recruited staff appropriately;

   • Enhancing staff knowledge and skills through training;

   • Measuring quality products and services;

   • Evaluating results at periodic intervals; and

   • Retuning the organisation at proper intervals.

14.9 KEYWORDS

Communication	:	Interpersonal communication between the management and employees as well as among the employees through various mechanisms.
Deployment	:	Posting persons to appropriate places in the organisation.
Human Capital	:	Human capital represents the human factor in the organisation, combined intelligence, skills and expertise that gives the organisation its distinct character.
Induction	:	Process of introducing new entrants into the organisation.
Intellectual Capital	:	Consists of the stocks and flows of knowledge available in an organisation, including the intangible qualities of persons.
Organisational Culture	:	Process of generating values, ideas and practice at different levels of work in an organisation.
Performance Appraisal	:	Assessment of work accomplished by employees to determine their contribution, strengths and weaknesses.
Personnel Planning	:	Process that helps organisation to assemble adequate number and quality of staff.
Quality Circles	:	Small groups of employees working together, meeting at regular intervals to discuss improving the quality of the work they are involve in.
Recruitment	:	Process of securing the required persons through a formal method.
Selection	:	Assembling applications for a job through suitable methods and choosing the list from among them.

14.10 REFERENCES AND FURTHER READING

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UNIT 15   HUMAN RESOURCE DEVELOPMENT

Structure

15.0 OBJECTIVES

After reading this Unit, you will be able to:

- comprehend the concept of Human Resource Development (HRD);

- explain HRD strategy;

- describe the elements of HRD;

- explain the value of HRD Philosophy;

- highlight the human elements of an organisation;

- discuss the application of management techniques to HRD such as participative management and TQM; and

- apply the principles of HRD to Indian libraries and information institutions.

15.1 INTRODUCTION

We have discussed in Unit 14, knowledge development and skills as elements of Human Resource Planning, to enhance the competence and capability of personnel selected and recruited in an organisation for quality improvement. In this Unit,

we are accentuating on the importance of the development of human resources as a continuing effort to prepare the organisation for its future needs of growth and development. No organisation, in fact, can afford to remain static in any field of activity, lest it would perish. Dynamic growth and development of any organisation involves augmentation of every economic factor of production and services, such as raw materials, finance, capital and entrepreneurship, the last of which is related to human resources. Human Resource Development (HRD), therefore, is a permanent continuing activity of a dynamic organisation and has to be understood in all its ramifications.

Qualities of leadership are a crucial factor in developing human resources, particularly from the point of behavioural psychology, emotional characteristics, and overall involvement in work with proper attitudes and approaches to work. Motivation and communication are important techniques that can contribute to employees' performance quality.

Participative Management, Total Quality Management, Career opportunities, health and safety, and a few management techniques that are useful in HRD are discussed in the context of Indian libraries and information institutions with their application feasibility.

15.2 CONCEPT OF HUMAN RESOURCE DEVELOPMENT (HRD)

HRD concept is concerned with the provision in an organisation, for learning, development and training opportunities in order to improve individual, team and organisational performance. HRD is essentially a goal and target oriented activity, constantly endeavoring to update and tune its human resources to advance in knowledge and skill, to meet all the requirements of a growing organisation. Strategic planning of HRD is necessary to have a well thought programme to execute it effectively.

Self Check Exercise

Note: i)   Write your answer in the space given below.

ii)   Check your answer with the answers given at the end of this Unit.

1)   What is HRD concept concerned with?

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15.2.1 HRD Strategy

Strategic HRD is a set of programme in an organisation, for providing facilities and opportunities for its manpower force for education, learning, development and training in order to improve individual, team and organisational performance. This is a continuing activity, as stated above, to be always prepared for future

growth and development. In other words, strategic HRD arises from a clear vision about people's abilities and potential and operates within the overall strategic framework of an organisation's goals and objectives. It takes a broad and long term view about how HRD policies and practices, supporting the achievement of set targets with reference to its present and future tasks. It is concerned with enhancing its human resource capability in accordance with the belief that an organisation's human resource as a major source of competitive advantage. It is therefore about developing the intellectual capital required by the organisation, as well as ensuring that right quality of people is available to meet not only the present but future needs also.

So, Strategic HRD aims to produce a coherent and comprehensive framework for developing the human resources of an organisation. Much of HRD process will be geared to providing an environment in which employees are encouraged to learn and develop. HRD activities may include traditional training programme but emphasis is much more on developing on intellectual capital and promoting organisational team and individual learning. The focus is on creating an environment in which knowledge is developed and managed systematically. Strategic HRD is also about planning approaches to the encouragement of self-development (self managed learning) with appropriate support and guidance from within the organisation. It should also deal with the human elements of an organisation in its entire entirety to supplement and complement all the efforts at intellectual development.

It is useful to recall here the definition of 'intellectual capital' that it consists of the stocks and flows of knowledge available to an organisation and includes intangible resources that can contribute to its value generating processes. These comprise the value of all relationships inside and outside the organisation, including those with customers and suppliers. They also cover the value attached to such intangibles as goodwill, corporate image and brands.

Self Check Exercise

Note: i)   Write your answer in the space given below.

ii)   Check your answer with the answers given at the end of this Unit.

2)   What are the aims of HRD Strategy?

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15.2.2   HRD Philosophy

It is pertinent, relevant and useful to reproduce HRD Philosophy, as conceived by Michael Armstrong in his work on *Handbook of Human Resource Management Practice* (page 527), as this philosophy can be regarded as a set of directive principles for HRD.

- "HRD makes a major contribution to the successful attainment of the organisation's objectives and that investment in it benefits all the stakeholders of the organisation.

- HRD plans and programs should be integrated with and support the achievement of business and human resource strategies.

- HRD should always be performance related, designed to achieve specified improvements in corporate, functional, team and individual performance and makes major contribution to bottom-line results.

- Everyone in the organisation should be encouraged and given the opportunity to learn – to develop their skills and knowledge to the maximum of their capacity.

- Personal development processes provide the framework for individual learning, including behavioral upliftment conducive to a total growth of the individual.

- While we recognise the need to invest in learning and development and to provide appropriate learning opportunity and facilities, the prime responsibility for development rests with the individual who will be given the guidance and support of his or her manager."

With this background, let us study the key elements of HRD in the next section of the Unit.

Self Check Exercise

Note: i)   Write your answer in space given below.

ii) Check your answer with the answers given at the end of this Unit.

3)   How is HRD philosophy serves as a directive principle to HRD?

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15.2.3 Key Elements of HRD

The Key elements of HRD are to develop the intellectual knowledge, various technical skills of the human resources and aid self-development in all its dimensions. The intellectual, knowledge and skill developments are acquired through learning, formal education, training and self-development with Internet facilities and Intranets of the organisation.

Intellectual, Knowledge and Technical Skills

Learning: It is a process of acquiring knowledge with formal studies, skills with observation and involvement in work by individuals or teams that produce a relatively a qualitative change in their behaviour that occurs as a result of practice and experience. The process is varied and complex, covering a wide range of

efforts to acquire, besides knowledge and skills, insights, beliefs, values, attitudes, and habits. Individuals learn for themselves by doing things and from instructions of knowledgeable people and also from organisation's stocks of knowledge. They learn as members of teams and by interaction with their managers, co-workers and people from outside the organisation. The ways in which individuals learn differ and the extent to which they learn depends upon how largely or how well they are externally motivated or self-motivated.

Education: Individuals may enhance their academic and professional knowledge by studying in formal educational institutions for various degrees and diplomas. These should be relevant to and necessitated by the organisations growth. The organisation will decide on the person(s) to be going through formal education.

Training: While learning is the process by which a person acquires new knowledge, skills and capacity, training is the use of systematic and planned instructions and development activities to promote practical hands-on skills. Training programme may consist of a short formal training course, a series of short courses on job modules, or a fairly lengthy period, lasting for weeks, of a professional course. Planning the overall training programme means prioritising training activities in the light of analysis of learning needs and deciding on the resources required. Planning individual programme means selecting the right blend of training techniques and deciding on the extent to which the training is to be held on the job or off the job, in-house or externally. Decisions have also to be made on who provides the training. Increasingly this is being outsourced to training providers, that is, outside experts are invited to be on the faculty and also training specialists within the organisation. This is based on needs analysis, planning and evaluation. Finally the effectiveness of training needs to be evaluated systematically.

Self Check Exercise

Note: i) Write your answer in the space given below.

ii) Check your answer with the answers given at the end of this Unit.

4) What are the key elements of HRD?

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Conditions for Effective Learning

Here learning includes all the types formal and informal learning mentioned above. The whole program of learning, training, education, etc. can be effective only on the following conditions:

• Learning, education, etc. are all very active processes. Persons undergoing these must be totally involved, dedicated and devoted.

• Individuals ought to be motivated externally or self-motivated; the latter is likely to yield much better results.

- Effective learning is likely to be achieved if learners have learning goals and oriented towards their own roles in the organisation.

- Learners need a sense of direction and feedback on how they are doing. Self-motivated individuals may provide much of this by themselves, but learning facilities should still be available to encourage and help when necessary.

- Learners must have the satisfaction in what they learn. They should feel that they are gaining something which will be very useful in their work.

- Written course material should be provided in any process of learning. The course methodology should use all modern presentation methodology.

- Learning requires time to assimilate, test and acceptance. This time should be provided in the learning program.

Self Check Exercise

Note: i)   Write your answer in the space given below.

    ii)   Check your answer with the answers given at the end of this Unit.

5)   What are the conditions for an effective learning?

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Self-Development: E-Learning

Learning is a never ending process, irrespective of the level at which a worker is functioning, salary or status. In today's context, self-learning opportunities are unlimited, particularly with ICT.

"E-Learning is learning -or- training that is delivered by electronic technology. It makes use of the Internet and World Wide Web, and intranet within the organisation. The aim is to enhance self-learning. It extends and supplements face-to-face learning rather than replace it."

Internet and web pages have literally brought a reference library to a home, if computer and broad band facilities are available to an individual. Practically every type of search is possible with Internet with downloading and printing facilities. Files on many topics can be prepared for reference and there is no limit to this. Many services of the Internet are free but some are priced. This is the best method for self-learning, including learning courses through on-line facilities.

E-learning focuses on the learner. It provides a means of analysing individual learning needs. This process may be achieved by participation in learning groups or communities of interest in which members both gain and share knowledge.

Self Check Exercise

Note: i)   Write your answer in the space given below.

  ii)   Check your answer with the answers given at the end of this Unit.

6)   What is e-learning?

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15.3 HUMAN ELEMENTS OF THE ORGANISATION

With all the strategic programme for enhancing the competence and capability of human resources, it would be incomplete if the human elements of individuals and groups are unattended. While the intellectual capital and acquisition of numerous technical skills are getting expanded with reinforcements, if all the idiosyncrasies of human beings are not taking care of, the progress of growth and development of the organisation will be seriously impaired.

HRD strategy should include as much as possible the human element of the organisation. For instance, what causes human beings to act the way they do? What needs do the staff have? How should the workers be treated to be most productive? If the ultimate goal of the organisation is to be more effective and efficient, it is obvious the people who work for the organisation are the key factors in achieving success.

15.3.1 Studies on Human Behaviour

There have been a number of studies and theories on the importance of human behaviour and on the psychological factors that make or mar the progress of an organisation. In this Unit, we are focusing on three major studies/ theories viz., the Hawthorn Studies, McGregor's Theory of X and Theory Y and Maslow's Hierarchy of Needs which highlight the importance of human elements in an organisation.

Hawthorne Studies

Elton Mayo and his co-researchers felt that if the best work environment could be determined, then workers would be more efficient and become less tired. They also felt the importance of evaluating the attitudes and reactions of workers to their jobs and their environment. They attempted through several experiments to determine the relationship between working conditions and productivity. They set up test groups, for which changes were made in lighting, frequency of rest periods and working hours and control groups, for which no changes were made.

In a final experiment they discovered that the workers had developed their own idea of the level of fair output. This informally developed norm was enforced on the work group to the point that total output was restricted. Any worker who

produced more than the norm was pressurised by other workers to comply with the norm.

The lesson of Hawthorne experiments was that psychological needs of individuals have a significant impact on group performance and that employees often miss-state their concerns. As a corollary it was also learnt that when employees are given special attention, output is likely to increase regardless of the actual changes in the working conditions (Hawthorne effect). In other words, the result supported the thesis that reasonable satisfaction of the needs and desires of employees will lead to greater output.

The Hawthorne Studies in the 1930's were among the first studies that demonstrated the importance of the human side of the organisation. This Study is important because it shows that

- Employees respond to managerial efforts to improve the working environment;

- Employees respond to being allowed to make decisions that affect their work pattern and job behaviour;

- Informal group of workers through which an individual employee acquires a feeling of belonging and being welcomed. Management considered these groups to be threats and not in the interest of the organisation. But Hawthorn Studies indicated that these informal groups can be a positive force helping management to achieve goals;

- The informal group needs to develop a sense of dignity and responsibility and needs to be recognised as a constructive force in the organisation; and

- The worker must feel that s/he is needed and welcomed in the organisation.

In substance, the Hawthorn Studies recognised that the organisation is social systems and that the productivity of workers is a result not out physical factors but of interpersonal ones also.

Although the Hawthorn Studies were related to workers in an industrial setting, they had influence on the management of other types of institutions.

Mcgregor's Theory X and Theory Y

Without going into details, Theory X is a very pessimistic assessment of human nature that the goals of the employee and the organisation are incompatible and place major reliance upon the use of authority to control workers.

Theory Y presents a much more positive picture of people. It implies that human nature is dynamic and indicates that they have the capacity to grow and develop. It makes management responsible for creating an environment that permits the positive development of individual employees. Most people, McGregor held, have he potential to be self-motivated and mature. Some may not realise that potential; however, the management has to create a structural and controlled work environment for those employees. Theory Y had greater acceptance among management in the course of time, although there was some resistance in the beginning.

Maslow's Hierarchy of Needs

Another theory that had considerable influence on management practices was Maslow's Hierarchy of Needs. Maslow's theory is based on the fact that man is perpetually wanting being and a particular need may be satisfied, but not need in general. Further, a substantially satisfied need no longer motivate the behaviour of the individual and it is the unsatisfied need that motivates man. These needs have a definite sequence of domination and can be arranged in a series of levels. Maslow postulated that all individuals have needs and these needs can be ranked in one predetermined hierarchy. He identified five levels of needs as given below, ranking from bottom up:

- Physiological needs

- Safety needs

- Social needs

- Esteem needs

- Self actualisation needs

Commenting on Maslow's postulates of the above five steps, Armstrong holds the view as stated below:

> *Although Maslow's theory does have flaws and limitations, it has been popular with managers because it provides a conceptual means of understanding motivation. By identifying an employee's current position in the hierarchy, the manager has an indication of what motivation would be most effective to use in guiding, counseling and advising the employee to achieve better performance. The hierarchy tells managers that unfilled needs are mere motivating than fulfilled needs, and it points out that the needs can never be satisfied because an individual who satisfied one need immediately begins to try to satisfy another. Managers must realize that need satisfaction is a continuous problem for organisations. Employees will never have all their needs fulfilled, regardless of how hard an organisation tries.*

All these studies have been made in the context of employees functioning in US industries; they have their relevance in other contexts. Most of the behavioural patterns of employees in any type of organisation can be handled by leaders who have either innate qualities of leadership or acquired such qualities by experience. In the next section, we shall study leadership along with two other concomitant aspects namely motivation and communication.

Self Check Exercise

Note: i) Write your answer in the space given below.

ii) Check your answer with the answer given at the end of this Unit.

7) Name the Studies related to human elements of an organisation.

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15.3.2 Leadership

There is no universal definition for the term 'Leadership'. But most of definitions have the words such as 'influence', 'vision', 'mission' and 'goals'. It is generally found that an effective leader has the ability to influence others in a desired direction and thus able to determine the extent to which both individual employees and the organisation as a whole meet their goals. With a visionary zeal and mission oriented approach, leaders set goals to achieve a target. In fact, Leadership transforms organisational potential into reality.

There is a good body of literature on 'Leadership' and many theories have been expounded on various aspects of leadership but no final word has ever been said about what constitutes leadership which is a very complex idea.

Generally, we can attribute the following qualities to a leader:

In order to be successful, a leader must be a subject specialist with considerable background in other subjects relevant to an organisation, professionally qualified, competent, intelligent, and analytical in sorting out problems. The person should have a sense of fair play, honesty, sincerity, integrity and should be highly responsible. S/he must possess initiative, perseverance, be diligent and realistic in her/his outlook. Human relations skills are a must for a leader. In addition to these qualities, the effectiveness of leader depends upon the person's physical appearance, self-confidence, alertness, and similar others.

An important positive characteristic of a leader is her/his style of leadership. S/he should be democratic, and invite suggestions from subordinates, through discussion, consultation and participation. The leader may take her/his own decisions but the process of taking independent decisions should not appear to contradict her/his democratic approach.

These qualities may appear to be only ideals for a leader and an organisation may not be able to get the services of such a person at its top or lower levels of management. But if an organisation should get such a leader, the organisation's success is more than assured.

Whereas managers are appointed to hold formal positions of authority in an organisation, leaders are not appointed and they do not hold formal positions. The ideal situation, therefore, would be to look for person(s) who is/are manager-leader(s) – two-in-one.

Leadership is not confined to top level managers alone. There may be leaders at middle or lower levels who can also contribute substantially to an organisation growth and development.

Leadership behaviour ensures highly motivated employees who rely upon the leadership skills of their superiors to show them how to achieve their needs of motivation, rewards and ability to perform their allocated tasks reasonably well. Leaders resolve interpersonal differences. Formal systems are simplified and attempts are made to create a more open, reactive organisational environment. The need for leadership qualities turns more towards the ability to get people to interact. The capacity to mediate is very important, and the ability to plan and analyse feedback is emphasised. In fact, a leader should have far greater human qualities than her/his ability to contribute to the acquisition of intellectual and skills of employees.

Self Check Exercise

Note: i)   Write your answer in the space given below.

ii)   Check your answer with the answers given at the end of this Unit.

8)   What are the qualities of a leader?

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15.3.3   Motivation

Inspiring employees to work as efficiently as possible is an important task of managers in getting things done through them. A motive is a reason for doing something well. Motivation is concerned with factors that influence people to behave in a desirable fashion. The components of motivation may include among others, inspiration, direction, effort, persistence, etc.

Well-motivated people are those who have clear goals and take action that they expect will achieve those goals. There are also people who are self-motivated. The general goals of motivation for people are their aspirations to get some benefit or reward. Although goals or needs may vary or differ from individual to individual, a common aspiration of employees is to get some financial gain, a promotion, or a quality award or reward and such others. For some people working conditions to do their work with reasonable comforts may be a motive to their best. Some others are motivated by health benefits and security of their jobs.

Whatever may be the motive of people to give out their best to the organisation, motivated employees are assets to it. Motivated employees are likely to stay with the organisation and try to achieve their goals along with the goals of the organisation. They accept challenges or changes in work routines more easily than non-motivated employees. The importance of studies and research on motivation is to determine the cause of motivation, techniques and methods of influencing human behavior in the organisation for improving the quality performance of the organisation. This has to be achieved by manager-leaders of the organisation.

Self Check Exercise

Note: i)   Write your answer in the space given below.

ii)   Check your answer with the answers given at the end of this Unit.

9)   What are the effects of motivating employees in an organisation?

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15.3.4 Communication

Various aspects of communication have also been dealt with in the first two units viz. HRM and HRP of the Block. In this Unit, the focus is on the ways the management communicate with their employees either face-to-face or on telephone or any written form. Face-to-face communication is usually in meetings, special workshops or seminars, whereas written communication is in the form of memo, office orders, instructions, or through in-house publications, newsletters, bulletins and the like. All these communication channels are important as they greatly help the process of HRD.

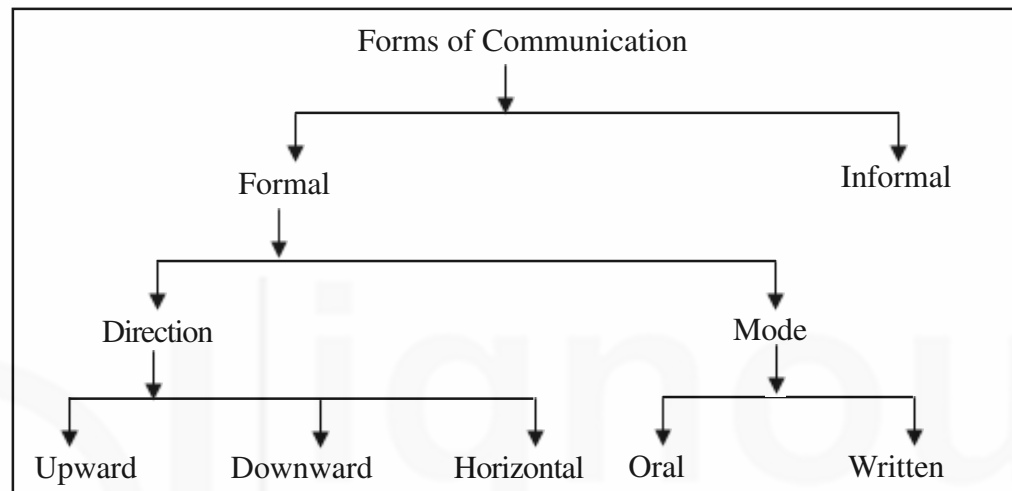The figure given below illustrates the forms of communication

Fig.15.1: Forms of Communication

15.4 MANAGEMENT APPROACH TOWARDS QUALITY

There are quite a few techniques of management towards achieving performance quality of employees of an organisation. In this Unit, four such techniques are mentioned as they contribute to the process of HRD. Two of them namely Participative Management (PM) and Total Quality Management (TQM) relate to team work and the other two, career opportunities deals with individual employees.

15.4.1 Participative Management

Participative Management (PM) has been defined as "both a philosophy and a method for managing human resources in an environment in which employees are respected and their contributions valued and utilised. From a philosophical standpoint, participative management centers on the belief that people at all levels of an organization can develop a genuine interest in its success and can do more than merely perform their assigned tasks."

PM involves employees in sharing information, making decisions, solving problems, planning projects, and evaluating results. Those who favour greater participation base their belief that the rank and file of employees benefit from having a chance to participate in the governance of the organisation that better decisions are made with involvement and those employees get increased job satisfaction – all these lead to better performance quality. Involvement means that management allows employees to discuss with issues that affect them but

management retains the right to manage. It is primarily management-driven concept. Participation is about employees playing a greater part in the decision making process. It is therefore a concept that employees are given the opportunity to influence management decisions and to contribute to the improvement of organisational performance.

Since participative management pushes decision down to lower levels, the higher level officials need to develop their competence, expertise and experience. In the process of decision making, the participation of employees is considered from various aspects such as:

- What are the systems of participation at present?

- Are people involved in issues that affect them?

- Are they being consulted specifically when a vital decision is being taken (i.e. application of ICT)?

Participative Management being one of the human relations techniques lays emphasis on satisfying a greater proportion of people's needs at work. It is considered conducive to high-staff morale to provide more delegation, to push decision lower down the staff hierarchy and involve staff in setting their own objectives and in evaluating their achievements. PM structures and style create conditions at work which enable staff to their potential, make greater use of their professional training and thus improve the effectiveness of the service offered.

The involvement of staff in decision making process of the organisation and having increased awareness of the organisation's purpose, depend upon two important factors, namely, leadership and organisational style. On leadership, a number of aspects have already been discussed that in participative management the leader's role is not diminished but it is changed in its nature.

Advantages of PM

High Productivity: PM assures high productivity that involvement of staff in the decision making process provides one and all good working conditions, motivation and ability to work and introduce the desired result in time. The outcome is always target oriented to meet goals and objectives of the organisation. It taps the talents, ideas, knowledge and the skills of individuals who might not otherwise be included in the decision making process.

Superior Quality: PM stresses that higher quality decisions that result from better practices. Decisions are found superior especially if the group is composed of individuals of different areas of expertise and a common need for a solution.

Wider Acceptability: Group decisions used to be more readily accepted by the group. Participative decision making is also useful for resolving differences among group members. The decisions are acceptable in all groups oar individuals.

Disadvantages of PM

Implementation of the tough decisions taken by the management through participative decision making stalls the entire activities taking the problem from the committee to another committee.

Group Decision Making can be expensive in terms of staff time. A group decision normally takes more time than an executive action. In order to estimate the full cost of participative decision making the decision-making time should be multiplied by the number of persons attending the group meeting.

Lower Quality Decisions are also expected through participative decision making which is not truly effective. If superiors are present or if one member has a dominant personality, the decision of the group may in reality not be a group decision. This can have a lowering effect on group morale and of a negative factor for motivation, making for feelings of frustration and uselessness.

Self Check Exercise

Note: i) Write your answers in the space given below.

ii) Check your answers with the answers given at the end of this Unit.

10) What is participative management?

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11) State the advantages and disadvantages of participative management.

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15.4.2 Total Quality Management (TQM)

"TQM is an intensive, long-term effort directed at the creation and maintenance of the high standards of product quality and services expected by customers. As such, it can operate as a major influence in developing the culture and processes of the organisation. The object is significantly to increase the awareness of all employees that quality is vital to the organization's success and their future. The business must be transformed into an entity that exists to deliver value to customers by satisfying their needs." (Armstrong, 2004)

It is obvious from the above description of TQM is fully focused on customers. It is equally important to note that TQM is a team work and everybody involved in TQM must have a common objective. It offers an approach to an organisation to design processes, policies and jobs so that they are the best, most effective methods for serving customers' needs, eliminating inefficiencies and assuring quality service. TQM is an important strategic management tool and also a philosophy accentuating a systematic approach with strong internal and external customer orientation. Apart from the division that is directly involved in customer services, all the back up functions and behind the scene activities also must be guided and directed by the ultimate goal of customer satisfaction.

TQM is also relevant to HRD strategic planning and operation because the knowledge and skills required for customer service have to be learnt thoroughly and executed effectively.

For libraries and information institutions, the user is the customer. User's satisfaction is uppermost in organising every service in a library.

Self Check Exercise

Note: i) Write your answer in the space given below.

ii) Check your answer with the answers given at the end of this Unit.

12) What is TQM?

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15.4.3 Career Opportunities

Career opportunities is discussed in this Unit mainly because it is the most important factor that determines the motivation of quality employees to stay in the organisation and offer their best to it. It is this perception of the employee that s/he has every opportunity to rise and reach higher positions in the organisation, serves as an incentive. This assurance make them acquire new knowledge and skills voluntarily, go through formal and informal training with a sense of dedication and devotion, perfect their already acquired skills and look forward to their personal growth, both in terms of financial benefit and emotional satisfaction. The best among the employees has every chance to reach the top management levels and the average employee may rise to the middle management levels. This motivating factor can never be underestimated.

In India there is the provision for such career opportunities for employees in most organisations, both in governments and private services. For library and information personnel who are functioning at universities and research organisations as well a public and private enterprises such opportunities are there. But the HRD planning and policies as discussed in this Unit may not be in existence. All the same, the provision for career opportunities itself is sufficient incentive to work efficiently and performance quality.

With pensioner benefits, gratuity and provident fund provisions, there is enough incentive for employees in most organisations to enthuse themselves to learn new knowledge and skills to give out their best to the organisation.

15.4.3 Health and Safety

Health and Safety are the most important aspects of human resources management. It is the only healthy persons and safe working conditions for them that could ever be create valuable assets of any organisation. Merely the number of persons functioning in an organisation cannot make for human resources. While some provisions are there in most organisations for medical facilities, working conditions for health safety cannot be deemed to be there in many organisations. It is only the healthy employees who could benefit from any HRD plan. Particularly with increasing use of computers in every organisation, the working

facilities do not match with prescribed standards in terms of furniture, illumination and other hazards of using the ubiquitous computers. This aspect needs a lot of attention, particularly in libraries and information institutions.

15.5 HUMAN RESOURCE DEVELOPMENT IN LIBRARIES AND INFORMATION INSTITUTIONS

All the foregoing account on the process of HRD is applicable to libraries and information institutions in India. But libraries have no independent status as they are part of their parent bodies. These parent bodies such as academic institutions (Universities, Colleges, Big Public Schools) have personnel departments who have policies for personnel management, but they do not function as HRD departments as described in this Unit. Unless there is a change towards HRD philosophy, Libraries cannot have any exclusively HRD policy and program for their staff.

We have mentioned in Unit 13, the type of library and information service professionals who may have to work in these institutions in the ensuing decades and later. To recapitulate the main points here, the professionals who may have to work in these institutions will have to be a blend of several skills:

- Subject specialisation with considerable skills to pick up;

- knowledge in allied subjects relevant, to provide services;

- Considerable expertise in computer knowledge and skills;

- Communication abilities, both oral and written at a high level;

- Management skills to handle a complex organisation;

- Human qualities of leadership;

- Vision and perspectives to plan for the future.

As stated in Unit 13, professionals with the all-round skills will not be easily available. It is the HRD processes that must be able to build up the human resources required, filling up gaps and making a complement of staff to deal with high level professional services, expected from customers/users. The credibility of the profession and its public image must be considered important and essential.

Self Check Exercise

Note: i)   Write your answer in the space given below.

ii)   Check you answer with the answers given at the end of this Unit.

13) What should the nature of LIS professionals of the future libraries and information institutions?

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15.6 SUMMARY

In this Unit, we have focused on the various aspects of Human Resource Development. Several types of competencies and capabilities have to be built up to deal with professional services high quality expected or required of future libraries and information institutions. These include intellectual and human capital which could be obtained with various processes of learning.

This should be done with HRD strategic planning and operation. Learning is a continuous process. HRD processes for learning are explained in some detail in this Unit, including self learning through Internet, world wide web and intranet within the organisation. In addition to the intellectual and several other technical and technological skills, the human elements of the organisation are to be given equal attention. These include leadership qualities, motivation, communication and handling a variety of psychological and behavioral patterns. Management techniques in team work like participative management and total quality management are discussed in detail. Scope for career development, health and safety aspects in organisations are pointed out as essential to develop a strong and healthy staff who would be in fit conditions to absorb and assimilate all the HRD processes of learning and training and other aspects of human elements. All these aspects of study of HRD are considered in relation to the future of Libraries and Information Institutions. The credibility and public image of the profession would be at stake, if these aspects are overlooked.

15.7 ANSWERS TO SELF CHECK EXERCISES

1) HRD concept is concerned with the provision in an organisation, for learning, development and training opportunities in order to improve individual, team and organisational performance. HRD is essentially a goal and target oriented activity, constantly endeavoring to update and tune its human resources to advance in knowledge and skill, to meet all the requirements of a growing organisation.

2) Strategic HRD aims to produce a coherent and comprehensive framework for developing the human resources of an organisation. Much of HRD process will be geared to providing an environment in which employees are encouraged to learn and develop. HRD activities may include traditional training programs but emphasis is much more on developing on intellectual capital and promoting organisational team and individual learning. It also deals with self-development and more particularly with all the human elements of an organisation.

3) HRD philosophy serves to work out plans and strategies not only to development of intellectual faculties of human resources, self-development but also all the human elements of an organisation.

4) The key elements of HRD is to develop the intellectual knowledge, various technical skills of the human resources and aid self-development in all its dimensions. The intellectual, knowledge and skill developments are acquired through learning, formal education, training and self-development with Internet facilities and intranets of the organisation.

5) Here learning includes all the types formal and informal learning mentioned above. The whole program of learning, training, education, etc. can be effective only on the following conditions:

- Learning, education, etc. are all very active processes. Persons undergoing these must be totally involved, dedicated and devote.

- Individuals ought to be motivated externally or self-motivated; the latter is likely to yield much better results.

- Effective learning is likely to be achieved if learners have learning goals and oriented towards their own roles in the organisation.

- Learners need a sense of direction and feedback on how they are doing. Self-motivated individuals may provide much of this by themselves, but learning facilities should still be available to encourage and help when necessary.

- Learners must have the satisfaction in what they learn. They should feel that they are gaining something which will be very useful in their work.

- Written course material should be provided in any process of learning. The course methodology should use all modern presentation methodology.

- Learning requires time to assimilate, test and acceptance. This time should be provided in the learning program.

6) "E-learning is learning or training that is delivered by electronic technology. It makes use of the internet and world wide web, and intranet within the organisation. The aim is to enhance self-learning. It extends and supplements face-to-face learning rather than replace it."

7) "E-learning is learning or training that is delivered by electronic technology. It makes use of the Internet and world wide web, and intranet within the organisation. The aim is to enhance self-learning. It extends and supplements face-to-face learning rather than replace it."

8) In order to be successful, a leader must be a specialist with considerable background in other subjects relevant to an organisation, professionally qualified, competent, intelligent, and analytical in sorting out problems. The person should have a sense of fair play, honesty, sincerity, integrity and should be highly responsible. S/he must possess initiative, perseverance, be diligent and realistic in her/his outlook. Human relations skills are a must for a leader. In addition to these qualities, the effectiveness of leader depends upon the person's physical appearance, self-confidence, alertness, and similar others.

9) Motivated employees are likely to stay with the organisation and try to achieve their goals along with the goals of the organisation. The accept challenges or changes in work routines more easily than non-motivated employees. The importance of studies and research on motivation is to determine the cause of motivation, techniques and methods of influencing human behaviour in the organisation for improving the quality performance of the organisation.

10) Participative management (PM) is both a philosophy and a method for managing human resources in an environment in which employees are respected and their contributions valued and utilised. From a philosophical standpoint, participative management centers on the belief that people at all levels of an organisation can develop a genuine interest in its success and can do more than merely perform their assigned tasks.

11) The advantages of participative management are:

- More productivity
- Superior Quality
- Wider Acceptability

The disadvantages of participative management

- Implementation
- Expensive group decision making lower quality decisions

12) PM is an intensive, long-term effort directed at the creation and developing the culture and processes of the organisation. The object is significantly to increase the awareness of all employees that quality is vital maintenance of the high standards of product quality and services expected by customers. As such, it can operate as a major influence in to the organisation's success and their future. The business must be transformed into an entity that exists to deliver value to customers by satisfying their needs.

13) The future LIS professionals should have a blend of the areas given below:

- Subject specialisation with considerable skills to pick up;
- Knowledge in allied subjects relevant to providing services;
- Considerable expertise in computer knowledge and skills;
- Communication abilities, both oral and written at a high level;
- Management skills to handle a complex organisation;
- Human qualities of leadership; and
- Vision and perspectives to plan for the future.

15.8 KEYWORDS

Communication : Interpersonal communication between the management and employees as well as among the employees through various mechanisms.

E-Learning : "E-Learning is learning or training that is delivered by electronic technology. It makes use of the Internet and World Wide Web, and intranet within the organisation. The aim is to enhance self-learning. It extends and supplements face-to-face learning rather than replace it."

Human Resource Development (HRD) : A process of helping employees an organisation acquires new knowledge, skills and competence on a continuing basis.

Intellectual Capital	:	Consists of the stocks and flows of knowledge available in an organisation, including many intangibles, such as goodwill, corporate image and brand.

Leadership : A leader must be a subject specialist with considerable background, professionally qualified, competent, intelligent, and analytical in sorting out problems. The person should have a sense of fair play, honesty, sincerity, integrity and should be highly responsible. S/he must possess initiative, perseverance, be diligent and realistic in her/his outlook. Human relations skills are a must for a leader. In addition to these qualities, the effectiveness of leader depends upon the person's physical appearance, self-confidence, alertness, and similar others.

Learning : Learning includes all the types of formal and informal learning, training, and education.

Motivation : Is the process of encouraging people to apply their efforts and abilities that will further the achievement of the organisation's goals and objectives.

Participative Management: Is an intensive, long-term effort directed at the creation and developing the culture and processes of the organisation. The object is significantly to increase the awareness of all employees that quality is vital maintenance of the high standards of product quality and services expected by customers. As such, it can operate as a major influence in to the organisation's success and their future. The business must be transformed into an entity that exists to deliver value to customers by satisfying their needs.

Strategic HRD : A skilled method of providing means mechanisms and structural elements to streamline organisational work of HRD.

Theory X : A set of assumptions about people that Mc Gregor felt were the basis for most management principles. He felt that behind every management decision, there is a set of assumptions that a manager makes about human behaviour. The theory X manager assumes that people are lazy, dislike work, want no responsibility and prefer to be closely supervised/directed coupled with job security.

Theory Y : Theory Y assumes that people do not inherently dislike work, seek responsibility, like to work, are committed to doing good work if rewards are

received for achievement and will exercise self-direction and control in their tasks if they are committed to their accomplishment.

Total Quality Management (TQM)	**:**	Team work to establish and maintain quality standards in work

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