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# PERSONNEL MANAGEMENT AND JOB ANALYSIS IN ACADEMIC LIBRARIES OF HARYANA: A STUDY

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## Abstract

*This study shows how human resource management may assist a company reach its goals and objectives by allowing each person to contribute their creativity and productivity to its success. Leadership and human resource management (HRM) are two ideas that are regularly utilized to understand better how to manage people in any organization. In the library, human resource management (HRM) is defined as coordinating all resources by performing a range of interrelated responsibilities such as planning, staffing, organizing, directing, and controlling. In this study, data was collected via Google form from 55 authorized library personnel, yielding a response rate of 73.3 percent out of 75 respondents, which is sufficient. In addition, Excel was used to analyse and interpret the data. After reviewing the findings of this study, researchers discovered that personnel management is critical in both library and other professions. Therefore, personnel management, job analysis, and HRM conditions among library professionals are defined in this study.*

**Keywords:** Personal Management, Human Resources, Planning, Developing and Planning, HRM, Library Management.

## 1.0 Introduction

Management of library services is becoming increasingly crucial these days, yet librarians face numerous challenges in their everyday work. As a result, we want some recommendations to assist them in running a library smoothly and efficiently. For many years, the impact of HRM practices on any organization's success has become a popular topic of study. And the outcome demonstrates that H.R. procedures have a significant effect on any company's growth. However, it is sad that there is limited research in this area in developing countries, which is why HRM in the library profession is insensitive. The organization is a place where a collection of individuals works together to carry out a series of actions in a coordinated and hierarchical manner to achieve a set of goals (Zakirova and Gimadiev, 2019).

## 2.0 Definitions of Personal Management

Some important definitions of personal management are as below:

According to **Flippo**, "Personnel management is the planning, organizing, compensation, integration and maintenance of people to contribute to organizational, individual and societal goals."

According to **Brech**, "Personnel Management is that part which is primarily concerned with human resource of the organization."

According to the **National Institute of Personnel Management (NIPM)**, New Delhi, "Personnel management is the science of catering human relationships in an organization. It deals with welfare, personnel, and industrial relations or aspects".

**Society for Personnel Management of America**, "Personnel Management is that art of acquiring developing and maintaining a competent workforce in such a manner as to

accomplish with maximum efficiency and economy, the functions and objectives of the organization."

### **3.0 Personnel Management in Libraries**

"Library is a thriving organization," says Dr S.R Ranganathan. Every library should have a competent personnel management system to manage and utilize their services to comply with this rule. Every library has numerous sections to keep everyday operations running well, such as circulation, acquisition, serials control, cataloguing, etc. Each staff member should be capable of doing their job. A library's core trinity consists of staff, books, and users. A library's success depends on the personnel in charge of getting a solid collection of books into the hands of readers. A library with good collections cannot give the best service to its users unless its employees are efficient and skilled. Employees in libraries should strive to get the right book to the right readers at the right time. "Human resource management" refers to the use of human resources to meet an organization's overall goals or mission.

### **4.0 Literature Review**

Several types of studies on staff management have been done, and they have proven to be extremely useful in forming a solid management structure in the current situation. Researchers and professionals worldwide have discovered how effective personnel management is in any organization's success. "Personnel management" is defined as "the planning, organizing, remuneration, integration, and maintenance of people for the aim of contributing to organizational, individual, and societal goals," according to Flippo. In the context of library personnel management in India, topics such as staffing, tasks, human resource planning, job analysis, job evaluation, performance review, anti-discrimination laws, staff training and development, and quality of working life are explored. For years, the impact of human resource management methods on organizational performance has been a hot topic of study, according to research conducted in both developed and developing countries (Delaney & Huselid, 1996; Katou & Budhwar, 2007; Sing, 2004; Tzafirir, 2006). Collins and Clark (2003) say that human resource processes and procedures play a key role in allowing organizations to gain a competitive advantage and ensuring that H.R. practises and organizational performance are brought closer together using employee network procedures of high-level management practises. Singh (2004), whose views are more applicable in our cultural setting, claims that compensation is a mechanism that aligns employee behaviour with the firm's business goal. In his study, Bartel (1994) found a correlation between the adoption of training programmes and productivity. According to Ichinowski, Shaw, and Prensushi (1994), a combination of human resource techniques significantly impacts productivity.

### **5.0 Methodology**

A Google form-based survey was done by library professionals in Haryana for this study. This study looked at how library professionals manage their employees and analyze their jobs and how they feel at work and home. The information was analyzed and interpreted in Excel and presented in tables and paragraphs. The responses of subordinate library professionals are being collected for this study. Following the response data collection, the data was converted to an excel sheet and analyzed to obtain the results.

### **6.0 Objectives of the Study**

The study's primary goal was to determine the effect of H.R. procedures on library professionals' performance. Some significant objectives are given below:

- to find employees capable of completing the library's unique jobs well.
- to make the most use of human resources.
- to encourage everyone in the library to grow to their full potential.
- Determination of the characteristics or factors present in all employment that pay money.
- Comparing one work to another using these components and considerations.
- Understanding the relative worth of each work.
- Fixing each job's monetary worth.

### **7.0 Data analysis of this Study**

## 7.1 Position of the Library Professionals

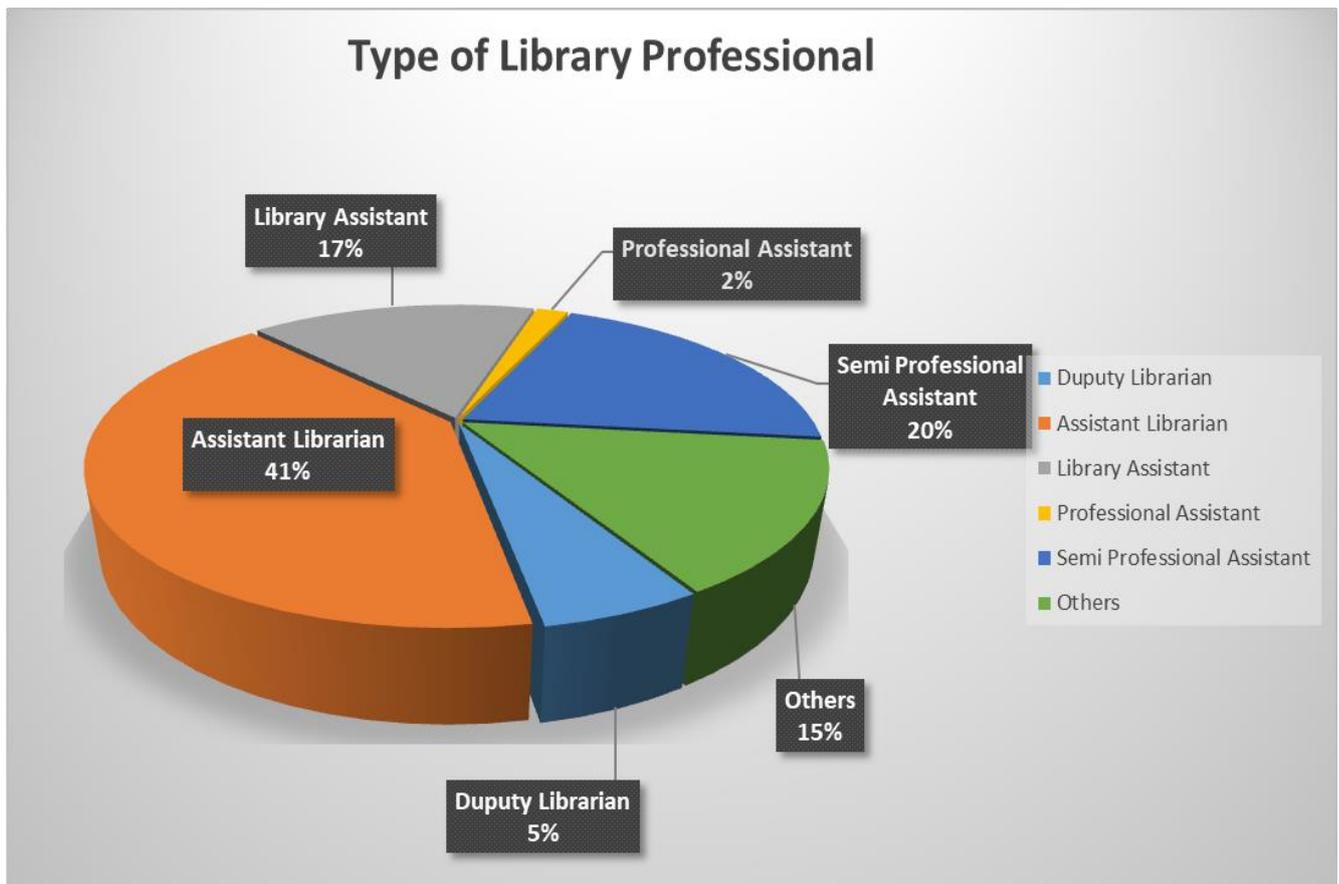


Figure no. 1

❖ In Figure 1, we can see that different library professionals have answered, with 5% of respondents working as Deputy librarians and 41% working as assistant librarians. The 2% of respondents work as Professional Assistants, and 20% of respondents work as Semi-Professional Assistants. Working as a Library Assistant is 17 percent of respondents' jobs. 15% of respondents work at a variety of libraries in various capacities.

## 7.2 Gender of the Respondents:



Figure no. 2

❖ In Figure 2, we can see that 32 (58.1%) of the respondents in this survey are men. Female librarians make up 23 of the 41.8 percent of respondents.

### 7.3 Your working Experience in Library

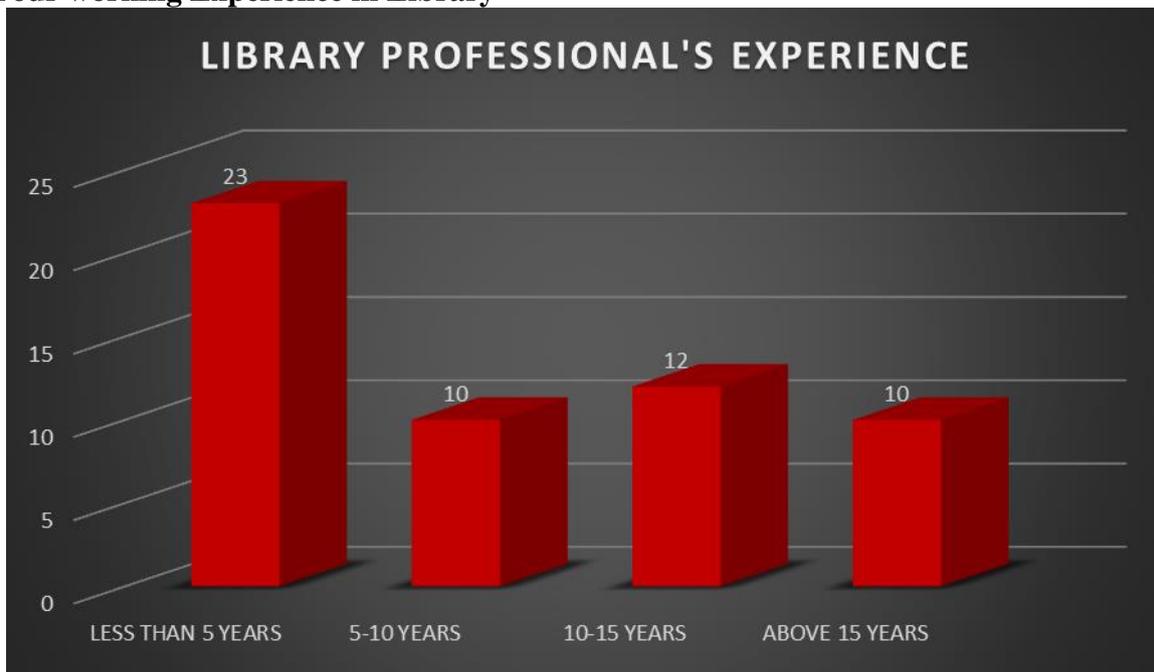


Figure no. 3

❖ Figure 3 depicts varying experience levels among library professionals who submit their responses. 23 (41.8%) of respondents had less than five years of experience working at a library. In addition, ten respondents (18.1%) have 5-10 years of experience in the library industry, whereas 12 respondents (21.8%) have 10-15 years of experience. 10 (18.1%) library professionals have worked in the field for more than 15 years. As a result, we discovered that various levels of experienced subordinates submitted their comments to add variation to the study.

### 7.4 Your working Section in Library

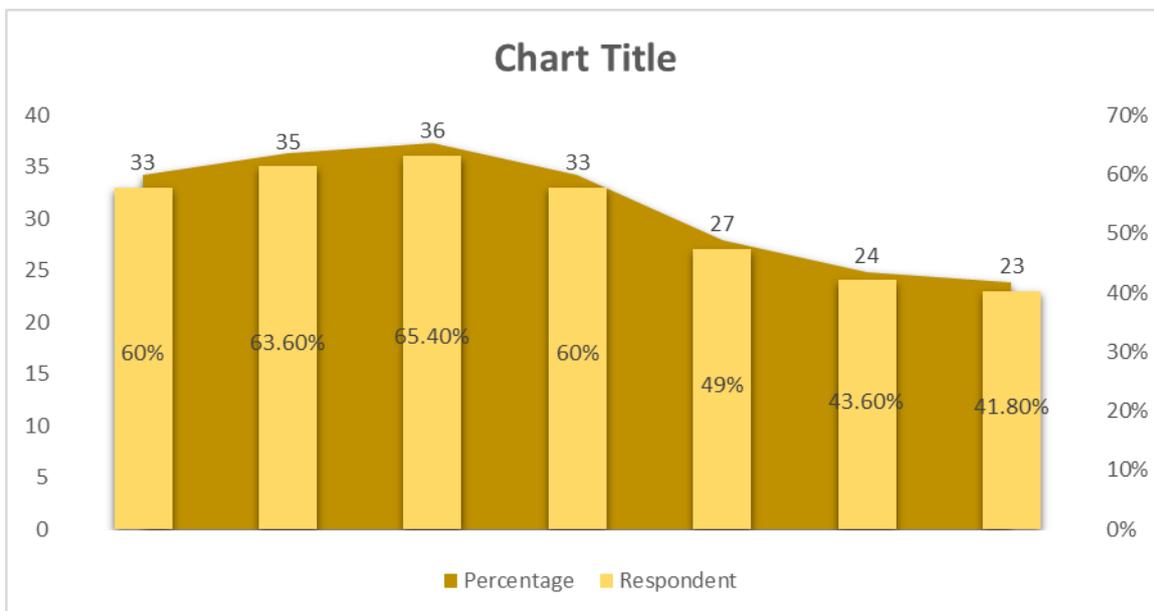


Figure no. 4

❖ Figure 4 reveals that 33 (%) of respondents work in the acquisition area, 35 (63.6%) in the circulation part, 36 (65.4%) in the technical sector, and 33 (60%) in the computerization section. In addition, 27 (49%) of respondents work in the periodical area, while 24 (43.6%) work in the reference section. Finally, other library work was performed by 23 (41.8%) of respondents.

## 7.5 Your Job-based Satisfaction Level (%)

	DAILY WORKING HOUR	JOB SATISFACTION	SALARY	PROMOTION PROCEDURES	JOB SECURITY	RECOGNITION FOR WORK COMPLETED	RELATIONSHIP WITH YOUR SENIOR	ANNUAL LEAVE GRANT QUOTA
100	29(52.7%)	27(49%)	14(25.4%)	8(14.5%)	20(36.3%)	25(45.4%)	36(65.4%)	21(38.1%)
75	22(40%)	19(34.5%)	19(34.5%)	18(32.7%)	15(27.2%)	17(30.9%)	16(29%)	24(43.6%)
50	02(3.6%)	05(9.09%)	16(29%)	20(36.3%)	12(21.8%)	09(16.3%)	01(1.8%)	07(12.7%)
25	1(1.8%)	02(3.6%)	04(7.2%)	6(10.9%)	02(3.6%)	04(7.27%)	02(3.63%)	01(1.8%)
NOT AT ALL	1(1.8%)	2(3.6%)	2(3.6%)	3(5.4%)	06(10.9%)	0(0%)	0(0%)	02(3.6%)
TOTAL	55(100%)	55(100%)	55(100%)	55(100%)	55(100%)	55(100%)	55(100%)	55(100%)

*Table no. 1*

- ❖ In table 1, we can see that respondents have varying levels of job-related satisfaction. 29 (52%) of respondents are pleased with their working hours. Working hours are 75 percent satisfactory for 22 (40%) respondents. Only 2 (3.6%) of respondents are content with their daily working hours, while 1 (1.8%) of respondents are satisfied with their working hours. Only one (1.8 percent) of the responders have nothing to say about it.
- ❖ 27 (49%), or 27 people, are completely satisfied with their jobs. The job satisfaction of 19 (34.5%) of respondents is 75 percent. 5 (9.09%) people are happy with their jobs to a 50 percent degree. Only 2 (3.6%) of respondents are content with their jobs, while 2 (3.6%) have no opinion.
- ❖ 14 (25.4%) of respondents are delighted with their salary, while 19 (34.5%) are satisfied with their job-based salary to a degree of 75%. Only 16 (29%) respondents are 50 percent satisfied with their salary, while only 4 (7.2%) respondents are 25 percent satisfied. Only 2 (3.6%) of respondents are undecided.
- ❖ 8 (14.5%) of respondents are entirely satisfied with their promotion procedures, while 18 (32.7%) are satisfied to a degree of 75% with their job-based promotion methods. Only 6 (10.9 percent) respondents are 50 percent content with their promotion-based procedures, while 20 (36.3 percent) respondents are 25 percent satisfied with their work-based promotion methods. Only 2 (3.6%) of those polled are undecided.
- ❖ 20 (36.3%) of respondents are entirely satisfied with their work security, while 15 (30.9%) are satisfied to a 75 percent degree with their job security. Only 12 (21.8%) of respondents are content with their work security, and only 2 (3.6%) are 25 percent satisfied with their job security. Only six respondents (10.9 percent) are undecided.
- ❖ 25 (45.4%) of respondents are delighted with their work acknowledgement for completed work, while 17 (30.9%) are satisfied with their job appreciation to a degree of 75%. Only 9 (16.3 percent) of respondents are 50 percent happy with their job recognition, and only 4 (7.2 percent) are 25 percent satisfied with their task completion recognition. No one is willing to say anything about it.
- ❖ 36 (65.4%), or 36 people, are completely satisfied with their relationship with their senior. The relationship with the senior satisfaction of 16 (29%) respondents is 75 percent. On the other hand, 1 (1.8%) people are satisfied with their relationship with their boss to a 50 percent degree. Only 2 (3.6%) of respondents are content with their jobs, while no one is willing to say anything about it.
- ❖ Twenty-one respondents (38.1%) are completely satisfied with their yearly leave award quota policy, while 24 (43.6%) are satisfied to a 75 percent degree. On the other hand, only 7 (12.7 percent) of respondents satisfied their awarded leave quota policy. Only 1 (18.8%) are happy with their leave permitted rule to the extent that they are 25 percent satisfied. Only two people (3.6%) are unsure.

## 7.6 Do you think Librarian's Direction may help make a Healthy Environment in your Library

QUESTION	Do you Believe in Librarian's Directions?	Do you believe that your librarian condemns you privately for your poor performance	Your librarian believes that all staff have different potential.	Your librarian is praised verbally in publicly for your outstanding performance.	Do you believe that your librarian helps in decision making through brainstorming?
RESPONSES					
STRONGLY AGREE	30(54.5%)	8(14.5%)	25(45.4%)	20(36.3%)	24(43.6%)
AGREE	19(34.5%)	25(45.4%)	20(36.3%)	23(41.8%)	21(38.1%)
CAN'T SAY	2(3.6%)	12(21.8%)	6(10.9%)	10(18.1%)	7(12.7%)
DISAGREE	2(3.6%)	4(7.2%)	2(3.6%)	0(0%)	1(1.81%)
STRONGLY DISAGREE	2(3.6%)	6(10.9%)	2(3.6%)	2(3.6%)	2(3.6%)

Table no. 2

- ❖ 30 respondents (54.5%) absolutely agree to follow the Librarian's directions, while 19 respondents (34.5%) agree to follow the Librarian's directions. Only 2 (3.6%) of respondents are unsure whether to believe the Librarian's directions, and only 2 (3.6%) disagree with the Librarian's direction to a significant degree. Only two people (3.6 percent) disagree strongly.
- ❖ Eight respondents (14.5 percent) strongly agree that librarians privately denounce our deficient performance, while 25 (45.4 percent) strongly agree that librarians do the same. Only 12 (21.8%) of respondents are confused if they should believe the librarian when she publicly condemns our lousy performance, and only 4 (7.2%) disagree with the librarian's decision. Only six people (10.9 percent) strongly disagree that librarians privately blame us for our deficient performance.
- ❖ Twenty-five respondents (45.4%) strongly agree that librarians believe each staff member has different potential, while 20 respondents (36.3%) agree that librarians believe everyone has additional potential. Only 6(10.9%) of respondents are unsure of their beliefs, and only 2(3.6%) disagree with the librarian's belief that all employees have different potentials. Only two people (3.6 %) disagree strongly.
- ❖ Twenty respondents (36.3 percent) strongly agree that your librarian verbally praised me for my exceptional achievement, while 23 (41.8 percent) agree that your librarian verbally praised me for my outstanding performance. Only ten percent (18.1 percent) of respondents are unsure, and no one can deny that Librarians compliment us verbally for our exceptional performance. Only two respondents (3.6%) strongly disagree that librarians applaud us orally for our excellent achievement.
- ❖ Twenty-four respondents (43.6 percent) strongly agree that your librarian aids decision-making through brainstorming, whereas 21 respondents (38.1 percent) agree that your librarian aids decision-making through brainstorming. Only 7 (12.7%) of respondents cannot comment on the subject, and 1 (1.8%) disagrees that librarians assist in decision-making through brainstorming. Only two respondents (3.6%) firmly disagree that librarians assist in decision-making through brainstorming.

### 7.7 Your Opinion regarding the Policies and Strategies adopted by your Librarian for the Development of Your Library

QUESTION	Does your librarian convey the library's objectives, goals, services, and values to staff?	Does your librarian always ready to adopt trending library culture, strategy, latest technologies	Does your librarian take some help from subordinates to find problem's solutions?	Does your Librarian focus on self-improvement, education, training, and the latest technologies for continuous improvement?	Does your librarian not hesitate to delegate the authority and responsibilities to staff members (Participative Management)?	Does your librarian provide intercom telephone service in each section of the library?
RESPONSES						
STRONGLY AGREE	28(50.9%)	26(47.2%)	21(38.1%)	24(43.6%)	13(23.6%)	27(49%)
AGREE	18(32.7%)	20(36.3%)	25(45.4%)	20(36.3%)	27(49%)	13(23.6%)
CAN'T SAY	8(14.5%)	5(9.09%)	2(3.63%)	4(7.27%)	8(14.5%)	9(16.3%)

DISAGREE	0(0%)	2(3.63%)	6(10.9%)	6(10.9%)	4(7.27%)	2(3.63%)
STRONGLY DISAGREE	1(1.81%)	2(3.63%)	1(1.81%)	1(1.81%)	3(5.45%)	4(7.27%)

Table no. 3

- ❖ 28 respondents (50.9 percent) strongly agree that librarians communicate the library's aims, goals, services, and values to staff, while 18 respondents (32.7 percent) believe that your librarian does so. Only 8% (14.5%) of those polled are unable to speak on the topic, and no one disagrees. Only one person (1.81%) strongly disagrees that librarians communicate the library's aims, goals, services, and values to staff.
- ❖ 26 respondents (47.2%) strongly agree that librarians are always willing to accept current library culture, strategy, and technology, while 20 respondents (36.3%) believe that your librarian does. Only 5% (9.09%) of those polled cannot speak on the subject, and only two respondents disagree. Only two people (3.63 percent) strongly disagree that librarians are always willing to adapt current library culture, strategy, and technology.
- ❖ Table 3 demonstrates that 21 respondents (38.1%) strongly agree that librarians use subordinates to solve problems, while 25 respondents (45.4%) feel that your librarian uses subordinates to solve problems. Only 2% (3.63%) of those interviewed are unable to speak on the matter, while six respondents (10.9%) disagree that librarians use the assistance of subordinates to solve problems. Only one person (1.81 percent) strongly opposes that librarians use subordinates to assist them solve problems.
- ❖ Twenty-four people (43.6%) strongly agree that librarians should focus on self-development, education, training, and the latest technologies for continual improvement, while 20 people (36.3%) disagree. Only 4% of those polled (7.27 percent) cannot speak on the matter, and only 6% (10.9 percent) disagree. Only one person (1.81%) strongly opposes that librarians should focus on self-improvement, education, training, and innovative technology to improve continuously.
- ❖ As shown in Table 3, 13 people (23.6%) strongly agree that Librarians should not hesitate to distribute authority and responsibility to staff members. In comparison, 27 people (49%) agree and believe that Librarians should not hesitate to distribute power and responsibility to staff members. Only 8% (14.5 percent) of those polled cannot speak on the subject, while only 4% (7.27 percent) disagree. Only three people (5.45%) strongly disagree with the librarian's decision to delegate authority and responsibilities to staff employees.
- ❖ As shown in Table 3, 27 respondents (49 percent) strongly agree that librarians provide intercom telephone service in each section of the library, whereas 13 people (23.6 percent) agree and believe this. Only 9% (16.3 percent) of individuals asked said they cannot comment on the matter, while only 2% (3.63 percent) disagree. Only four persons (7.27 percent) strongly disagree with the librarian providing intercom telephone service in each library section.

## 7.8 Your Opinion regarding the Challenges faced by Professionals

QUESTION	Information technology has always been a key driver for Library and Information Centres transformation.	Library Professionals should always be ready to upgrade their skills and learn the latest library services technologies.	All professionals face the challenges of information explosion every day.	All professionals are facing multiple challenges due to ICT revolution.	All Libraries are facing multiple challenges due to the Internet revolution.	I.T. and Networking skills are a must for library professionals.
STRONGLY AGREE	42(76.3%)	45(81.8%)	29(52.7%)	28(50.9%)	27(49%)	43(78.1%)
AGREE	8(14.5%)	4(7.27%)	18(32.7%)	19(34.5%)	14(25.4%)	7(12.7%)
CAN'T SAY	3(5.45%)	3(5.45%)	5(9.09%)	4(7.27%)	8(14.5%)	2(3.63%)

DISAGREE	1(1.81%)	0(0%)	2(3.63%)	3(5.45%)	5(9.09%)	1(1.81%)
STRONGLY DISAGREE	1(1.81%)	3(5.45%)	1(1.81%)	1(1.81%)	1(1.81%)	2(3.63%)

*Table No. 4*

- ❖ Table 4 shows that 42 people (76.3 percent) strongly agree that information technology will always be a powerful catalyst for transformation in libraries and information centres. In contrast, eight people (14.5 percent) agree and think this. Only three respondents (5.45%) of those polled stated they could not comment on the topic. Only 1% (1.81%) disagree that information technology would always be a key driver for transformation in libraries and information centres. Only one participant (1.81%) strongly opposes that information technology will always be a significant driver for library and information centres transformation.
- ❖ Table 4 reveals that 45 people (81.8%) strongly agree that library professionals should always be prepared to enhance their abilities and acquire the latest technologies connected to library services. In comparison, four people (7.27%) agree and believe this. Only three respondents (5.45%) said they could not comment on it. Still, no one can deny that library professionals should constantly be prepared to refresh their abilities and acquire the latest innovations in the field. Only three participants (5.45 percent) strongly disagree that librarians should continuously be ready to enhance their skills and master the latest technologies in the field of library services.
- ❖ Table 4 shows that 29 people (52.7 percent) strongly agree that all professions encounter information explosion issues daily, while 18 people (32.7 percent) agree and think this. Only five respondents (9.09 percent) stated they could not comment on the topic, and only two answered they don't believe so librarians encounter the issues of information overload daily. Only one person (1.81%) strongly disagrees that all professions must deal with the problems of information overload daily.
- ❖ As shown in Table 4, 28 people (50.9 percent) strongly agree that the ICT revolution poses various problems for all professions, whereas 19 people (34.5 percent) agree and believe that the ICT revolution poses multiple challenges for all professionals. Only 4% (7.27%) of individuals polled cannot speak on the topic, while only 3% (5.45%) disagree. Only one person (1.81 percent) strongly opposes the ICT revolution poses many problems to all professionals.
- ❖ Table 4 shows that 27 people (49%) strongly agree that the Internet revolution poses various problems to libraries, while 14 people (25.4%) agree and think this. Only eight respondents (14.5%) indicated they could not comment on the topic, and only 5 (9.09%) said they don't believe all libraries face many issues due to the Internet revolution. Only one member (1.81%) strongly disagrees that the Internet revolution poses many difficulties to all libraries.
- ❖ Table 4 shows that 43 respondents (78.1%) strongly agree that I.T. and networking abilities are necessary for library professionals. ICT knowledge helps library staff give the most excellent services to their consumers, according to 7 (12.7 percent) respondents. Only two responders (3.63 percent) cannot comment on the subject. Only one individual disagrees that I.T. and networking skills are required for librarians. Only two respondents (3.63%) strongly disagree that I.T. and networking skills are essential for librarians.

### **7.9 Your Opinion regarding the Reasons for Resistance to Changes**

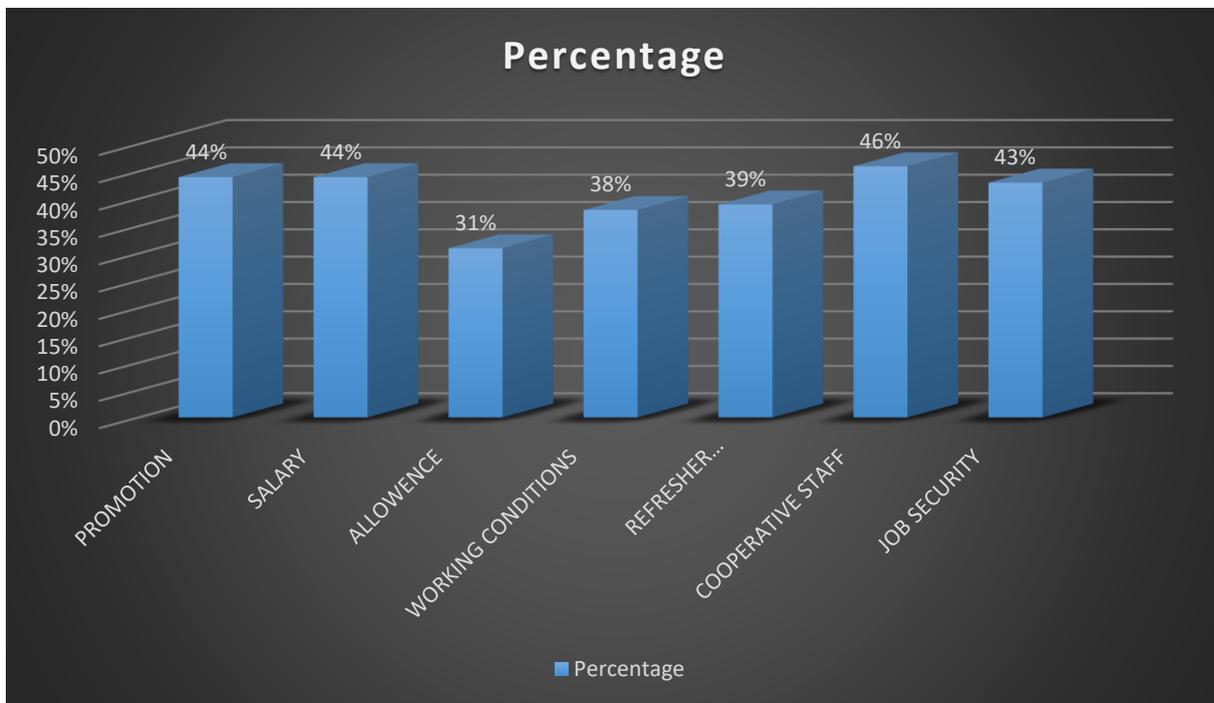
QUESTION	Lack of motivated attitude.	Absence of positive management support.	Difficulty in understanding the latest technologies.	Inadequate training causes.	Underdeveloped competencies.	Lack of customer orientation.
RESPONSES						
STRONGLY AGREE	22(40%)	21(38.1%)	16(29%)	22(40%)	12(21.8%)	18(32.7%)
AGREE	24(43.6%)	23(41.8%)	23(41.8%)	19(34.5%)	32(58.1%)	24(43.6%)
CAN'T SAY	6(10.9%)	6(10.9%)	10(18.1%)	8(14.5%)	6(10.9%)	7(12.7%)

DISAGREE	3(5.45)	2(3.63%)	4(7.27%)	5(9.09%)	4(7.27%)	4(7.27%)
STRONGLY DISAGREE	0(0%)	3(5.45%)	2(3.63%)	1(1.81%)	1(1.81%)	2(3.63%)

*Table no. 5*

- ❖ 22 (40 percent) of respondents strongly believe that a lack of motivation is a major cause of change resistance. Lack of motivation is a major driver of change in all occupations, according to 24 (43.6 percent) respondents. Only 6 (or 10%) of those polled are unwilling to comment on the subject. Only three respondents (5.45 percent) disagree that a lack of motivation is the primary cause of resistance to change. In this case, no one has a strong opinion.
- ❖ Figure 5 shows that 21 (38.1) of responders strongly agree that a lack of good management support is a significant cause of change resistance. In this topic, 23 out of 41.8% of individuals agree. Only six respondents (10.9%) are unwilling to comment on this issue. Only two respondents (3.63 %) dispute that a lack of positive management support is a significant source of change resistance. In contrast, 3 (5.45 %) strongly disagree and deny that a lack of positive management support is a significant source of change resistance.
- ❖ Figure 5 shows that 16 (29%) of respondents strongly agree that the leading cause for resistance to change is a lack of understanding of current technologies. Difficulty in grasping modern technologies is a major source of reluctance to change, according to 23 out of 41.8 percent of those polled. Only ten responders (18.1%) refuse to comment on the topic. Only four respondents (7.27%) disagree that a critical cause for resistance to change is a lack of comprehension of innovative technologies, while 2 (3.63%) strongly disagree.
- ❖ Figure 5 reveals that 22 (40%) respondents strongly believe insufficient training is the primary source of change resistance. According to 19 out of 34.5 percent of those interviewed, inadequate training is a major source of unwillingness to change. Only eight respondents (14.5%) declined to comment on the subject. Only five respondents (9.09 percent) disagree that insufficient training is a major cause of resistance to change, while 1 (1.81 percent) strongly disagrees.
- ❖ According to 12 (21.8%) of respondents in table no, underdeveloped competencies are significant for change resistance. 5. According to 32 (58.1%) respondents, underdeveloped competencies are a primary cause of change in all occupations. Only 6 (or 10%) of those surveyed are unwilling to remark on the topic. Only four respondents (7.27 percent) disagree that a lack of skills is the primary reason for change aversion. One respondent (1.81 percent) strongly disagrees with this viewpoint in this example.
- ❖ According to 18 (32.7 percent) of respondents in table no. 5, a lack of customer orientation is a major cause of change resistance. Customer orientation is a primary cause of change in all occupations, according to 24 (43.6 percent) respondents. Only 7 (or 12.7%) of those polled are unwilling to provide a comment on the subject. Only four respondents (7.27 percent) disagree that the fundamental cause of change aversion is a lack of customer orientation. Two respondents (3.63 percent) strongly disagree with this position in this scenario.

## **7.10 Motivation Elements, which Perform your Service Diligently**



**Figure no. 5**

❖ Figure 5 shows that 44 (88%) of respondents believe that a promotion-based job motivates them to work diligently, and 44 (88%) believe that a good salary motivates them to continue to strive. In comparison, 31 (56.3%) believe that a job with benefits encourages them to make efforts, and 38 (69%) believe that good working conditions motivate them to continue working. In addition, 39 (70.9%) of respondents said that job-related refresher courses/training/workshops drive them to perform their duties diligently. In comparison, 46 (86.6%) said that cooperative co-workers assist and motivate them to perform their duties conscientiously. Finally, job security motivates us to deliver our services diligently, according to 43 (78.1%) of respondents.

## 8.0 Findings of the Study

According to the findings of this study, one of the responsibilities of human resource management is planning to get maximum output in minimum input. Distinct types of library professionals responded to this study, and we discovered that both male and female library professionals are equally active in this study. The conclusions of this study corroborate those of Qureshi M Tahir (2006) argues that job definition is the combination of the job description and job specification. It clearly outlines duties, responsibilities, working conditions and expected skills of an individual performing that job. Various experienced library professionals working in multiple institutions provide their perspectives on personnel management and job analysis. Every organization wants to reach its objectives and advantages. Still, workload, lack of collaboration from co-workers and managers, an uncomfortable work environment, and job instability are all obstacles that impede progress. Due to a lack of staff in many institutions, different library professionals work in many library departments. Working hours, working conditions, job instability, promotions, compensation, and other factors impact personnel management. Librarians play a critical part in effective personnel management with their co-workers regarding how they approach and motivate their subordinates to perform effectively. Subordinates can achieve their most significant outcomes in a technologically advanced setting.

## 9.0 Recommendations and Suggestions

We obtain several recommendations and ideas for the respondents in this research. Subordinate employees should be trained regularly. All library professionals should be up to date on the latest technology in library science and traditional library culture. The need of the hour is to raise the level of I.T. in the Library Science curriculum and transition from a theoretical to a practical approach. Another critical component in attracting patrons to the library's resources is the marketing strategy. Every library should use the most up-to-date technologies and procedures in every building component. Adding a welcoming directory sign and cleaning your spaces are two quick fixes that can significantly improve people's initial impressions of your library. Organizing and clutter control

titles in your collection can motivate these endeavours. Users' education and improving their reading habits are crucial aspects of providing better and more efficient services. The Haryana government should establish service rules for library professionals. The management committees of organizations should allocate adequate funds for library facilities. Because of employment uncertainty, particularly in the private sector, the government should establish some policies to ensure job security in the private sector. Higher authorities in the library profession, such as the HLA and ILA, should provide the required steps with govt to ensure the employment security of library professionals. The library personnel management becomes efficient and meaningful in a good environment, teamwork, emphasis on work, collaboration in libraries and among library professionals, a rich collection of knowledge-based resources, focus on users' needs, and the most satisfactory service with time-saving technology.

## 10.0 Conclusion

Human resource personnel planning ensures that the consistency and quality of human resources align with the company's goals. Reflection on genuine business needs in the personnel sector serves as the "soul" for establishing personnel planning. Businesses utilize the human resource management system as the key tool for aligning their organization and employees with their company strategy. As a result, the keywords for successfully navigating this technique are "predicting and supplying." Human resource planning is essential because it enables us to respond quickly to the changing needs of each firm's market, ensuring that the organization remains competitive, healthy, and manageable. Librarians should be computer literate. Librarians should regularly hold Workshops/Seminars for subordinate staff and students to keep them up to date on the latest technologies and developments in the modern era. Job security, salaries, employee cooperation, working conditions, allowance, and refresher courses, training, and promotion policies will all impact personnel management in the library profession. Higher-ranking library officials became the profession's voice, submitting demands to the government and assisting in the recruitment of librarians.

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