HUMAN RESOURCE MANAGEMENT IN THE CENTRAL UNIVERSITY LIBRARIES OF NORTHEAST INDIA: AN ANALYTICAL STUDY

A THESIS SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF DOCTOR OF PHILOSOPHY

LALLAWMAWMI

MZU REGISTRATION NO.:1506635

Ph.D. REGISTRATION NO.: MZU/Ph.D./1153 OF 26.10.2018

DEPARTMENT OF LIBRARY AND INFORMATION SCIENCE

SCHOOL OF ECONOMICS, MANAGEMENT AND INFORMATION SCIENCE

NOVEMBER 2022

HUMAN RESOURCE MANAGEMENT IN THE CENTRAL UNIVERSITY LIBRARIES OF NORTHEAST INDIA: AN ANALYTICAL STUDY

LALLAWMAWMI

DEPARTMENT OF LIBRARY AND INFORMATION SCIENCE

MIZORAM UNIVERSITY, AIZAWL

SUBMITTD

IN PARTIAL FULFILLMENT OF THE REQUIREMENT OF THE DEGREE OF DOCTOR OF PHILOSOPHYIN DEPARTMENT OF LIBRARY AND INFORMATION SCIENCE OF MIZORAM UNIVERSITY, AIZAWL

MIZORAM UNIVERSITY

(A Central University)

Department of Library and Information Science

Tanhril Campus, Aizawl, 796004

_____

Gram- MZU, P.O. Box-190, Phone – 0389-2331608

Email. lnzc27@gmail.com

_____

CERTIFICATE

This is to certify that the thesis entitled **"HUMAN RESOURCE MANAGEMENT IN THE CENTRAL UNIVERSITY LIBRARIES OF NORTH EAST INDIA: AN ANALYTICAL STUDY"** submitted by **Lallawmawmi** for the award of Doctor of Philosophy in Library and Information Science is carried out under my guidance and incorporates the students bonafide research. This research has not been submitted for award of any degree in this or any other university or institute of learning.

Place:Aizawl

(Dr.LALNGAIZUALI)

Date: Supervisor

MIZORAM UNIVERSITY

AIZAWL, MIZORAM-796004

Month: November   **Year: 2022**

DECLARATION

I, Lallawmawmi, hereby declare that the subject matter of this thesis is the record of work done by me, that the contents of this thesis did not form basis of the award of any previous degree to me or to the best of my knowledge to anybody else, and that the thesis has not been submitted by me for any research degree in any other university/institution.

This is being submitted to the Mizoram University for the degree of Doctor of Philosophy in Library and Information Science.

(LALLAWMAWMI)

Research Scholar

Head of Department   (Dr. LALNGAIZUALI)

Supervisor

ACKNOWLEDGEMENT

First of all I would like to thank the omnipotent God for providing me with guidance during my research. I also want to express my gratitude to my supervisor, Dr. Lalngaizuali Assistant Professor department of Library and Information Science Mizoram University, without whose help I would not have finished my research. And also gratitude thanks to our Head of Department Prof. Pravakar Rath and all of my honorable and kind faculties of Mizoram University Dept. of Library and Information Science who never failed to inspire and instruct me whenever I needed.

I also want to express my gratitude to all the librarians and library employees of the 10 central universities in Northeast India for their assistance and support in responding to my required questionnaire. Without them, this research would not have been possible.

I also would like to sincerely thank Dr. Akhandhanand Shukla for always being there for me when I need help. Also, a big thanks to all of my research mates who are constantly helpful and willing to lend a hand.

Last but not the least, I would like to thank my parents for their love, concern and support throughout my research, as well as the rest of my family for their unwavering confidence in me and encouraging me to move forward in life.

Sincere and heartfelt thanks to everyone I have met in this journey. .

Date:

Place:Aizawl   (LALLAWMAWMI)

Research scholar

TABLE OF CONTENTS

CHAPTER-1

INTRODUCTION

CHAPTER-2

HUMAN RESOURCE MANAGEMENT: CONCEPTUAL ANALYSIS

CHAPTER-3
CENTRAL UNIVERSITY LIBRARIES OF NORTHEAST INDIA: AN OVERVIEW

CHAPTER – 4

HUMAN RESOURCE MANAGEMENT IN UNIVERSITY LIBRARIES

CHAPTER-5
DATA ANALYSIS AND INTERPRETATION

CHAPTER-6

CONCLUSION AND SUGGESTION

LIST OF TABLES

LIST OF GRAPHS

LIST OF FIGURES

LIST OF IMAGES

List of Abbreviation

AU	Assam University
CAU	Central Agricultural University
CCTV	Closed Circuit Television
CDs	Compact Discs
CD-ROM	Compact-Disc Read Only Memory
CAS	Current Awareness Service
CEO	Chief Executive Officer
CU	Central University
EEO	Equal Employment Opportunity
HR	Human Resource
HRD	Human Resource Development
HRM	Human Resource Management
HRP	Human Resource Program
ICT	Information Communication Technology
INFLIBNET	Information and Library Network
INFONET	Information Network
KM	Kilo Meter
KW	Kilo watt
LIS	Library and Information Science
NAAC	National Assessment and Accreditation Council
NEHU	North-Eastern Hill University
MHRD	Ministry of Human Resource Development
NE	North-East
NU	Nagaland University
OPAC	Online Public Access Catalog
PhD	Doctor of Philosophy
POSDCORB	Planning Organizing Staffing Directing Coordination Ordering Reporting Budgeting
RFID	Radio Frequency Identification
RJU	Rajiv Gandhi University
SDI	Selective Dissemination of Information

SHRM	Strategic Human Resources Management
SMS	Short Message Service
SU	Sikkim University
TEZU	Tezpur University
TU	Tripura University
TQM	Total Quality Management
UGC	University Grants Commission
WCCU	Working Committee on Central Universities

1.1 Introduction

Human resource management is concerned with the people working in the organization. The dynamic character of individuals makes the administration of man a very significant and sometimes complicated as well. No two persons are alike in their mental capacities, strategies, feelings, and behaviors; they vary greatly as a whole and are influenced by a wide range of factors. People cannot be operated like machines or moved and adjusted like templates in a room layout because they are responsive, feel, think, and act. Therefore, management personnel must handle them delicately in an organization. An organization is a set of people working together to achieve common goals. Whenever there is an organized group of people working towards common goal, some type of management becomes essential. No organization can run successfully unless there is someone to manage its activities so management is a universal process in all organized, social and economic activities.

Human resource management (HRM) is the process of managing employees in a business. It is a strategy that enables a company to use its workforce for the advantage of all parties involved, including the individuals who are affected as well as the organization's own growth, development, and success. In order to ensure that employees are treated with respect at work, HRM is a system that places a strong emphasis on developing human resources on the one hand and managing people well on the other. By taking into account their potential, achievements, motivation, skills, commitment, remarkable abilities, and other factors, HRM works to give employees human dignity and order for their unique personalities to be acknowledged as valuable human beings. A company may trust, depend, and draw more from its bank account if its capital assets are strong, and it can also trust, depend, and draw more from its committed, talented, dedicated, and capable employees. In every corporate transaction, managerial activity human resource management is involved in it. As an organization's main asset, or "people at work," is its human resource.

From a national perspective, human resources are defined by Leon C. Megginson as the knowledge, skills, creative abilities, talents, and aptitudes obtained in the population; while from the perspective of the specific enterprise, they represent the total of inherent abilities, acquired knowledge, and skills as exemplified in the talents and aptitudes of its employees. Because human and social issues are more common

in organizational settings than physical, technical, or financial failure, human resources are of utmost importance to the success of any business and also no industry can be made efficient so long as the underlying fact that if the primarily human is unrecognized. HRM is focused with the managerial "people" aspect. Since people make up every organisation, obtaining their services, sharpening their talents, inspiring them to high levels of performance, and making sure that they continue to be committed to the organisation are crucial to achieving organisational goals. It doesn't matter what kind of organisation it is—government, business, education, health, leisure, or social action—this is true, regardless of all matters. Recruiting and retaining talented employees is essential to the success of any firm, whether for-profit or nonprofit, government-run or not, or private.

1.2. Evolution and development of Human Resource Management

Management is practiced since the beginning of human civilization for better understanding of nature, human relations, organization and governance. Western Europe and the United States sowed the seeds of HRM during the industrial revolution in the 1850s. In the early 20th century, the wind eventually spread to India as well. The evolution of HRM since then can be categorised in the following ways:

1.2.1. Trade union movement era:

As a result of the industrial revolution, employees' conditions under the factory system were appalling. Their circumstances were even worse during the First World War. At those time, it was seen necessary for the government to step in and protect the interests of the workers.

Under the direction of J. H. Whitley, the Royal Commission of Labor in India (1911) made the recommendations for the elimination of the "jobber" system and the establishment of labour officials in industrial enterprises to handle employee problems as well as the recruitment process. Additionally, in an effort to better their circumstances, employees began organising organisations that later came to be known as the Trade Union Act of 1926 was adopted.

Trade unionism's fundamental tenet was to protect workers' interests and provide solutions to issues like child labour, excessive working hours, and unfavourable

working conditions. These unions employed a variety of tactics to get their grievances recognised, including strikes, slowdowns, walkouts, picketing, boycotts, and sabotage.

Trade union efforts led to the establishment of personnel procedures including collective bargaining, grievance handling systems, arbitration, disciplinary practises, employee benefit programmes, and sensible and logical compensation structures.

1.2.2. Social responsibility era:

Some factory owners and bosses began exhibiting a humanistic attitude toward their employees in the first decade of the 20th century. Robert Owen, a British industrialist, was sympathetic to labourers. He believed that the major social and economic contexts influenced how people developed physically, mentally, and emotionally. Therefore, it is essential to enhance employee conditions in order to increase productivity. This can be done by either relocating personnel from un-favourable environments or by altering the environment to include more hospitable living and working arrangements.

The core tenet of Owen's paternalistic approach was that the owner is similar to a father and the worker is similar to a child. Consequently, the employer should care for a worker just like a father would care for a child. Accordingly, Owen himself put this theory into practise in his cotton mill in Scotland by adding amenities like showers, bathrooms, and model communities for workers, raising the minimum age for hiring child labourers to 11, and cutting back on working hours from 12 to 10.

1.2.3. Scientific management era:

Early in the 20th century, Fredrick Winslow Taylor introduced the idea of scientific management to the USA as an alternative to the then-dominant initiative-and-incentive-based management model.

Taylor's scientific theory held that a person's motivation to work is their fear of going hungry and their desire to make money. As a result, if financial compensation is linked to the labour effort, the employee will respond to the best of his physical capabilities. Taylor's research is restricted to how the human body's physical properties change in response to routine and precisely specified jobs. He saw the

human being as "addition to the industrial machine". Taylor created a number of strategies to implement his scientific theories in management after realising that the human body can become fatigued from physical exertion, which can influence workers' performance both in quantity and quality.

1.2.4. Human relations era:

By 1920, it was believed that earlier approaches to human resource management were insufficient because they failed to acknowledge employees as living, breathing human beings with their own needs, attitudes, and feelings. Many specialists voiced their viewpoints regarding the human aspects of organisational activity between 1925 and 1935. Hugo Munsterberg, a psychologist, proposed using psychology for staff recruitment, placement, testing, and training in his book "Psychology and Industrial Efficiency." At the Hawthorne facility of the Western Electric company in the USA, Elton Mayo and his colleagues carried out a number of tests between 1924 and 1932.

1.2.5. Behavioral science era:

Below are some of the key components of the behavioral approach to HRM:

1. Group behavior and individual behavior are related. For instance, a person may have a tendency to resist changing their personal behavior. But if the group to which he or she belongs decides to change its behavior, he or she will do so without hesitation.

2. In order to persuade employees to meet performance criteria, informal leadership is more effective than formal managerial leadership. According to this perspective, a manager's democratic leadership style is more popular with employees and hence more effective.

3. People are not inherently against work. Most people enjoy their jobs and are driven by self-discipline and personal growth. In actuality, an employee's job in and of itself is a source of inspiration and enjoyment.

1.2.6. Systems approach era:

An organised unit or entity formed by a number of interconnected pieces is referred to as a system. A system is described as an organised and complex totality: an assortment or combination of objects or components that come together to produce a complex unitary whole. The components, or subsystems as they are also known, interact with one another and can change. They are interdependent and related to one another as subsystems.

Any functioning organization typically comprises of the three main subsystems listed below:

1. Technical sub-system that is the formal connections between the people that make up an organization.

2. A social sub-system, that provides members with social fulfilment through unofficial group ties.

3. Power Sub-system, individual or group exercises of power or influence.

1.3. Meaning and concept of Human Resource Management

Human resource management is the process of finding, choosing, onboarding, orienting, training, and developing employees. It also involves motivating employees, maintaining proper relationships with employees and their trade unions, ensuring employees' safety, welfare, and health measures in accordance with local labour laws. Generally, human resource management undertake a wide range of functions as it concerned with a branch of management as the word suggest. It involves various activities that allows and help arrange in coordinating the human resources of an entity, making the best possible use of human. Further, it also aims at maintaining good relations at various levels of management. Dr. James Lundy in his book has mentioned that, "Management is principally a task of planning, coordinating, motivating and controlling the efforts of others towards a specific objective." Hence, we can say that, Human Resource Management (HRM) means to employ human, developing their capacities, utilizing, maintaining and compensating their services in tune with the job and organizational requirement. The term human resource management is about people, the foremost asset in the organization. Without them, none of the activities would exist. Hence it is important that there is a

smooth approach to develop the human resources, so that they give their maximum output to achieve their respective goals.

1.4. Human Resource Management in libraries

Human resources, when pertaining to the library, can be defined as the different kinds of professionals and non-professionals staff responsible for diverse services for the community. As arguably the most important of the library system inputs, the performance and the benefits of the system can deliver depend largely upon the knowledge, skills and motivation of those individuals responsible for delivering library services. Chadzingwa (2010) said that, for a libraries to strive effectively toward their goals as viable organizations in a changing culture, it becomes important to view personnel development with an "asset management approach," which is concerned with the best allocations of resources. Likert (1967) also said that, every aspect of library activities is determined by the competence, motivation, and general effectiveness of its human organization. So, out of all the tasks of management, managing the human component is the central and most important task, because all else depends upon how well it is done.

Libraries are labor intensive businesses and complex to maintain. The management of human resources in libraries has never been easy. The majority of the library authority (Librarian) time is spent on employee/staffs management rather than dealing with money or technological problems. Due to innovation, the development of advanced technologies, the high expectations of staff and users, and the decreasing library budget has made library management more difficult and complex. As the library needs a robust structure, a great collection and a sizable budget in order to serve patrons effectively, but its most important asset is its human resource. Evans et al. (2000) place a strong emphasis on the value of personnel and said objects and money are relatively easier to manage and anticipate than people.

1.5. Functions and activities of Human Resource Management in library administration

- Manpower Planning: Man power planning is the designing, act or process of producing anything with a certain goal in mind. In other words, it denotes a decision

that has been made on what needs to be done in advance. Manpower planning is nothing more than a consideration of the human resource to achieve the fundamental goals of the library. It is a strategy for determining whether or not the library can have a sufficient number of qualified people available at the appropriate times, acting out jobs that could satisfy both the needs of the organization and the individuals involved.

- Job Analysis and Job Description: Job analysis and job description analyses the need for the right employee. Job analysis and job description is the two sections of the analysis, they are a technique that determines the quantity and caliber of workers an organization that will be require in the future. Various prediction strategies, including social control judgement, technique, scrutiny techniques, and ratio-analytic thinking's, are applied during this process. Information on libraries flexibility in obtaining the appropriate range of employees is provided by job analysis and job description as it study the employees in both inside and outside the library.

- Selection and Recruitment: The process of identifying and attracting job seekers in order to assemble a group of job applicants is referred to as recruitment. Finding the ideal candidate for the open position is the recruiter's primary objective. In a library, choosing and hiring the correct employee is essential since a qualified individual can perform well and manage any scenario with expertise. Therefore, the process of hiring and choosing a library staff should always be just and fair.

- Training, development, and motivation: Employee motivation is a strategy for energising, guiding, and sustaining human behaviour. The expression to attempt and do the most effective attainable job in HRM relates to a person's need to make every effort to complete assigned tasks. Training can be done internally or externally and provides staff with the opportunity to learn new skills, stay current on changes, and increase productivity. As a result, it is essential to libraries. It aids the workers in realising their full potential in addition to serving as a source of incentive. The training, education, or development of the employee also ensures opportunities, promotions, personal growth, and programmes for continued professional development.

- Leadership and performance assessment: Leadership refers to the librarian and other head staff, while performance assessment refers to an effective method for assessing an employee's performance in relation to the responsibilities assigned to them in a library. Performance assessments are often conducted once a year.

Management of libraries has become very important these days. Librarians are expected to deal with number of problems in their day to day working. Some guidelines are needed which will help them to run their concern smoothly and efficiently. The most important activities and points which were first coined in a paper on administrative management that was written for the Brownlow Committee by Luther Gulick and Lyndall Urwick POSDCORB can be used as a systematic framework for efficiently executing business processes in an organization or by an individual are:

- Planning: Planning is a programme made in advance. It is blueprint for action. Successful planning consists of setting objectives, choosing the course of action, making subordinate units and plans, and budgeting. Good plans always come along with flexibility and adaptability.

- Organizing: Organizing is essential for achieving the goals in workplace. Human efforts are required to translate the plans of action. Organizing devices a mechanism through which efforts of people and directed and coordinated towards goal achievement. The structure also defines the role of the functionaries, their relationship, authority and responsibilities.

- Staffing: Efficient working of organization depends on proper staffing and recruitment policies. Staff employed should have special aptitudes and capabilities for performing a particular kind of job. Staffing process generally includes: Determination of personal requirement, recruitment, selection, placement, orientation, promotion and transfer. With the increasing complexities of libraries and the services that are expected from them; the staffing pattern constantly changes. The library staff is divided into three categories: professional, semi-professional and supporting.

- Directing: In this function manager guide, teaches, supervises an issues direction in order to accomplish organizational goal. Directing refers to the process by which performance of subordinate is guide towards common goal. Libraries have hierarchical organization structure which is not very conductive for innovation. Many a time, staff members lack enthusiasm. So, library manager should see that employees are treated equally, rewards and recognition is given for their achievements.

- Coordination: Coordination of various activities and unit is necessary so as to achieve maximum efficiency. Organization can achieve its aims and objection only through coordinated of all its units. Coordinating helps to achieve harmonious operation by interrelating various parts of an organization.

- Reporting: Reporting involves regularly updating the superior about the progress or the work related activities. The information dissemination can be through records or inspection. In addition to this, library staffs should often make a clear statement of their respective works, progress and contribution for the library which is to be submitting to their concern head as an appraisal reports for the evaluation and which in turn contributes for the betterment of the library.

- Budgeting: It is an important activity that accomplished financial planning, accounting and control. It is defined as a numerical statement that expresses the plan, policies and goals of an organization for a definite period of time during budget making, changing needs and resources of the library can be assessed.

1.6. Importance of Human Resource Management in university library

In the modern dynamic world, characterized by transformation in all sectors of society, the role of universities has come under scrutiny. With the ever growing technological advancement, any organization, not to mention university library itself has to reconsider its priority in order to be dynamic and growth oriented. The need of the hour is to strengthen the work force for better performance, productivity and efficiency. It is the responsibility of the authorities of any institution to provide opportunities and facilities to continuously acquire, sharpen and use employee's capabilities. Human resource management approach is required to be adopted in any

organization to develop interpersonal relationship, individual effectiveness, group effectiveness and organizational effectiveness aiming at increasing the performance of an individual and organization.

All over the world, universities are recognized as centers of excellence, where knowledge is not only acquired, but also disseminated to those who required it. They are formal institution setup by the society to be centers of learning, rich ideas and ideals. Thus the universal idea of the university is a community of scholars, free to pursue knowledge without undue interference from any quarters. (Banjo, 2001)

Specifically, (Banjo, 2001 & Webb, 1989) also highlighted the goals of university education below:

1. Contribute to national development through high level relevant manpower training;

2. Develop and inculcate proper values for the survival of the individuals and society;

3. Develop the intellectual capability of individuals to understand and appreciate their

   local and external environment;

4. Acquire both physical and intellectual skills which will enable individual to be self

    reliant and useful members of the society;

5. Promote and encourage scholarship and community service;

6. Forge and cement national unity; and

7. Promote National and international understanding and interaction.

Since, many priorities are given to universities; therefore, human resource administration should always go along with it. So that libraries at university level can provide a challenging environment for the practice of Human Resource (HR) administration. Apparently, this is clear from research based study of librarianship and various observations of their daily job, meeting and conversation and through literature.

1.7. Human resource management and library service

In library the time of a user is valuable and must be saved. Therefore, the users have to be helped to the maximum. More often, information has to be provided in a ready form. It is required and also expected. Library should prepare a list of purposes from the parent body. From this, library should develop objectives for maintaining good services which will eventually results in end users satisfaction. In a library, the librarian or a person in charge should prepare a list of services to be undertaken to support the mission of parent organization. It is important to determine which services need not to be undertaken that would divert from services of greater priority. In ultimate analysis, library would be judged by what it does to support the objectives and purposes of the larger bodies. Generally, university libraries may perform the following services:

Circulation, technical processing, documentation services, routing of periodicals, computer services, inter-library loan, retrospective search, Current Awareness Service (CAS), Selective Dissemination of Information (SDI), referral service, directory of organization or individual, translation service, state of art report, security services and so on.

1.8. Scope of the study

The scope of the present study is confined to Human Resource Management of the 10 Central University Libraries in North East India which is placed in the following Table 1 Further, the study is conducted among the different levels of staff working in the Central University Libraries which is given in the following Table 2.

Table 1: Central University Libraries of Northeast India

Sl.no	Name of the Central University	Year of Establishment	Name of the Library	Website of the Institution
1	North-	1973	NEHU	http://www.nehu.ac.in

	Eastern Hill University, Shillong		Central Library	
2	Manipur University, Imphal	1980	Manipur University Library	http://en.manipuruniv.ac.in
3	Rajiv Gandhi University, Itanagar	1984	Central Library	http://www.rgu.ac.in
4	Tripura University, Agartala	1987	Central Library	http://tripurauniv.in
5	Central Agricultural University, Imphal	1993	Central Agricultural University Library	http://www.cau.ac.in
6	Nagaland University, Kohima	1994	Central Library	http://nagalanduniversity.ac.in/English/
7	Tezpur University, Tezpur	1994	Central Library	http://www.tezu.ernet.in
8	Assam University, Silchar	1994	Rabindra Library	http://www.aus.ac.in
9	Mizoram University, Aizawl	2001	Central Library	http://www.mzu.edu.in

10	Sikkim University, Gangtok	2006	Central Library	http://www.cus.ac.in/index.php/en/

<div align="right">Source MHRD: <u>http://mhrd.gov.in</u></div>

Table 2: Number of Staff in Northeast Central University Libraries

Name of the University	Total no.of staffs
North Eastern Hill University, Shillong	50
Manipur University, Imphal	22
Rajiv Gandhi University Itanagar	15
Tripura University, Agartala	26
Central Agricultural University Imphal	10
Ngaland University Kohima	15
Tezpur University, Tezpur	20
Assam University	15
Mizoram University	30
Sikkim University	18
Total	**221 (100%)**

(Source: Research Questionnaire)

1.9. Review of Literature

Every successful research project starts with a thorough literature review, and a literature review aids in a clear grasp of the research problems. The results of several

investigations on various topics are revealed by a survey of the literature. The current review examines a wide range of scholarly investigations into the administration of human resources in various libraries. The most pertinent studies found are briefly discussed in this section.

Reviewed literature were again divided into various categories for better understanding such as-

- Human Resource Management in library

- Human Resource Management in academic library

- Job satisfaction

- Employee wellbeing

- Human resource management in firms/business/organization

1.9.1. Human Resource Management in library

Newman & Newman (2021) Leadership behind masked faces: from uncertainty to resilience at a Jamaican academic library highlighted and discuss their recovery efforts during the COVID-19 outbreak. These examples demonstrate some of the difficulties, triumphs, and potential directions for how the library could handle pandemics in the future. The biggest obstacle for the library's administration during the pandemic crisis was recognizing the digital divide and the serious concerns with equity among students and employees. The path ahead involves shifting from leaving a physical imprint to leaving a digital one and adopting a more blended, hybrid model of operation that combines both in-person and online activities.

Omotunde (2021) article, Talent management practices and job performance of librarians in university libraries in Nigeria study reveal that the university community and stakeholders in the profession have expressed serious concern about the job performance of librarians in university libraries. This is demonstrated by the low research output productivity of librarians and their incapacity to apply their professional and technical expertise to real-world problems. Studies have looked into a few variables that affect a librarian's performance at work. There aren't many research on talent management and librarian job performance, though. In order to better understand how librarians perform on the job and how their personnel management strategies compare, this study looked at university libraries in South-

West Nigeria. For this study, a correlational survey research design was used. All 364 of the librarians working in the university libraries in South-West Nigeria were counted using the total enumeration method. The Talent Management and Job Performance of Librarians' Scale questionnaire was the instrument used to collect the data (TMJPLS). Construct and face validity were used to validate the instruments. The reliability of the key constructs was assessed using the Cronbach's alpha test, which yielded results of level of job performance and assessment of talent management techniques respectively. 76.1 percent of the questionnaire's total 277 copies were returned and deemed useful. Descriptive statistics and Pearson Product Moment Correlation were used to analyse the data. The results demonstrated that librarians performed at a moderate level (63.1%). The least common talent management strategy used in university libraries succession planning, inadequate funding, the ongoing loss of the brightest minds and poor communication were the main issues influencing talent management in university libraries. The results showed a strong positive link between personnel management strategies and librarians' work effectiveness. The study came to the conclusion that talent management strategies had an impact on librarians' performance at work. In order to improve their performance on the job and stop the brain drain from the library, it is advised that library management concentrate more on fostering and managing the potential of librarians in university libraries.

Etse & Boateng (2019) in their study on management of end-of-life library resources in Ghana: Strategies and sustainability implications said that, a sizable collection of books, furniture, and electronics can be found at academic libraries. These library resources eventually reach the end of their useful lives and must be discarded. The environmental, economic, and social effects of one's product disposal methods must now be taken into account by both individuals and organisations in this period of growing sustainability awareness. Interestingly, despite the problems libraries face, little research has been done on the management of old library resources. Therefore, the goal of this research article is to look into how university libraries in Ghana manage end-of-life resources. The technique used to gather the data was a semi-structured interview. The findings show the various techniques libraries use to get rid

of their outdated resources, the factors that motivate these techniques, and any associated environmental effects.

Elguindi & Schmidt (2012) in the electronic resource management: Practical perspectives in a new technical services model paper said that with the introduction of e-journal acquisitions, electronic resource management as a distinct process utilising experts with a particular skill set arose. Traditional technical services workflows based on building up legacy print collections did not operate well in the dynamic environment of electronic resource collections and had to be changed to account for these resources' particular requirements as well as the increasing emphasis on user access. This change in workflow necessitated a change in staffing as well, which was a difficult task in many libraries and is still ongoing.

Casey (2011) has projected the need for a change strategy in which the human resource development assumes greatest importance in era of 21st century. He has suggested that employer- employees should work together to attain the required goals. The library scientists too have highlighted and emphasized the needs for developing the human resources for operating the libraries efficiently and effectively.

Rahman (2011) in his report talks about the importance of strategic Human Resources Management (SHRM). He mention that digital libraries are the newly emerging concepts of every library, the conventional type of library are also hybrid with automated library to a great extent. A digital library plays an effective role in dissemination and preservation of library resources and remains consistent with traditional library. Therefore, there is a lot of new challenges for library professionals inside the library. He strongly feels the need that strategic human planning is the need of the hour for every hybrid library. A well design strategic human planning in the library can solve any future problem which is most likely to occur. He concluded that human resources are the main core of every library which can give the end users satisfaction and community demand. So, human strategic planning must be a foundation.

Evans et. al (2000) in their study, management basics for information professionals highlighted about the importance of human being. The study reveal that the library managers spend most of their times in managing staffs rather than resolving financial and technical issue. Since the library is also facing environmental challenges and

changes due to the invention of higher technology, user demand and tight budget, modern human resource management has become more challenging. They also suggest that a strong library collection, convenient library location and generous funding source can also become the core component of a library success.

1.9.2. Human Resource Management in academic library

Gamit (2018) in his article, role of academic libraries in the human resource development and information and communication technological environment: An Overview primary goals of his research study is to present a critical perspective on the evolving function of academic libraries in the HRD and ICT context. The operations and information services of all libraries include a significant amount of HRD and ICT. In the modern digital era, ICT is a key driver of globalisation. In general educational and research activities, ICT has emerged as one of the fundamental tools and a cornerstone of contemporary society. ICT advancements have altered not only how information is produced, arranged, saved, and transferred, but more significantly, they have made ICT an essential instrument for teaching, learning, and research. Almost all academic staff members, library professionals, and researchers are aware of its effects and consider it helpful. ICT advancements generally, and e-resources in particular, are a focus. Libraries, librarians, and scholars must meet the challenge and take advantage of the benefits provided by the HRD and ICT environment.

Stilling et al. (2018) in their article "Still a Deadly Disease? Performance Appraisal Systems in Academic Libraries in the United States" conducted a survey towards librarian performance appraisal which is a basic tool for employer-employee communication and understanding in workplaces of all types. The purpose of this survey was to examine and assess how libraries use to evaluate the performance of their professional librarians at academic institutions. For this study, library directors were asked for details about the annual evaluation process for professional librarians in their library, as well as about other occasions on which librarians employers rely on it to communicate whether organizational goals are being fulfilled and customers are satisfied. The study reveals that some large corporate library already abandoned appraisal, evaluation methods and are hardly examining their librarian. In some

places the librarian received job feedback more than once in a year. Glen and his friends also mention the importance of performance appraisal and job feedback and said that knowing the opinion and point of view of every librarian should be a central role and should be taken seriously as it can help in knowing the library resources, whether they are effective, relevant and integrated within the parent institution.

Koloniari & Fassoulis (2017) in Knowledge management perceptions in academic libraries state that, Knowledge management (KM) is not consistently used in libraries, despite the growing interest it has received from a wide range of practitioners and the library and information science (LIS) community. There is disagreement among LIS experts regarding the relationship between knowledge management and information management as a result of the complexity of knowledge and the varied character of knowledge management. In light of this, the current study intends to investigate how librarians view knowledge management as well as the KM technologies and methods that university libraries use. The results show that there is a lack of understanding on key KM concerns, despite the fact that practitioners are aware of knowledge management and appreciate its benefits for library performance as well as for LIS professionals' future career prospects. Last but not least, academic libraries make efforts to record both internal and user-generated explicit knowledge; nevertheless, social activities like communities of practice—which encourage the exchange of tacit knowledge and expertise—are not embraced.

Krishnaveni (2010) in HRM – A Researcher's Perspective defines HRM as an effective utilization of employees in order to achieve the goals and strategies of the organization. He stated that HRM activities should begin right from the time the employee joins the organization and continue throughout his/her career regardless of his or status in the organization.

Chadzingwa (2010) highlighted the purpose of his paper and review human resource management mainly in academic libraries of Southern Africa. It focuses on human as valuable resources at workplace. The paper also reveals that human resource interest has been adopted in various workforce recruitment, employment relations, health/ safety performance and remuneration. The paper has also viewed the strength and weakness.

Arikewuyo (2009) article examine about the relationship of staff and the management in Nigerian Universities at both government and institutional levels. He also further suggests that Nigerian universities need to be re-oriented in consonance with acceptable democratic and international standards.

Nagi & Uma (2008) in their paper re-engineering manpower in computerised university libraries give comparison between traditional and modern services in a computerized/digitalized library. They have contributed S.R.Ranganathan idea of staff formula and staff requirement in each section of the library with special reference to information and communication technological environment libraries, where the staff need to underwent several training, knowledge and skills update etc. if all these suggestion are adhere, the library can provide a better services no doubt.

Keiserman (2008) in his article talk about the issue of library human resource management he highlighted that the main purpose of their paper is to provide a proper guideline for a better employee mutual relationship program in any type of library organization. In this paper the author collect data through in depth interview from expertise who has been the professor of human resource management besides this he also consulted library consultant to all types of libraries for over 15 years. This paper proposes the concept of LISTEN which means – learning, involvement, structure, training, empathy, and needs – all these serve as the basis of a better mutual employee relationship program, emphasizing the importance of being attentive and discipline to the needs and expectations of employees.

Kisby & Kilman (2008) in their study improving circulation services through staff involvement analyzed main trends, approaches, accomplishment and contemporary issue relating to human resource development with reference to library and information professional in India. They found that an awareness of the problem, approaches use in alleviating them and contemporary issue in the context of HRM are by and large lacking in India. And to tackle these issue the authors has emphasized the needs of extensive linking the professionals with those at decision making state level.

Francis & Humayoon (2008) have highlighted the need for business process re-engineering (or redesign) of academic libraries in the digital age in their article through data collection among the seven university library professionals in Kerela.

The study mentions the importance of acquiring skills for the management of library in digital format. They also highlighted the nature of hybrid libraries which is the continuum between traditional and digitalized library. Where the librarian and library professionals are expected to handle their task efficiently which is possible with the help of acquiring and employing qualified employees. They also said that human resource management can play an effective role in handling qualified employee inside the library if used correctly. The study also suggested that government and the parent organization of each libraries to understand the nature of hybrid libraries which is coming as a trend inevitably seriously and assist their needs and requirement wherever possible in order to make library a better center for learning.

Roknuzzaman (2007) in his article, Status of human resource management in public university libraries in Bangladesh determine the degree to which Human Resource Management (HRM) is typically implemented by them, the study conducted a survey in five eminent public university libraries in Bangladesh. In order to examine the nature and type of library human resources, their professional categories, management issues such as staff selection and recruitment, salaries and wages, job analysis methods, performance evaluation, audit, and promotion, as well as supporting Human Resource Development (HRD) programmes, etc., the survey used a combination of structured questionnaire, unstructured interview, and observation methods. The study employed a five-point Likert scale to assess the most significant HRM issues in libraries and to collect staff feedback on twelve aspects of job satisfaction. The article concluded with recommendations for improved HRM strategies in the general benefit of Bangladesh's public university libraries.

Woo (2007) has stressed the need that human resource development in academic libraries has not earn enough value in many academic institutions. In order to have a quality academic librarian the selection strategies need to be put as an utmost priority from the recruitment stage. Unsuitable candidates should be rejected. Besides librarian, the existing employees should be thoroughly updated and undergo training and development in order to become a potential staff. The working standard and system should be a knowledgeable one to adapt to the "- latest developments. The current trend is an effective integration of traditional libraries with electronic libraries which will be the user satisfaction in return. Due to this the role of librarian

and other library staff is expanding from mere custodian of books to knowledge deliverer. He also suggested that career development of the librarian is an important measure to be taken care. He also feel the need that the concern institution to make provision. Development like training, seminars, workshop, and collaboration with other library should be conducted time to time. Yearly appraisal and assessment tools should be taken into consideration for the betterment of the staff.

Hickey (2006) in the Area studies libraries in the global studies milieu: Implications for non-Roman script print resource management and university library budgets and staffing study and mention that how should librarians who specialise in area studies respond to the growing importance of interdisciplinary and transdisciplinary scholarship? Study reveal that the adjustments can be made to area-focused initiatives like the segregated shelving of a collection of non-Roman scripts, book budget allocations that may be in line with the geographic segmentation built into the Library of Congress classification scheme, and the perspectives and service postures of the staff who work in area studies.

Devi & Singh (2006). Role of UGC in manpower development in the field or Library and Information Science in India, in their article they mention the importance of manpower and how University Grants Commission (UGC) contribute effectively. They have highlighted that UGC is conducting many important conference, seminars, training, and workshop for the development of higher education. They also conducted regular revision of academic syllabus and inspection of university library and department time to time. All of these no doubt contributes towards positive impact on human resource management where library employees give their best outcome under such challenging condition.

Awasthi (2002) research study about the stress and burnout among library professionals in the universities research. He mainly focusing on motivation, organizational environment, and personal characteristic and stress management both in the specific universities and state region and feel the need to introduce human resource administration in an organization and highlighted that motivation is always an important factor. Bundy (2002) said that libraries in all sectors are coming under pressure from government and other policymakers to cooperate. Cooperation no doubt takes in several ways including resource sharing, reciprocal access

42

arrangement, promotions and collaborative educational activities which he put it, "the ultimate form of cooperation."

Line & Kinnel (1993) said that in the age of digital transaction, the job of LIS professionals has become more important due to the growth of knowledge. These studies are primarily focusing on HRM both in traditional as well as technological environment. These are other components associated like types of professional staffs, duties and responsibilities, hob profile and competencies required in the changing automation and networking environment. Further Line and Kinnell defines Job Satisfaction as a pleasurable emotional state resulting from the appraisal of one's job. Employee motivation is increased by the reward system, which increases their involvement in contributing innovative ideas and fosters high organisational creativity. According to Hendry and Pettigrew (1992), a number of internal elements, including corporate culture, structure (where HR is positioned), leadership, level of technology used, and business output, directly influence the contents of HRM. Watson (1992) research studies focused on personal management, HRM planning and man power with special reference to academic libraries in general and university libraries in particular for individual university or state level where he suggested that internal factor and external factor should be take are and give due importance for the better outcome.

Rubin (1991) in his book, human resource management in libraries theory and practice, he mention about the useful sources of information and the importance of human resource management towards library administration and library professionals. The author insists that library professionals should have sound background on handling library development and administration; he also suggested that library administrators should have a quality in handling personnel policies and procedures. Library administrators are expected to understand the internal and external factors that affected the library staffs. He also give a well definition on human resource management in libraries which deals with hiring process performance evaluation, checking performance, compensation benefits and factors affecting human performance. He further explains in his preface that Human Resource Management in Libraries is intended as a useful source of information and guidance on human resource management for library managers, administrators, other

interested professionals, and students. He points out that the human resource manager must have a sound background in the development and administration of personnel policies and procedures; but managing people also entails an understanding of the psychological and sociological forces that affect worker attitudes and performance.

Raju (1988) Thesis is a study towards personnel management of university libraries in the context of organizational climate. Each library has their own policies and certain formalities regarding recruitment criteria and promotion norms. Apart from that it has certain unique features which differ from one library to another library. This difference is cited as organizational climate. Author has mentioned various reasons for the differences organizational climate and the conflicts which arise out of it. Based on the data collected by questionnaire, hypotheses have been tested as well. Further the results inferences have been drawn with a theoretical model based. Organizational climate has been suggested which is appropriate for an Indian university library.

1.9.3. Job Satisfaction

Riordan (2017) in her study the practice of human resource management provides an overview on human resource management that concerns all aspects on how people are employed and managed in organization. She clearly stated that career development and opportunities for advancement, training opportunities, job influence and challenge, involvement and communication, performance management and appraisal processes and work life balance is the key for a successful organization. She also mention that leadership from the top is essential for positive organizational culture and also felt that in order to improved positive approach to people management is necessary. She also concluded by saying HR performance should review its own capacity and contribution to the organization.

Agbozo et. al. (2017) in the study on the effect of work environment on job satisfaction: evidence from the banking sector in Ghana, journal of human resource management stated majority of the staff at the bank are fairly satisfied with their working environment especially the physical ambiance. He has concluded that the environment as a significant effect on employees satisfaction. Therefore, he

emphasized the need for management to improve the overall working environment of employees to boost productivity.

Bengtsson & Bloom (2017) in Human Resource Management in a Digital Era: A qualitative study of HR managers' perceptions of digitalization and its implications for HRM highlighted the importance and influence of digital era and said that due to the accelerated technological development has revolutionized the society and continues to that leadership from the top is essential for positive organizational culture and also felt that in order to improved positive approach to people management is necessary. She also concluded by saying HR performance should review its own capacity and contribution to the organization.

Inuwa (2016) in his article mention about the job satisfaction impact and change the way organizations work. It puts pressure on organizations and its people to adapt to the fast changing world and the increasing amount of digital innovations. Digitalization has become a buzzword in the organizational press, and addressed as something organizations must embrace in order to stay relevant. So, due to various technologies coming up the human resource function has also changed over time.

Aristovnik & Jaklič (2013) in their article "Job satisfaction of older workers as a factor of promoting labor market participation in the EU: the case of Slovenia". Journal of Strategy and Performance management said that motivating factors can be the driving factor that can inspired people to do and comply with the schedules of work and initiate the efforts. It promotes towards satisfaction of the employees and consequently works performance. The positive results of motivating factors are the recognition in work, achievement in job performance, awards for meritorious performance, pat on the back by the employer, promotion opportunities. They also concluded that, the maintenance factors like the salary, work environment, the working conditions and the facilities provided on the job are some of the significant maintenance factors. These hygiene factors help to perform better and with excellence.

Guest (2011) in his article, Human resource management and performance: still searching for some answers study state that, human resource management and performance have seen a significant development in theory and study during the last 20 years. This study evaluates progress by outlining a number of stages in the growth

of pertinent theory and research. On questions of philosophy, managerial procedures and research methods, it then lays out a number of challenges for the future. The review's key finding is that, despite more than 20 years of intensive study, fundamental concerns regarding the connection between human resource management and performance remain unanswered. This is partly due to the paucity of longitudinal research that has addressed the relationships between HRM and performance and examined the administration of HR implementation.

Nahar et.al. (2008) conducted a study on "HR maintenance, job satisfaction and labor management relationship: A study on RMG sector of Bangladesh", they emphasized the imperative of knowing the job satisfaction dimensions of the employees. The study reveals that the dedicated, dynamic and qualified human resource is the essential condition for the success and progress of any organization. Employee appraisal of employee satisfaction time to time is an essential tool in the organization to understand how far the current infrastructure and facilities contribute for the job satisfaction. They also highlighted that the overall job satisfaction also depends upon the organizational environment, the rule and regulations, status and pay scale, job security and the other job-related factors. They also urge the need that the management policy makers in the organization should inevitably know how far all these aspects stated can have a positive impact and outcome to employee job satisfaction.

1.9.4. Employee well being

Azizi et. al. (2021) on Innovative human resource management strategies during the COVID-19 pandemic: A systematic narrative review approach said that, in all companies, the proliferation of COVID-19 causes disruption, uncertainty, complexity, and ambiguity. Any organization's greatest asset is its workforce, which also aids in achieving its objectives. Accordingly, the organisational strategy review is a suitable response to manage human resources sustainably. This in-depth review study's goal is to pinpoint undiscovered problems, novel approaches, and unexpected choices in human resource management outside of healthcare organisations during the COVID-19 pandemic. In order to counteract the effects of COVID-19, the study used a narrative review approach to deconstruct organisational human resource

management practises. Up till November 20, 2020, 797 records were taken from these databases. Then, expanded search to include 484 documents from the first quarter of 2021. 15 publications were used for the study after duplicates were eliminated and each article was examined in accordance with inclusion and exclusion criteria. In order to combat the COVID-19 pandemic, the study built a conceptual framework of human resource management techniques based on literature findings. The COVID-19 pandemic had a number of negative effects, including social and behavioural changes, economic shock, and difficulties for organisations to carry on with business as usual. Additionally, the methods included adaptability, improving internal efficiency, talent acquisition, and implementing innovative changes based on organisational assessment and requirements for efficient business operations. Implementing the right human resource management solutions would improve employees' mental health, satisfaction, productivity, motivation, and workplace health safety.

Carnevale & Hatak (2020) in their research article on Employee adjustment and well-being in the era of COVID-19: Implications for human resource management said that, unexpected events like external crises, which heighten employee insecurity and represent direct challenges to the performance and profitability of the firm, force today's enterprises to stay vigilant and adaptable. The current COVID-19 epidemic, however, has forced businesses to navigate the unprecedented and, as a result, discover novel solutions to problems that have arisen in numerous sectors of their operations. In this paper, the researchers go over some of these difficulties while concentrating on the effects COVID-19 has on human resource management (HRM), which is how businesses support their personnel as it adjusts to its newly changed working environment. In addition, they urge for a comprehensive research agenda for addressing the issues raised as well as various directions for further study.

Dios & Lapuz (2020) in their article, the relationship between management style, performance appraisal and employee development of selected personnel from an academic institution study and describe the management style, performance appraisal and employee development of selected personnel from an academic institution in Central Luzon, Philippines. Survey method was used for gathering data where 75 personnel took part in contributing data. The study also revealed that the personnel

under study were agreed with the system of these three relations in the organization is for betterment. They also found that the relationships between the three variables provided an avenue of fresh perspective which confronts the organization in our present days and they also felt the need to take care of this relation with care so that they can avoid the near future problem. Dios and Lapuz concluded by saying that more training and updated knowledge and professional development program must be taken seriously in the organization in order to face any challenges.

Guest (2017) in his article, Human resource management and employee well-being: Towards a new analytic framework study state that, according to the mutual gains paradigm, HRM should be advantageous to both people and organisations. However, the prevailing models in HRM theory and research continue to place a strong emphasis on measures to boost performance, placing employee issues firmly in the background. Additionally, the wellbeing of employees is becoming more and more threatened by pressures at work and in society at large. A new analytic framework for HRM is necessary in order to seriously address employee concerns and threats to wellbeing. The article outlines a different method of handling human resources that prioritises actions that will improve well-being and a productive working environment, contending that both aspects are crucial. The argument that the methods chosen have the ability to enhance both individual and organisational performance is supported by evidence. As a result, it presents an alternative route to mutual benefit. This method's research and policy ramifications are examined.

Bhatia (2008) in his book, emerging human resource management highlights the relevance of HRM in the present day era. He explains HRM as a process to help employees in planned and continuous way to develop capabilities or competencies to perform present and future role. It comprises of both individual and organizational needs. He also point out that HRM is needed for improving system and service, more dynamics motivating individuals to develop and utilize their capabilities. He discusses the meaning and importance of training the employees. He reveals the training is a process of learning a sequence of programme behaviour. It helps the trainee to know facts, policies, procedures and rules pertaining to his job. He also highlighted the importance of training, benefits and different types of training.

Schuler & Jackson (2008) in their article understanding human resource management in the context of organizations and their environments they said that the aim of Strategic Human Resources Management (SHRM) is to have a future direction to manage employee in terms of the long-term planning of human resource management by aligning it with an organization's overall plan. They also concluded that every library practice human resource management in one way or another but there are some challenges needed to practice since the nature and role of library have changed in the new digital environment New features of job responsibilities have been in practice and new idea of skills and competencies are in demand with changing environment. The management needs to identify the challenges and handle the situation in view of long term benefit of the library as well as for the human resources.

Gupta & Gupta (2008) in human resource development- concept and practices provide an overview on the concept of HRM and training. They stated that HRM is concerned with the development of human resources in an organization, which means improving the existing capabilities requires for the achievement of organizational goals as well as individual goals. This can be achieved through systematic training. The authors viewed that training is needed to bridge the gap demands. It is also useful in making more productive and useful employees in the long run.

Vance & Kuhnert (1998) in their article job insecurity and employee well-being study and explored the outcome of job security and insecurity on the mental and physical health of employees. Data were collected from employees of a large mid-western manufacturing organization that produced products for material removal applications through a surveys method. The questions under study comprise of mental and physical health condition of employees, job security, job performance, commitment in their organization, job performance and the employee demographic information. The study appears to be fairly complicated and found out that there were numbers of employee looking for job elsewhere, doubt and unsatisfied with the internal organizations. The study also found out that the older employees were relatively unaffected by feelings compare with the newly recruited employees. They

suggest that the organization authority should look into these matters and make some clever adjustment wherever possible.

Delery & Doty (1996) stated that as employees have the opportunity to talk about their work performance, performance appraisals promote employee commitment and satisfaction. They will consequently perform better in creative pursuits as a result of this. Similar to this, career management aids workers in achieving their professional goals and objectives. Employee motivation to engage in innovative activities will increase if they are satisfied with their career management.

Masters (1996) in his article, total quality management in libraries mention the importance of total quality management where he said that total quality management is a continuous improvement of employee towards their participative management and centered on the needs of customers. Masters' also urge the need for the improvement of the employee wellbeing in library, so that the library administrators can focus on providing the best services possible and willing to face the change and achieving the state of continuous improvement. He also suggested that employee are the library's most valuable resources, and they should be encouraged to point out problems without fear of management, he also want to impel thrust and pertinent authority to library staffs so that they can be made responsible and make decisions that can improve the quality of work they do.

Kumar (1985) in his article "labor conflict in Industry", Journal of Management, concluded that lack of communication between management and workers is responsible for the low levels of job satisfaction and employee commitment and as a consequence the poor performance based on the findings of the study the researcher suggested that the educated management has to pay more attention towards the problems of most of the illiterate workers and concentrate more on productivity and efficiency. Fayol (1849), a French industrialist is the chief architect and father of the 'Operational Management Theory' who also propounded fourteen 'Principles of Management'. He talk about the important of managers in the General and industrial management events in New York. He concentrated on the role that managers should perform as planners, organizers and controllers. He was of the opinion that managers needed basic principles upon which to operate for betterment. Henry Fayol was the

first to write about the functions of management such as planning, organizing, staffing, command, coordination, control, budgeting etc.

Guptal & Singhal (1993) said that the purpose of the reward system is to encourage employees to take risks, create profitable new products, and come up with fresh ideas by offering financial compensation, promotions, and other forms of recognition.

1.9.5. Human Resource Management in firms and business organization

Eales et. al (2021) in their article, What is the evidence documenting the effects of marine or coastal nature conservation or natural resource management activities on human well-being in South East Asia? A systematic map study said that, the improvement of both nature conservation and human well-being has frequently been the goal of conservation efforts and natural resource management initiatives. Concerns have been raised about how well this twin aim has been accomplished, and there is growing awareness of trade-offs and synergies within and between components of each goal. Due to a variety of factors, such as a lack of resources for monitoring and evaluation and the challenge of combining a dispersed evidence base, the volume and scope of the evidence that is currently available on the effectiveness of conservation and management interventions in both arenas has not been adequately documented. The relationship between marine conservation management and the health and well-being of coastal populations in South East Asia is the main emphasis of this organised map. The researchers looked through bibliographic databases for published material and used institutional and organisation websites, as well as key stakeholders, to identify grey literature. Title, abstract, and full text were used as the application stages for the eligibility requirements, along with consistency checks. From the meta-data retrieved on each study's layout and characteristics, they created an interactive database and map, as well as a narrative summary. 42,894 records from the primary searches were evaluated at the title and abstract levels. 1,331 articles underwent full text evaluation (30 articles were not retrievable). The systematic map contained 287 papers (281 research). The majority of studies (90% of them) were peer-reviewed articles from the Philippines and Indonesia (72%). Studies fell into three categories: 31% were entirely qualitative, 45% were entirely quantitative, and 24% combined qualitative and quantitative research. A comparator

was only used in 24% (31/127) of quantitative research. They identified knowledge clusters where studies examined the relationships between human health and well-being outcomes, such as economic living standards, governance and empowerment, or social relations, and marine conservation interventions, such as site protection, economic or livelihood incentives or alternatives, or habitat management. Additionally, clusters of qualitative research investigating the relationships between the interventions Habitat Management and Governance and Empowerment as well as the interventions Economic or Livelihood Incentives or Alternatives and Governance and Empowerment as well as Social Relations were found. The results of marine conservation initiatives on the outcomes of freedom of choice and action, security and safety, subjective well-being, health, and culture and spirituality were recognised as having significant evidence gaps. There were few research that examined the effects of interventions in the areas of education, awareness, and activism on people's health and wellbeing. They offer the first complete evidence map on this subject for South East Asia that is interrogable, updateable, and searchable. Their research helps identify understudied subject areas and encourages deeper, in-depth analysis of knowledge clusters utilising systematic reviews. Due to the dearth of comparable, quantitative studies, it is recommended that future research use counterfactuals to increase the strength of the evidence base. They also state that the users of this systematic map should be aware that they did not assess the quality of the studies, and that some evidence may be national or locally specific.

Abdussamad et. al. (2021) in their article, Impact of Internet of Things (IOT) on Human Resource Management: A review said that the management of business operations in any firm is today based on technology, leaving HR (human resource) leaders with little alternative but to accept innovation in the HR functions. Payroll, management, and requirements are a few processes that call for HRM (HRM). The term "Internet of Things" (IoT) is the most intriguing in the media, and many enterprises are interested in adopting it. The Internet of Things (IoT) is currently a popular topic of conversation both inside and outside of the workplace. Along with the different communication devices like computers, tablets, mobile phones, smart phones, etc., technology has a significant impact on every aspect of life. Given that most individuals spend their time at work using internet-connected smart phones,

tablets, and other devices, it is crucial to comprehend how the Internet of Things will affect human resource management. Human resource management has benefited from the Internet of Things, and job searchers now turn to their smartphones rather than newspaper articles while looking for employment. Understanding how businesses and organisations are currently conducted can help us comprehend how IoT will affect HRM. Industry 4.0 is the digital transformation of industrial production and manufacturing, and it is associated with the value creation process and industries. Industry 4.0 is the production of services and products with technology support, producing big data, IoT, and social components like a desirable workplace. The IoT's participation in organisations, enterprises, and the organization-management process has altered how HR operates.

Mills (2021) in his research paper, Graduate Student Literature Review: Challenges and opportunities for human resource management on dairy farms highlighted that, dairy farms are getting bigger and using less family work and more outside help. Dairy farmers are now required to manage human resources in addition to taking care of their animals. This paper's goal was to review the literature in five areas of dairy farm human resource management: (1) professional accreditation and professional development; (2) extension activities; (3) the advisor's role; (4) standard operating procedures; and (5) employee training. The connections between farmers and their advisers and staff, as well as the function of standard operating procedures on dairy farms, were all indicated as areas for future research in this review, despite the recent rise in research in this field.

Samimi & Sydow (2021) in their article, Human resource management in project-based organizations: revisiting the permanency assumption study on human resource management (HRM) scholars have frequently suggested new study fields and viewpoints with the objective of illustrating the field's future. However, despite the fact that unusual organisational structures have become rather significant in practise, they do not play a significant part in these ideas. Project-based organisations in particular and temporary forms of organisation in general serve as a case in point. The study methodically analyse top-tier HRM journals as well as other management journals throughout a 20-year period in this paper after summarising the development of HRM as a subject. Findings show that HRM research adheres to the presumption

of the permanence or at least lifespan of organisations and focuses primarily on only one aspect of temporary organising, namely temporary employment. The researchers contend that conceptualising HRM outside the permanency assumption is not only crucial in light of the rapidly expanding project-based organising models, but also presents special opportunities to examine HRM issues, notably those related to international HRM.

Alqudah et.al (2022) in their paper, High-performance human resource management practices and readiness for change: An integrative model including affective commitment, employees' performance, and the moderating role of hierarchy culture study state that, the ability of individuals to adapt to change is increasingly important for organisational transformation projects. This study examines the effects of affective commitment and high-performance human resource management techniques on employees' preparedness for change using a sample of 510 bank employees in Jordan. The study also aims to examine how changing environments affect employee performance. The outcomes of statistical study show a favourable correlation between a few high-performance human resource management methods and affective commitment as well as change preparedness. The findings also indicate a favourable link between affective commitment and change readiness. The study also discovered a positive relationship between employees' individual performance and their readiness for change. Finally, their research demonstrates that the relationship between high-performance human resource management methods and affective commitment is positively moderated by hierarchy culture.

Yu et.al (2022) in their research paper, TERMS: Task Management Policies to Achieve High Performance for Mixed Workloads Using Surplus Resources said that in clusters with mixed workload deployment, resource conflicts and performance hiccups can result in decreased workload performance. By recovering extra resources from over-provisioned tasks, prior work ensures the resource requirements of latency-sensitive tasks and lowers performance losses to batch operations. As a result of resource fragmentation, there is a mismatch between the resources that have been allocated and the demands of the tasks, which increases operational costs and reduces task fairness. In order to accomplish effective and affordable task management, this work suggests TERMS, the task management strategies based on task relevance,

resource allocation, and task fairness. TERMS mostly consists of three categories of management regulations. New tasks can be scheduled in accordance with task relevance using the task scheduling policy. Based on resource needs and task fairness, task selection techniques choose tasks for resource provisioning and task resumption. When removing straggler tasks, the node selection approach can be utilised to find suitable target nodes based on task relevance and node resource information. The findings of the evaluation demonstrate that TERMS can further enhance the performance of batch operations and latency-sensitive services, lower administrative costs, and prevent operation failures.

Voegtlin & Greenwood (2016) in their article, Corporate social responsibility and human resource management: A systematic review and conceptual analysis mention that, the relationship between corporate social responsibility (CSR) and human resource management (HRM) has not yet been thoroughly investigated, despite a tremendous growth in study and practise in this area. Rarely do researchers who link CSR and HRM explain how they perceive the relationship between the two disciplines or the presumptions they hold when doing so. We contend that a thorough analysis of the literature on the relationship between CSR and HRM is pertinent and required. A review of this nature would advance theoretical and empirical research and help scholars comprehend CSR-HRM in more explicit and complete ways. Based on major themes and meta-theoretical commitments at the nexus of CSR-HRM, we address this endeavour by conducting a comprehensive assessment and conceptual analysis of previous and contemporary publications linking CSR and HRM. The researchers put up three theoretical stances—instrumental, social integrative, and political—that might be used to understand CSR-HRM and go into more detail about the possibilities that these three methods have for CSR-HRM research. The purpose of this paper is to highlight the variety of perspectives on CSR-HRM and to offer a conceptual framework for future research planning and navigation.

Al-Khasawneh (2013) study examines the relationship between work loyalty and the human resource management techniques used by Jordan's government ministries' public relations department, including selection, training, assessment, safety & security, and incentive (job). The SPSS programme was used in the study to process

the data after it was collected via a questionnaire. Major discoveries were: 1. There is a low degree of employee satisfaction with PR's HRM practises within their organisational units. 2. There is little correlation between hiring practises and job satisfaction and retention. 3. There is little correlation between training techniques and job satisfaction and retention 4. There is little correlation between motivational techniques and work satisfaction and retention 5. There is little correlation between evaluation techniques and job attractiveness and retention 6. There is little correlation between workplace safety policies and job satisfaction and retention. The relationship between HRM methods and work satisfaction and retention showed statistically significant gender differences, favouring female participants, with the exception of the incentive approach, which showed no statistically significant gender differences for the female participants.

Sandra (2008) examines the theoretical underpinnings and practical applications of performance measurement and benchmarking as a means of achieving the goals. Through the questionnaire, data have been gathered. Findings from the empirical research demonstrate the necessity for standards to be created for evaluating the performance of personnel. Benchmarking is being implemented progressively by the majority of organisations concept. Greater adoption occurs in larger than in smaller organisations. Compared to the public sector, private organisations use benchmarking more frequently organisations. A conceptual model has been suggested in light of the research that has been done in order to benchmark.

Boxall (2007) collection of essays written by diverse professionals in the topic of human resource management has been edited by Four categories and is used to group these works: foundations and frameworks; core processes and functions; patterns and dynamics; and measurement and output. Goals of HRM, strategic management and HRM, knowledge workers and HRM, organisation theory and HRM, and contemporary manufacturing and HRM are important topics that have been studied. In the final essay, it has been emphasised the social validity of the HRM profession in the current social situation.

Armstrong et al. (2006) Handbook of management and leadership may find guidance in looking to achieve managerial excellence. They stated that, by using different leadership techniques, managers are expected to produce results and strategies. When

it comes to attaining goals, change management is crucial and been elucidated. A company's human resource management plans must be planned by with consideration for client happiness and service. It has been described as client-focused culture getting things done is a process, not a single idea, it is a continual procedure. The level of achievement should be raised in accordance with at each stage of the organization's capabilities and the needs of the client.

Martin (2006) has covered in great length on how to run an organisation and manage people in this rapidly changing global environment is a topic that offers advice to aspiring managers as well as to seasoned managers who are looking to advance their careers. This project is based on, more instead of relying on any case study or analysis, the author's personal experience questionnaire. The author has provided his thoughts on how to handle a person, company context, global context, corporate context, knowledge context and context of technology.

Shermon (2004) competency-based HRM is a strategic tool for competency mapping, assessment, and centre development. A consistent performance, behaviour, and competency development are crucial for this. Business connecting skills to human capabilities will make possible organisation to achieve its human resource objectives through competency-based human resource management process. The assessors should be taught how to choose appropriate approaches using instruments that can be used to gauge levels of proficiency. A pay scale's relationship with the need to create a competency-based incentive system has been driven by performance, and proposed. Before implementing any significant changes, consider the organization's or group's culture. Consideration should be given to the workplace.

Bratton & Gold (2003) have noted that the role of human resource managers is evolving due to the intense competition in the global market, breakthrough technologies, changing employment legislation, and the composition of the work force, growing more intricate. They must use tactics to extract the most possible work from the skilled labour force is needed, as is keeping the workforce by offering benefits facilities that are required to survive in the cutthroat global market. The writer has presented flexibility and post-bureaucratic work design is some of the new post-fordist topics. Shift to knowledge-based work, knowledge management, and

online learning for the workplace force, the requirement for efficient testing and assessment facilities, and e-HR.

1.10. Research Gap

On the analysis of above literature review, it has been observed that there are sufficient numbers of research conducted in human resource management in library. But no study has been carried out in the proposed area of the study and hence, this study is an attempt to fill up the gap.

1.11. Statement of the Problem

Employee commitment in a library is a complicated discipline that involves a wide range of initiatives and procedures. For such programme to be successful, a clear personnel strategy for employee commitment must operate as a permanent reference point, giving guidance for how the organisation will recruit, use, train, and reward its workforce while consistently reflecting its primary objectives in a library, which is the end users satisfaction. With the information explosion and increasing knowledge resources and the advancement of Information Communication Technology (ICT) and also the changes in the information seeking behavior of the people have compelled to modernize the central university libraries of North East India to serve their users at particular and society at large in the most effective way according to their taste and preferences. The desire to transform the library's internal and external environment for betterment has become the problem for both the librarian and the library employees, thus some parameters need to be included in the human resource management system. Looking into the present university libraries of North East India, an in depth study on the human resource management will contribute a great impact to user's community in the changing dynamic environment. Such a study is the need of the hour and thus prompted the scholar to take up this problem.

1.12. Objectives of the Study

The objectives of the present study are:

1. To assess the existing human resources available in these libraries under study.
2. To study the present scenario of library and information services provided by the libraries under study.
3. To examine how the libraries under study managed human resources for improving their system and services.
4. To find out the job satisfaction level of the employees.
5. To study the challenges ahead for the libraries under study for human resource management and to suggest measures to develop their professional skills in the changing information scenario.

1.13. Research question

A research question frequently refers to a problem or issue, and the study's conclusion provide a solution after data analysis and interpretation. The research question is often worded to include information about the population, variables and problem the study is intended to address. The main benefit of framing the research question is that it concentrates an expansive area of interest into a single field of investigation. Additionally, research questions act as a framework for direction. These questions clearly define the parameters of the investigation, establishing its bounds and preserving its coherence.

In order to make the research more understandable and realistic, the current study on human resource management in university libraries has also been prepared with a specific research question that focus on the internal staffs management and the external services of the library as follows:

1. How job satisfaction and employee well-being is important in HRM?

As the term implies, employee well-being and job satisfaction is one of the most valuable assets that are inevitable needs and requirement for employees in any workplace including the library. Thus, it is necessary to analyze the research topics pertaining to the level of job satisfaction and well-being among the 10 central university libraries under study.

2. How library services relates to user satisfaction?

Research questionnaire regarding the library's services is also another important issue as user satisfaction is the library's primary goal and in order to reach that requirement all the staff members are expected to perform their best, which can only be satisfied through the library's services and management perform by the employee in the library.

1.14. Research Methodology

Research methodology is the foundation of any research project carried out for a systematic study of the problem. It provides guidelines and channelizes the available information of the given subject in a structured manner. Many research problems require various strategies to be employed. The present research is also carried out with the following method as it is vital to follow certain methodology throughout the research work for better understanding of the real situation of human resource management in the central university libraries of North East India which help in gathering complex information and provide reliable data to understand the respective libraries under study.

1.14.1. Data Sources

The primary data is collected through a structured questionnaire, interview method and schedule method that are given in Appendix I and II. Two structured questionnaires were prepared for the study in which one set of questionnaire is distributed to the library staffs and another set of questionnaire to the librarians in order to obtain relevant data for the study. There are 10 Central University Libraries in North East India which form the total area of study. From the 10 Central University Libraries in North East India, 221 library staffs and 10 Librarians which comes to a total of 331 were taken as a sample size. Out of 331 questionnaires circulated, 162 library staffs and 8 librarian, a total of 170 personnel has responded the questionnaire. The scholar during the study also made an extensive visit to the different libraries under study to solicit feedback from the library professionals.

The secondary sources were made up of all relevant and accessible materials including books, journals, newspapers and websites.

1.14.2. Data Analysis and Interpretation

Data analysis and interpretation was based on the feedback from the library staffs and the librarian of the Central University libraries of North East India through two separate structured questionnaires distributed among 221 library users and 10 Librarian. The primary data collected were analyzed and interpreted with the help of Microsoft Excel Software.

1.15. Chapterization

The present research topic comprised the following chapters:

Chapter 1- Introduction depicts the overview of human resource management in the central university libraries of Northeast India, it also give the research outline of introduction, meaning and concept of human resource management for better understanding, significance and scope of the study, review of literature, statement of the problem, objective of the study and methodology adopted.

Chapter 2 - HRM: A Conceptual Analysis chapter precisely describes the concept of human resource management, origin and meaning of human resource management, nature, scope, function, strategy, practices.

Chapter 3 - Central University Libraries of Northeast India: An Overview chapter mention the overall introduction about the university profile of the ten central university library of Northeast India with their origin, year, location of the library providing the detail information of the number of staffs, library holding and the library services provided in the library.

Chapter 4 - Human Resource Management in University Libraries chapter discusses how HRM function in the library and how it is used appropriately. It also highlighted the important points for maintaining effective HRM in university library.

Chapter 5 - Data Analysis and Findings chapter culminated the data received, analyzed and interpreted for better understanding provided with simple table supplemented by graphs for better comprehension.

Chapter 6 - Conclusion and suggestions chapter offers the opportunity to elaborate on the impact and significance of the findings. It also helps in introducing possible new and expanded ways of thinking for the further research opportunities.

References:

Arikewuyo, M. Olalekan. (2009). Restructuring as a Panacea for the sustainable development of the Nigerian University system. *Higher education policy.* 22 (2) 245-257.

Armstrong, M. (2006). *A handbook of human resource management practice*. Kogan Page Publishers.

Aswathappa, K., & Reddy, G. S. (2009). *Organisational behaviour* (Vol. 20). Mumbai: Himalaya Publishing House.

Azmi, F. T. (2019). *Strategic Human Resource Management: Text and Cases*. Cambridge University Press.

Banjo, A. (2001). A vice chancellor story. *The Dilemma of Post-Colonial Universities.* Ibadan: IFRA/African Book Builders

Bell, B.S., Lee,S. & Yeung, S.K. (2006). The impact of HR on professional competence in HRM: Implications for the development of HR professionals. *Human resource management: Advancing human resource research and practice.* 45 (3), 295-308.

Bengtsson, C., & Bloom, M. (2017). Human Resource Management in a Digital Era. A qualitative study of HR managers' perceptions of digitalization and its implications for HRM. *Lund University School of Economics and Management, Sweden*.

Blanchard, P.Nick and Thacker, James W. (2007). Effective Training: Systems, Strategies and Practices. *Personnel Psychology*. 60(4)

Bhatia, S.K. (2008). Emerging Human Resource Developmeny (HRD). New Delhi:

Deep and Deep Publication Pvt. Ltd. p.89.

Boxall, Peter. (2007). Oxford Handbook of Human Resource Management, Oxford: Oxford University Press.

Bratton, John. & Gold, Jeffrey. (2003). Human Resource Management theory and practice, Newyork:Palgrave Macmillan.

Casey, A.M. (2011). Strategic priorities and change in academic libraries. Simmons College

Chope, I.K and Sheikh, A.M. (1997). Industrial Management. New Delhi: S.Chand&Company. p. 8

Defa, D. R. (2008). Human resource administration in the academic library. *Library Leadership & Management*, 22(3), 138-141.

Gupta, Santosh. & Gupta, Sachin. (2008). Human Resource Development-Concept and Practices, New Delhi: Deep and Deep Publication Pvt. Ltd. p. 9

Gupta, A. and Singhal, A. (1993). Managing human resources for innovation and creativity. *Research Technology Management,* Vol.36, No.3, pp. 8-41. https://www.tandfonline.com/doi/abs/10.1080/08956308.1993.11670902

Inuwa, Mohammed. (2016). Job Satisfaction and Employee Performance: An empirical Approach.*The Millenium university journal;* vol.1,no.1. https://www.researchgate.net/publication/321966659_Job_Satisfaction_and_ Employee_Performance_An_Empirical_Approach

Kisby, C.M and Kilman, M.D. (2008). Improving circulation services through staff involvement. *Journal of Access Services,* 5 (1-2)

Krishnaveni, R. (2008). Human Resource Development- A Researcher's Perspective. New Delhi:Excel Book. p.3-4.

Lawler, E. E., & Mohrman, S. A. (2003). HR as a Strategic Partner: What does it take to make it Happen? *Human Resource Planning,* 26(3): 15-29

Line, Maurice B. & Kinnell, Margaret. (1993). Human Resource Management in Library and Information Services. *Annual Review of Information Science and Technology.* p. 28.

Lundy, James. (1957). Effective Industrial Management. New York:Macmillan. pp.12.

Martin, Graeme (2006), Managing people and organisations in changing contexts, New Delhi: ButterworthHeinemann.

Mangi, L.D. (2014). HRM in Libraries: An Indian perspective. *Asian Journal of Management Research: Online Open Access publishing platform for Management Research* pp.11.

Micheal, A. (2006). A handbook of human resource management practice.Cambridge University Press, London. pp.12

Megginson, Leon C. (1985). Personnel Management: a human resources approach. R.D. Irwin.California. pp.12-13.

Moshoeshoe-Chadzingwa, M. M. (2010). Human resource management in Southern African libraries. *Library management*.

Rubin, R. (1991). Human resource management in libraries: Theory and practice. New York: Neal-Schuman Publishers.

Sewell, B.B., & Alarid, T. (2013). Managing the access services desk: Utilizing layered levels of staff skills. *Journal of Access Services,* 10 (1)

Shermon, Ganesh (2004), Competency based HRM, New Delhi: Tat McGraw-Hill Publishing Company Ltd

Web references:

Abdussamad, Z., Agyei, I. T., Döngül, E. S., Abdussamad, J., Raj, R., & Effendy, F. (2021). Impact of Internet of Things (IOT) on Human Resource Management: *A   review. Materials   Today: Proceedings.*https://doi.org/10.1016/j.matpr.2021.11.247

Ahmed, B., Noor, N. H. N. B. M., & Ahmed, M. (2022). Factors influencing knowledge sharing practices among librarians in the Malaysian academic libraries. *The Journal of Academic Librarianship, 48(6), 102612.* https://doi.org/10.1016/j.acalib.2022.102612

Al-Khasawneh, A. L. (2013). The Relation between Human Resource Management (HRM)Strategies and Job Loyalty as Practiced at the Public Relations (PR's) *Units in the Government Ministries of Jordan. Journal of Management Research, 5(3),*146. http://dx.doi.org/10.5296/jmr.v5i3.3689

ALA Website (http://www.ala.org/hrdr/status-issue html): Status Issues. Retrieve on

6-10-2018 16:00 P.M

Alqudah, I. H., Carballo-Penela, A., & Ruzo-Sanmartín, E. (2022). High-performance human resource management practices and readiness for change: An integrative model including affective commitment, employees' performance, and the moderating role of hierarchy culture. *European Research on Management and Business Economics, 28(1),*100177. https://doi.org/10.1016/j.iedeen.2021.100177

Azizi, M. R., Atlasi, R., Ziapour, A., Abbas, J., & Naemi, R. (2021). Innovative human resource management strategies during the COVID-19 pandemic: A systematic narrative review approach. Heliyon, 7(6), e07233.https://doi.org/10.1016/j.heliyon.2021.e07233

Bratton, J. & Gold, J. (2007). Human Resource Management: Theory and Practice. (4th Ed.), *Palgrave Macmillan, Basingstoke.* https://www.scirp.org/(S(czeh2tfqyw2orz553k1w0r45))/reference/References Papers.aspx?ReferenceID=778178

Bundy, Alan. (2002)Joint-use libraries- The ultimate form of cooperation. Available at http://www.library.unisa.edu.au/papers/jointuse.htm. Retrieved on 6-10-2018.

Carnevale, J. B., & Hatak, I. (2020). Employee adjustment and well-being in the era of COVID-19: *Implications for human resource management. Journal of business research, 116,* 183-187. https://doi.org/10.1016/j.jbusres.2020.05.037

Delery, J. E., and Doty, D. H. (1996).Modes of theorizing in strategic human resource management: Tests of universalistic, contingency, and configurationally performance predictions‖, *Academy of Management Journal, Vol.39, No.4,* pp. 802-835. https://journals.aom.org/doi/abs/10.5465/256713

Elguindi, A., & Schmidt, K. (2012). Electronic resource management: Practical perspectives in a new technical services model. Elsevier. https://doi.org/10.1016/B978-1-84334-668-5.50002-X

Eales, J., Bethel, A., Fullam, J., Olmesdahl, S., Wulandari, P., & Garside, R. (2021). What is the evidence documenting the effects of marine or coastal nature

conservation or natural resource management activities on human well-being in South East Asia? A systematic map. Environment International, 151, 106397. https://doi.org/10.1016/j.envint.2021.106397

Etse, D., & Boateng, M. S. (2019). Management of end-of-life library resources in Ghana: Strategies and sustainability implications. The Journal of Academic Librarianship, 45(4), 368-376. https://doi.org/10.1016/j.acalib.2019.04.005

Ficarra, Laura., Rubino, Micheal J. and Morote,E.S.(2020).Does Organizational Culture Affect Employee Happiness? *Journal for leadership and Instructiomn,* 19 (2), 38-47. Available at https:/eric.ed.gov/?id=EJ1282787

Guidelines Subcommittee of the Staff Development Committee, Personnel Administration Section, Library Administration Division, *American Library Association.*https://www.ideals.illinois.edu/bitstream/handle/2142/.../librarytrendsv20i1jpt.pdfRetrieved on 6-10-2018

Guest, D. E. (2011). Human resource management and performance: still searching for some answers. *Human resource management journal*, 21(1), 3-13. https://doi.org/10.1111/j.1748-8583.2010.00164.x

Guest, D. E. (2017). Human resource management and employee well-being: Towards a new analytic framework. *Human resource management journal*, 27(1), 22-38. https://doi.org/10.1111/1748-8583.12139

Hendry, C., Pettigrew, A. M. (1992). Patterns of strategic change in the development of human resource management. *British Journal of Management*. Vol. 3, pp. 137–156. https://onlinelibrary.wiley.com/doi/abs/10.1111/j.1467-8551.1992.tb00041.x

Hickey, C. D. (2006). Area studies libraries in the global studies milieu: Implications for non Roman script print resource management and university library budgets and staffing. *Library Collections, Acquisitions, and Technical Services*, 30(1-2), 77-84. https://doi.org/10.1016/j.lcats.2006.07.004

Human Resource Management in Academic Library of the digital era. https://www.researchgate.net/publication/234608216_Human_Resource_Management_in_Library_and_Information_Services

Ikonne, Chinyere N. (2015). Job Stress and Psychological well-Being among Library

Employees:A Survey of Library Staff in Selected University Libraries in South- West Nigeria. https://www.scrip.org/html/68468_68468.htm

Kathryn M. Page and Dianne A. Vella-Brodrick. (2009). The 'What', 'Why' and 'How' of Employee Well-Being: A New Model. *Social indicator research. Vol. 90, No. 3*.pp. 441-458. http://www.jstor.org/stable/27734803. Accessed: 1/05/2021 06:59

Koloniari, M., & Fassoulis, K. (2017). Knowledge management perceptions in academic libraries. The journal of academic librarianship, 43(2), 135-142. https://doi.org/10.1016/j.acalib.2016.11.006

Roknuzzaman, M. (2007). Status of human resource management in public university
libraries in Bangladesh. The International Information & Library Review, 39(1), 52-61. https://doi.org/10.1016/j.iilr.2006.10.001

Likert, Rensis(1967). The Human Organisation; Its Management and Value. New York. McGrawHill https://www.ideals.illinois.edu/bitstream/handle/2142/.../librarytrendsv20i1jo pt.pdf Retrieved on 6-10-2018

Masters, D.G. (1996). Total Quality Management in Libraries
https://eric.ed.gov/?=total+quality+management+in+library&id=ED396759 Retrieved on 20-07-2021

Mills, K. E., Weary, D. M., & von Keyserlingk, M. A. (2021). Graduate Student Literature Review: Challenges and opportunities for human resource management on dairy farms. *Journal of Dairy Science,* 104(1), 1192-1202. https://doi.org/10.3168/jds.2020-18455

Moshoeshoe-Chadzingwa, M. M. (2010). Human resource management in Southern Africanlibraries. *Librarymanagement*.https://www.emerald.com/insight/conte nt/doi/10.110801435121011066207/full/html

Moffett, Sandra (2008). Benchmarking and performance measurement: a statistical analysis Benchmarking: *An International Journal,* 15(4), pp.368-38l. https://pure.ulster.ac.uk/en/publications/benchmarking-and-performance- measurement-a-statistical-analysis-3

Newman, N., & Newman, D. (2021). Leadership behind masked faces: from uncertainty to resilience at a Jamaican academic library. *The Journal of Academic Librarianship,* 47(5), 102377. https://doi.org/10.1016/j.acalib.2021.102377

Omotunde, O. I., & Alegbeleye, G. O. (2021). Talent management practices and job performance of librarians in university libraries in Nigeria. *The Journal of Academic Librarianship,* 47(2), 102319. https://doi.org/10.1016/j.acalib.2021.102319

POSDCORB. Posted in Marketing and Strategy Terms https://www.mbaskool.com/business concepts/marketing-and-strategy-terms/2443-posdcorb.html. Retrieved on 6-10-2018

Rahman, A. I. M. (2011). Strategic human resources management in the digital library context.https://www.academia.edu/15106421/Strategic_Human_Resources_Management_in_the_Digital_Library_Context

Riego de Dios, E.E., & Lapuz, A.M.E. (2020). The Relation between Management Style, Performance Appraisal, and Employee Development of Selected Personnel from an Academic Institution. 6 (7), 1-6 https:/eric.ed.gov/?id=ED606727

Riordan, Joana O'. (2017). The Practice of Human Resource Management. *Institute of Public Management.* https://www.ipa.ie/_fileUpload/Documents/The_PRACTICE_OF_HRM.pdf

Saeidi, P., Mardani, A., Mishra, A. R., Cajas, V. E. C., & Carvajal, M. G. (2022). Evaluate sustainable human resource management in the manufacturing companies using an extended Pythagorean fuzzy SWARA-TOPSIS method. *Journal of Cleaner Production*, 370, 133380.https://doi.org/10.1016/j.jclepro.2022.133380

Samimi, E., & Sydow, J. (2021). Human resource management in project-based organizations: revisiting the permanency assumption. *The International Journal of Human Resource Management,* 32(1), 49-83.https://doi.org/10.1080/09585192.2020.1783346

Shanhong, Tang. (2000). Knowledge Management in Libraries in the 21st Century

IFLA Council and General Conference: Conference Proceedings (66th, Jerusalem, Israel, August 13-18, 2000); see IR 057 981. www.ifla.org/IV/ifla66/papers/057-110e.htm. Retreived on 20-07-2021

Stilling, G.E.S., Byrd, A.S., Mazza, E.R., & Bergman, S.M. (2018). Still a Deadly Disease? Performance Appraisal Systems in Academic Libraries in the United States. *College and Research Libraries,* 79 (3), 366. http://crl.org/index.php/crl/article/view/16690. Retrieved on 20-07-2021

Vance, Robert J. & Kuhnert, Karl W. (1998). Job Insecurity and Employee Well-Being. Paper presented at the Annual Meeting of the *American Psychological Association* (96th, Atlanta, GA, August 12-16, 1988). https://eric.ed.gov/?=job+security+and+employee+well-being&id=ED302752.Retreived on 20-07-2021

Vance, Robert J. & Kuhnert, Karl W. (1988). Job insecurity and employee wellbeing. *Paper presented at the meeting of the American psychology association* 96th Atlanta.

Voegtlin, C., & Greenwood, M. (2016). Corporate social responsibility and human resource management: *A systematic review and conceptual analysis. Human Resource Management Review, 26(3),* 181-197. https://doi.org/10.1016/j.hrmr.2015.12.003

Webb, G.M. (1989). Human Resources Management in Libraries. *Journal of Library administration.* 10 (4).Retrieved from https://files.eric.ed.gov/fulltext/EJ983923.

Watson, L.A. (1992). Human Resource Management in Libraries: Theory and Practice. Bulletin of the Medical Library Association, 80 (2), 207-215. https://www.ncbi.nlm.nih.gov/pmc/articles/PMC225653/

Yu, J., Tong, W., Lv, P., & Feng, D. (2022). TERMS: Task Management Policies to Achieve High Performance for Mixed Workloads Using Surplus Resources. *Journal of Parallel and Distributed Computing.* https://doi.org/10.1016/j.jpdc.2022.08.005

8Rs Research Team. (2005). The future of human resources in Canadian libraries. Alberta:University of Alberta: *Canadian Library Human Resource Study.* Retrieved from http://www.ls.ualberta.ca/8rs/8RsFutureofHRLibraries.pdf

2.1. Introduction

Unquestionably, the most important and challenging resource in a company to manage is its human capital. The goals of HRM include anything from assessing the workforce's needs to managing and retaining that workforce. As a result, human resource management is in charge of efficiently devising and putting numerous policies, processes, and programmes into place. It all comes down to maximizing the use of information, skills, creativity, aptitude, and talent through developing and managing them. Human resource management goes beyond simply managing and maximizing human intelligence. Additionally, it emphasizes managing the human and material resources of employees. Good human resource practices help in attracting & retaining the best people in the organisation. In order to make use of latest technology the appointment of right type of persons is essential and also the right people can be fitted into new jobs properly only if the management performs its HR function satisfactorily. As globalization has increased the size of the organisation that employs thousands of employees in different countries so the performance of the company greatly depends upon the qualities of the people employed and all this has further increased the importance of HRM. HR planning also alerts the organization to the types of people it will need in the short, medium & long run as the development is essential for meeting the challenges of future.

2.2 Definitions of Human Resource Management

The National Institute of Personnel Management (NIPM) of India has defined human resource as "that part of management which is concerned with people at work and with their relationship within an enterprise. Its aim is to bring together and develop into an effective organization of the men and women who make up an enterprise and having regard for the well-being of the individuals and of working groups, to enable them to make their best contribution to its success". (Gupta, Santosh & Gupta, Sachin, 2008).

Human Resource Management is the process of recruiting, selecting, inducting employees, providing orientation, imparting training and development, appraising the performance of employees, deciding compensation and providing benefits, motivating employees, maintaining proper relations with employees

and their trade unions, ensuring employees safety, welfare and health measures. The managerial task of acquiring, motivating, and retaining employees is known as human resources management (HRM). It focuses on the individuals within organisations. Management systems ensures that human talent is utilised effectively and efficiently to achieve corporate goals. HRM is the area of human management that deals with hiring, training, compensating, integrating and maintaining an organization's workforce in order to support the achievement of the goals of the company.

2.3. Nature of Human Resource Management

HRM is a management function that helps managers to remit, select, train and develops members for an organization. HRM is concerned with people's dimension in organizations. (Micheal, 2006). The nature of the human resource management has been highlighted in its following features:
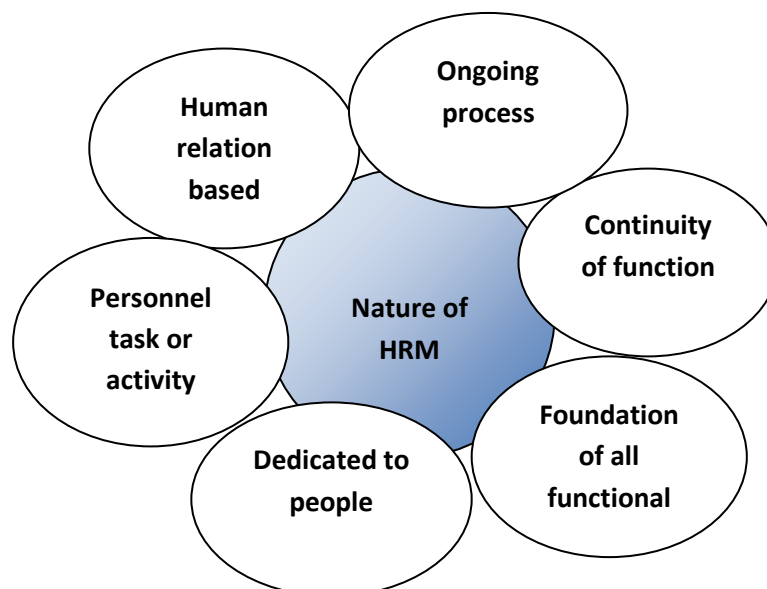
Figure 2.1 Nature of HRM   **(source:Learning Mantra)**

2.3.1 It is an ongoing process:

The management process naturally includes human resource management. Instead than being handled solely by the people department, this duty is carried out by all managers across the organisation. A manager must take on the fundamental duty of choosing the individuals who will work for him if he is to get the best out of his workforce. Additionally, human resource management is a continuous process. If the organisational goals are to be successfully met, it must be done continuously.

2.3.2. Continuity of Function:

A crucial part of management is human resource management. All managers at different levels of the organisation carry it out. A manager cannot fully delegate this responsibility to another person. However, he may be able to get guidance and assistance in managing people from specialists with specialised knowledge in human management and labour relations.

2.3.3. The foundation of all functional areas:

All functional areas of management, including production management, financial management, and marketing management, are influenced by human resource management. Every manager, from the top to the bottom, who works in any department, must carry out the necessary personnel duties.

2.3.4. Dedicated to People:

All types of organisations can benefit from human resource management, which is people-centered. From top to bottom of the organisation, all categories of workers are affected. An industrial enterprise's workforce may be broadly categorised as follows: (i) Blue-collar workers (those operating heavy machinery and performing manual labour such as loading and unloading), (ii) Managerial and non-managerial staff, and (iii) Professionals (such as Chartered Accountants, Company Secretaries, Lawyers, etc.) and (iv) Non-professional staff.

2.3.5. Personnel Tasks or Activities:

Numerous tasks related to managing employees are included in human resource management. Planning for human resources also include hiring, placing, training, evaluating, and compensating people. In the majority of organizations, a separate department known as the personnel department is created to ensure that these tasks are performed effectively.

2.3.6. Human Relations-Based:

The motivation of the organization's human resources is a problem of human resource management. It is impossible to treat people like physical production components. Each individual has unique requirements, perceptions and expectations. The managers should give these variables the attention they deserve. They need interpersonal skills to interact with coworkers. Additionally, the training, performance review, transfer and promotion of subordinates all involve interpersonal skills.

2.4. Scope of Human Resource Management

"The scope of HRM is indeed vast. All major activities in the working life of a worker - from the time of his or her entry into an organization until he or she leaves the organization comes under the preview of HRM". (Defa, 2008). The major HRM activities include HR planning, job analysis, job design, employee hiring, employee and executive remuneration, employee motivation, employee maintenance, industrial relations and prospects of HRM. The scope of Human Resources Management extends to:

- All the decisions, strategies, factors, principles, operations, practices, functions, activities and methods related to the management of people as employees in any type of organization.

- All the dimensions related to people in their employment relationships and all the dynamics that flow from it.

2.5 Objectives of Human Resource Management
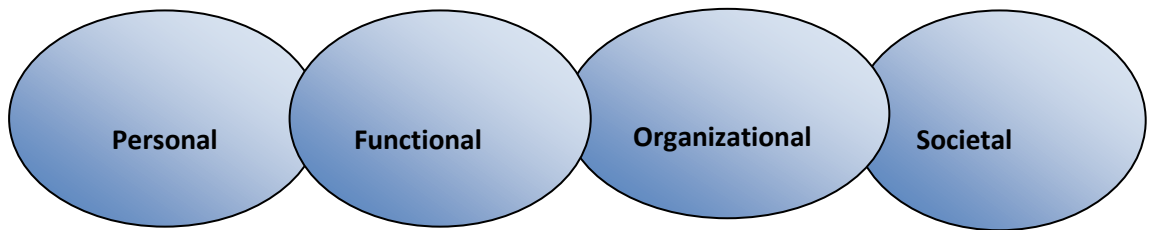
Figure 2.2 (Source: Human Resource and Personnel Management, Text & Cases, by Aswathappa K., Tata Me Graw-Hill Publishing Company Ltd., P.8.)

2.5.1. Personal Objectives

To assist Employees in achieving their personal goals, at least in so far as these goals enhance the individual's contribution to the organization. Personal objectives of employees must be maintained, retained and motivated.

2.5.2. Functional Objectives:

To maintain the contribution of department at an appropriate level organization should fulfill the needs. Resources are wasted when HRM is either more or less sophisticated to suit the organizations demands.

2.5.3. Organizational Objectives:

To recognize the role of HRM in bringing about organizational effectiveness, HRM is not an end in itself but it is only a mean to assist the organization with its primary objectives organization.

2.5.4. Societal Objectives:

To be ethically & socially responsible for the needs and challenges of society while \ minimizing the negative impact of such demands upon the organization to use their resources for society's benefits in ethical ways may lead to restriction.

2.6. Human Resource Management in Management of Personnel

This is usually direct manpower management, which includes planning for the use of labour, recruiting (recruitment and selection), training and development, induction

and orientation, transfer, promotion, remuneration, layoffs and retrenchments, and employee productivity. Here, determining personal growth, development, and effectiveness all of which indirectly support organisational development is the main goal. Additionally, it covers the evaluation of performance, the acquisition of new skills, the payment of salary, bonuses, and allowances, as well as travel rules and procedures.

2.7. Human Resource Management in Employee Well-Being:

The workplace facilities and working environment are the focus of this particular HRM component. This covers a wide range of duties and offerings, including security, health, welfare, social security and medical services. Additionally it covered the hiring of safety officers, improving the working environment, removing hazards at work, top-level management support, job safety, protecting machinery, cleanliness, proper ventilation and lighting, sanitation, medical care, sickness benefits, personal injury benefits, maternity benefits, unemployment benefits, and family benefits.

Additionally, it has to do with management, employee counselling, fostering positive working relationships, and education and training. The goal of employee welfare is to identify the true needs of the workforce and actively work with both management and employees to meet those needs. Additionally, it manages housing, transportation, medical aid, education, health and safety, recreational facilities, canteen facilities, crèches, rest and lunch rooms, etc.

2.8. Human Resource Management in Workplace Relations:

It requires careful contacts with labour or employee unions, addressing their complaints, and efficiently resolving disputes in order to maintain peace and harmony in the organisation because it is a highly sensitive topic. Understanding employment (union-management) relations, joint consultation, disciplinary procedures, problem-solving through collaborative efforts, human behaviour and preserving work relationships, collective bargaining and dispute resolution are all covered by the workplace relation.

By achieving the highest degree of understanding while minimizing any negative effects on the business, the primary goal is to protect employee interests. To protect the interests of both employees and management, industrial democracy must be established, expanded, and promoted.

2.9. Functions of Human Resource Management

In order to prepare firms to face the demands of a growing and more competitive market, human resources management is crucial. The need to redefine the function and significance of human resources management is driven by the growth in the number of employees, the variety of contracts, and changes in the demographic profile. Although they can be proactive in altering corporate objectives, the functions are responsive to the existing personnel demands. The functions can be grouped as follows:

2.9.1. Strategic HR Management:

Strategic planning for HR effectiveness can be improved through the use of HR measurements and HR technology as part of sustaining organisational competitiveness. The HRP (Human Resource Program) function establishes the quantity and kind of personnel required to achieve corporate objectives. HRP entails selecting the best candidates, forming venture teams with a balanced talent mix, and assigning volunteers to teams. The purpose of this role is to examine and establish the people requirements for efficient innovation teams. Employee development and staffing are the cornerstones of HRP strategy.

2.9.2. Equal opportunity for employment:

Compliance with Equal Employment Opportunity (EEO) laws and regulations affects all other HR activities.

2.9.3. Staffing:
The purpose of staffing is to equip an organisation with a sufficient number of qualified people to fill open positions. The three main activities that go under staffing are job analysis, recruitment, and selection. Through the identification of what different people perform in their occupations and how they are affected by

them, workers job design and job analysis set the groundwork for staffing. The process of characterising a work's nature and identifying the human requirements—such as the knowledge, skills, and experience required to do the job—is known as job analysis. Job description is the output of the analysis of jobs. Job descriptions detail the tasks and responsibilities of employees. HRP therefore comes before actual personnel selection for an organisation. When selecting candidates for job openings, these variables are taken into account. The selection procedure aims to choose qualified candidates for those positions. In the hiring process, the best candidates are chosen from the pool of applications based on how closely their qualifications match those of the position.

2.9.4. Management and development of talent:

The various forms of training that are a part of talent management and development begin with new hire orientation. Orientation is the initial stage in assisting a new hire in becoming accustomed to his new position and employer. It is a technique for introducing new hires to specific elements of their new position, such as compensation and benefit plans, working hours, and business policies and expectations.

Programs for training and development offer practical ways to guarantee that employees are capable of executing their duties at acceptable levels and above that. All businesses offer training to both new and seasoned employees. Additionally, organisations frequently offer training programmes for employees whose occupations are changing that are both on the job and off the job. To prepare for upcoming problems, HR development and succession planning for employees and managers are essential. The desire of many people to advance in their careers and evolve professionally has led to the development of career planning. Examining an employee's potential for professional development and promotion within the company is a component of career planning efforts. Encouragement of risk-taking, innovation demands, creation or adoption of new tasks, peer evaluation, regular evaluations, and auditing of innovation processes are all included in performance appraisal. This activity keeps an eye on employee performance to make sure it's within acceptable bounds. This approach evaluates team and individual performance

to establish a connection between employee innovation and business success. It is also taken into consideration which duties should be evaluated and who should evaluate an employee's performance.

2.9.5. Total rewards:

Employees are rewarded for completing organizational tasks by receiving compensation in the form of pay, bonuses, and benefits. The process of deciding how much employees should be paid for carrying out specific tasks is known as compensation management. Staffing is impacted by compensation since individuals are frequently drawn to businesses that pay more for their labor. Employers must build and improve their fundamental pay structures to remain competitive, and they may use variable pay plans like incentive pay, internal team promotions, recognition pay, balancing team and individual pay, etc. The purpose of this job is to encourage employees to work toward an organization's productivity, innovation, and profitability goals. In that it serves as a significant incentive to motivate workers to higher levels of job performance and higher paying jobs within the firm, compensation is also tied to employee development. In addition to receiving direct payment for the task completed, employees may also be compensated through benefits. Benefits include both those that are mandated by law and those that are optionally provided by the employer. As they cover many fundamental needs of employees, benefits are essentially related to the domain of employee maintenance.

2.9.6. Risk management and worker protection:

HRM addresses various workplace risks to ensure protection of workers by meeting legal requirements and being more responsive to concerns for workplace health and safety along with disaster and recovery planning.

2.9.7. Employee and labor relations:

Legal and effective management of the connection between managers and their staff is required. Rights for both employers and employees must be addressed. In order for managers and employees to understand what is expected, it is crucial to design, discuss, and update HR policies and procedures. Union/management relations may

also need to be handled in some organisations. The interaction with workers who are protected by a union is referred to as a "labour relation." (Line, Maurice B. & Margaret, 1993). Employees who band together to form unions have a greater say in decisions affecting their pay, benefits, working conditions, and other employment-related factors. The primary responsibility of HR staff members in terms of labour relations is to bargain with the unions on pay, service conditions, and the resolution of conflicts and grievances.

2.10. Human Resource Management in the New Millennium:

Never before have human resources been more crucial than they are now. The competitive forces we currently experience will continue to demand organisational excellence in the future. Organizations must concentrate on learning, quality development, teamwork, and reengineering in order to attain this extended quality. These elements are influenced by how businesses operate and how they treat their staff.

2.10.1. Organizational excellence can be provided with the aid of HR:

Organizations must restructure the way the Human Resource department does business in order to achieve this paradigm shift in organisational performance. HR may support the delivery of organisational excellence by creating a completely new function and agenda that results in enhancing the value of the organisation to customers, investors, and employees. This can be done through becoming an authority on how work is structured and carried out, as well as by assisting line managers and senior managers in shifting planning from the conference room to the marketplace. HR need to advocate the interests of the workforce and aid the company in strengthening its adaptability to change. As businesses adapt to potentially difficult changes in the business environment, HR will support firms in addressing competitive difficulties like globalisation, profitability via expansion, technology, intellectual capital, and other issues. The innovative role of HR is to swiftly translate strategy into action, to intelligently and effectively manage procedures, to optimise employee involvement and dedication, and to provide the ideal environment for faultless change.

2.10.2 Human resource should be a strategy partner:

By driving and guiding real debates about how the business should be structured to carry out its goal, HR should also become a partner in strategy implementation. There are four steps involved in setting up the situation for this discussion. In order to develop an organisational architecture, HR must first understand how the company operates. Second, HR needs to be accountable for carrying out an organisational audit. Third, HR as a strategic partner must come up with ways to rebuild the organisational architecture's missing pieces. The fourth and final step is for HR to evaluate its own work and establish priorities. They will need to shed their conventional image in their new position as administrative experts while still ensuring that all normal work for the organisation is completed efficiently.

2.10.3. To ensure employee commitment, HR accountability needs to be improved

HR must be held accountable for ensuring that employees feel committed to the organization and contribute fully. They must take responsibility for orienting and training line management about the importance of high employee morale and how to achieve it. The new HR should be the voice of employees in management discussions. The new role for HR might also involve suggesting that more teams be used on some projects or that employees be given more control over their own work schedules.

2.10.4. The New HR must become a change agent:

The new HR must become a change agent, which is building the organization's capacity to embrace and capitalize on change. Even though they are not primarily responsible for executing change it is the duty of the HR manager to make sure that the organization carries out the changes framed for implementation.

2.10.5. Increasing the HR Quality: The most important thing that managers can do to drive the new mandate for HR is to improve the quality of the HR staffs. Senior executives must get beyond the stereotypes of HR professionals as incompetent support staff and unleash HR's full potential

2.10.6. Modifications to hiring procedures: An organization's balance statement lists human resources as an expense rather than a capital asset. Although most individuals in the information age believe that machines can perform tasks more effectively than them, people are still required for technology to function. The issues facing employment practises in the new millennium will call for strategic involvement of the workforce and labor-management alliances, as both are necessary to advance organisations.

2.10.7. HR workers need to be proficient with benchmarking tools:
Benchmarking is a tool for continuous improvement that HR professionals must learn in order to guide the human side of the organization's chosen strategic course. By doing this, the HR department will begin to understand the changes that are taking on both inside and outside of the environment while also learning more about how to contribute to the highest levels of organisational decision-making.

2.10.8. Putting human resources in the right place to better meet strategic goals:
Organizations create their strategies far too frequently in isolation. Some businesses don't even include important personnel while developing new strategies, which results in gaps between the problems that exist and the solutions that are put into place. This is because the people tasked with implementing the new strategies aren't asked for crucial feedback. Organizations have access to the same technology and information, according to a former CEO of Sony. Any two organisations can be distinguished from one another by their "people," or human resources. A key strategy for coordinating human resources with the accomplishment of corporate goals is employee empowerment. It is the responsibility of the HR manager to employ talented human resources, to give them a favourable environment in which they may make the most of their abilities and potential, and to foster an atmosphere in which these people feel at ease taking risks.

2.10.9. Examine the hiring and selecting procedure

Internal promotions provide the strong impression that the company values its personnel. New employees frequently bring new energy and innovative ideas to the company. Innovation is essential to keep the company from stagnating. However, it is crucial to promote people from within the company if you want to boost employee morale. This conveys that the company values its workers and makes investments in their human resources.

2.10.10. Examine the hiring and selecting procedure

Making sure that there is a supply of suitable people (with the necessary skill mix) available when needed is a crucial component of human resource planning. This necessitates a proactive strategy whereby the company foresees its requirements far in advance. The sought-after competencies must be identified. That is, it is important to define in advance what criteria will be used to make selections. A company needs to determine the skill sets that people need in order to succeed. Charles O'Reilly advises businesses to employ for attitude (perhaps even more so than technical skills). That is, while choosing personnel, employers should also take into account how well the candidate fits with the organization's values and culture. Simply taking into account a person's technical skill set and job fit is no longer sufficient. The organization's basic values and principles should be a part of the employee's fit with the company. If workers already uphold the company's basic principles before being hired, this will improve their contributions to the organization's success as a whole.

2.10.11. Disseminate the mission and vision:

Employees must be aware of their responsibilities if they are to help the firm achieve its strategic goals. Clear communication of the company's purpose and vision statements can help with this. The proverb is undoubtedly accurate. Any road will take a person where they want to go if they don't know where they are going. The organization's identity and purpose are communicated through its mission. It gives a description of the company's identity and line of operation. Only those employees who are aware of this goal are able to contribute fully. The vision statement outlines the firm's desired future condition. It ought to be difficult to complete. This keeps

everyone who works for the organisation striving toward the same objective. It is much easier to align company mission and vision with corporate goals when employees are aware of them. As the mission and vision statements are formed, organisational members begin to understand their very meaning more clearly. These statements provide a route that staff members can follow to achieve organisational objectives. Employees then select how they might apply their unique skills to support the realisation of these objectives.

2.10.12. Use teams to achieve synergy:

The simple definition of synergy is "two plus two equals five." The whole is bigger than the sum of the parts, in other words. Together, humans can accomplish so much more. Organizations can frequently establish synergy through the efficient usage of teams. However, team objectives must be in line with the strategic priorities of the firm. Team goals should be in line with the larger business goals to ensure everyone is pulling in the same direction.

2.11. Conclusion

Management concept, nature, scope, objectives and all the related in-depth study of these theories can have an impact on how managers, supervisors, staffs from top to bottom are relate to their organizations to achieve their goals, the implementation of this effective theories and understanding the concept, meaning and scope can help in the goals accomplishment of targets and motivate employees to perform to the highest standard. In libraries and information centres too these theories are applicable. The HR department can play a critical role in advancing an organization's or a workplace's personnel career and raising the level of user reputation through their insightful feedback. Organizations are facing more obstacles to recruit new manpower for their company, offices etc. so they should always cooperate and communicate with HR department of organization to manage and convince the situation of the organization as per requirement and this is also equally important for every types of library as well.

References:

Bell, B.S., Lee,S. & Yeung, S.K. (2006). The impact of HR on professional competence in HRM: Implications for the development of HR professionals. 45 (3), pp.295-308.

Blanchard, P.Nick and Thacker, James W. (2007). Effective Training: Systems, Strategies and Practices. Personnel Psychology. 60(4)

Bhatia, S.K. (2008). Emerging Human Resource Development (HRD). New Delhi: Deep and Deep Publication Pvt. Ltd. pp.89.

Casey, A.M. (2011). Strategic priorities and change in academic libraries. Simmons College

Chadzingwa, Matseliso Moshoeshoe. (2010). Human Resource Management In Southern African Libraries. Article in Library Management 31(6).

Chope, I.K and Sheikh, A.M. (1997). Industrial Management. New Delhi: S.Chand&Company. pp. 8

Defa, D. R. (2008). Human resource administration in the academic library. Library Leadership & Management, 22(3), 138-141.

Gupta, Santosh and Gupta, Sachin (2008). Human Resource Development-Concept and Practices, New Delhi: Deep and Deep Publication Pvt. Ltd. pp. 9

Inuwa, Mohammed. (2016). Job Satisfaction and Employee Performance: An empirical Approach.The Millenium university journal; vol.1,no.1

Krishnaveni, R. (2008). Human Resource Development- A Researcher's Perspective. New Delhi:Excel Book. pp.3-4.

Lawler, E. E., & Mohrman, S. A. (2003). HR as a Strategic Partner: What does it take to make it Happen? Human Resource Planning, 26(3): 15-29

Line, Maurice B. and Kinnell, Margaret. (1993). Human Resource Management in Library and Information Services. Article in Annual Review of Information Science and Technology. pp. 28.

Lundy, James. (1957). Effective Industrial Management. New York:Macmillan. pp. 12.

Mangi, L.D. (2014). HRM in Libraries: An Indian perspective. Asian Journal of Management Research: Online Open Access publishing platform for Management Research. pp. 11.

Micheal, A. (2006). A handbook of human resource management practice. Cambridge University Press, London. pp.12

Wendell, L. French. (1998). Human Resource Management. Houghton Mifflin Company.   Massachusetts. pp. 33

Web reference

Smriti, Chand . (2011). Human Resource Management: Meaning, Objectives, Scope and   Functions. http://www.dspmuranchi.ac.in/pdf/Blog/abcdefgmailcomunit%2011.pdf

8Rs Research Team. (2005). The future of human resources in Canadian libraries.Alberta:University of Alberta: Canadian Library Human Resoure Study. http://www.ls.ualberta.ca/8rs/8RsFutureofHRLibraries.pdf

3.1. Introduction

India holds a prominent position among the nations of the world. It has a rich history of traditional culture and art, a land area of 23, 87, 263 sq. km., a population that is always growing, a high literacy rate, a variety of castes, sub castes, and languages, among other things. People from different religions, castes, colors and other variants fought for freedom under one national banner as a result of these intense cultural feelings in all the varied sectors. Understanding one another's feelings is necessary for maintaining peace, harmony, and integrity. This is maybe one of the main causes of why education has drawn special attention throughout history. As we all know education is a key factor for future growth and development, it has a global importance on all the ages. When a person is educated, there is always a development, unity, harmony, understanding of real-life situations, and a feeling of wanting to improve, which ultimately leads to the development and improvement of a society and nation as a whole, which without a doubt again results in having a successful academic institution including higher educations like universities.

Image 3.1 Maps of Northeast India

(Source: https://www.mapsofindia.com/maps/northeast/sevensisters.htm)

3.2. Origin of the university in India

In Indian history, higher education has always been crucial, from ancient Bharat to contemporary India. Students from all over ancient India, as well as from far-off nations like Korea, China, Burma (now Myanmar), Ceylon (now Sri Lanka), Tibet, and Nepal, flocked to the institutions of Nalanda, Taxila, and Vikramsila. One of the world's most complete higher education systems is found in India. Nalada and Taxila were both masters in religion, demonstrating India's long and renowned history of education. The history of higher education may be traced back to Mountstuart Elphinstone's minutes from 1823, which emphasised the importance of building schools to teach English and European sciences. Later, Lord Macaulay advocated efforts to make the residents of the land who are really proficient english students in his minutes of 1835.

Through parliamentary acts, the Indian government founded Central Universities (CU). They offer instruction around the nation in courses ranging from Diploma/Degree to Doctoral level in a number of general, specific, technical, and professional subjects. Throughout this protracted process, universities have come to be recognised as a tool for social reform. They can now give leadership in both the general and privileged populations contributing their new programme of teaching, research, and extension with the help of students and instructors. In 1984, the Working Committee on Central Universities (WCCU) was founded. The objectives of the central universities were also suggested. Universities, as institutions of national importance, work to support the development of human resources and the advancement of the nation by providing a wide range of educational programmes that are suited to the needs and abilities of students while also satisfying the nation's labour needs. Universities act as hubs for research, higher education, and volunteerism.

3.3. Central Universities of Northeast India

India's easternmost region, Northeast India, also serves as a geographical and political administrative unit. Its official name is the North Eastern Area, or North Eastern Region. The region shares a 5,182-kilometer international boundary with several bordering countries. Over 8% of India's entire area, or 262,230 square

kilometres (101,250 square miles), is taken up by it. The eight states that make up the area are Arunachal Pradesh, Assam, Meghalaya, Mizoram, Nagaland, Tripura, and Sikkim. Like the rest of India, the northeast of India has long played a significant role in higher education; there are many institutions that provide a wide range of streams and courses, and there are many highly educated people who have made significant contributions to Indian history. In all, there are ten central universities in Northeast India. The Department of Higher Education of the Ministry of Education is in charge of the public institutions that make up Northeast India's central universities, which were established by a parliamentary act. Universities in India are generally recognised by the University Grants Commission (UGC), which was established by the University Grants Commission Act, 1956. In addition, 15 professional councils have been created to govern various cooperating and accreditation sectors. The aim, authority, and administration of central universities are also governed by the Central Universities Act of 2009.

3.4. University Libraries

In addition to education, research and technology, university libraries are essential for teaching and learning. Through their instructional activities, universities offer the knowledge required for both high-level professional training and personal development. The university library plays a vital role in all fields from a social and legal perspective. Graduates from all fields should value sustainability equally as the libraries help by increasing public awareness and creating the environment for well-informed decision-making, ethical behavior, and consumer choice. Libraries can also give new knowledge and skills to address the challenges of community sustainability. University libraries are seen as key players in the development and progress of society. The most important task they have been given is to create highly skilled information and research output to meet predetermined goals. But despite its contribution and usefulness for users of all kind, there is no nation in the world—including India, which has had a strong and fully operational university library since time immemorial.

3.5. Central University Libraries of Northeast India

The university library assists students, researchers, professors, and many students of aesthetics in locating books, publications, databases and scholarly journals on the campus of the institution or online. Additionally, it teaches students how to use specialized search engines, locate research materials, and traverse internet databases. As it was previously stated, Northeast India is home to 10 significant universities, each of which has a fully functional library to meet the needs and wants of its students. Table 3.1 shows the name, year of establishment, name of the library and websites of the ten university libraries in detail:

Table 3.5. Central University Libraries of Northeast India

Sl.no.	Name of the Central University	Year of Establishment	Name of the Library	Website of the Institution
1	North-Eastern Hill University, Shillong	1973	NEHU Central Library	http://www.nehu.ac.in
2	Manipur University, Imphal	1980	Manipur University Library	http://en.manipuruniv.ac.in
3	Rajiv Gandhi University, Itanagar	1984	Central Library	http://www.rgu.ac.in
4	Tripura University, Agartala	1987	Central Library	http://tripurauniv.in
5	Central Agricultural University,	1993	Central Agricultural University Library	http://www.cau.ac.in

	Imphal			
6	Nagaland University, Kohima	1994	Central Library	http://nagalanduniversity. ac.in/English/
7	Tezpur University, Tezpur	1994	Central Library	http://www.tezu.ernet.in
8	Assam University, Silchar	1994	Rabindra Library	http://www.aus.ac.in
9	Mizoram University, Aizawl	2001	Central Library	http://www.mzu.edu.in
10	Sikkim University, Gangtok	2006	Central Library	http://www.cus.ac.in/inde x.php/en/

Given below is the detail information of the ten central university libraries of Northeast India-

3.5.1 NORTH EASTERN HILL UNIVERSITY LIBRARY (NEHU)

North-Eastern Hill University (NEHU) is a Central University established on 19 July 1973 by an Act of the Indian Parliament. The university is in the suburb of Shillong, the state capital of Meghalaya, India. The university has two campuses: Shillong and Tura in Meghalaya. NEHU Tura campus functions under a pro-vice chancellor. The institution's central library is ideally situated in the heart of the campus, making it accessible to all students. It has made a lot of effort since the beginning to be user-friendly. In the fields of knowledge gathering, organisation, distribution, and sharing, it has had great success. To support teaching, research, and

other academic activities, the central library offers a wide range of academic materials to the academic community. There are now 50 people working for the library, including 16 professionals, 17 semi-professionals, 18 non-professionals, and 4 other individuals as a supporting staffs.

Table 3.5.1 Library collection

1.	Library total holding	296268
2.	Print Journal	264
3.	E-journals/E-book/Online database	3197+
4.	NEHU Institutional repository	16961+
5.	Newspaper	15
6.	Magazines	14

Source NEHU Annual Report

The services and activities provided in the NEHU Universities as provide by NEHU annual reports are as follows:

- Library Orientation

- Radio Frequency Identification (RFID)

- Reprography and Digitization

- Digital Repository

- Library internship program

- Online Public Access Catalog (OPAC)

- CCTV and security system

- Plagiarism checking devices

- Remote access facilities to e-resources for Shillong and Tura Campus

- Online service of library webpage

Image 3.5.1 NEHU Central Library (Source:http://library.nehu.ac.in/)

3.5.2. MANIPUR UNIVERSITY

Manipur University is situated in Canchipur 8 kilometers away from Imphal. The university was established as a teaching and affiliated institution with state-wide jurisdiction in Imphal on June 5, 1980, by the Manipur University Act 1980. A parliamentary act changed its name to central university on October 13, 2005. (No. 54 of 2005). 37 postgraduate departments, three study centres, 108 affiliated institutions, and a constituent Engineering College with five departments make up Manipur University.

The library of Manipur University was founded at the same time as the institution. The university's library is recognised as a key element and resource. The university's library is open from 9:00 a.m. to 8:00 p.m. from Monday through Saturday and from 10:00 a.m. to 3:30 p.m. on Sunday. The second Saturday of the month and important holidays are when the library is closed. 22 persons work for the central library's many departments. To maintain the efficient running of the libraries.

Table 3.5.2.Library Collection

1.	Library total holding	1,90,085
2.	E-book	2846+
3.	Print Journal	220
4.	E-journal	3197+
5.	Thesis and Dissertation	1700+
6.	Newspaper	23
7.	Maps	20
8.	CDs/DVDs	850

Source MU Annual Report

The services and activities rendered in the central university library based on the Manipur annual reports are as follows:

- Library Orientation

- Radio Frequency Identification (RFID)

- Reprography and Digitization

- Digital Repository

- Library internship program

- Online Public Access Catalog (OPAC)

- CCTV and security system

- Plagiarism checking devices

- Computerized Braille System for blind students

- Online service of library webpage

Image 3.5.2 Manipur University Central Library
(https://www.manipuruniv.ac.in/p/library)

3.5.3. RAJIV GANDHI UNIVERSITY ARUNACHAL PRADESH

On February 4, 1984, Rajiv Gandhi University (previously Arunachal University) was founded. By Act of Parliament, the university became a central university on April 9, 2007. The campus is located in Rono Hills, on the outskirts of Itanagar, Arunachal Pradesh's capital. The university offers post-graduate programmes in 24 department. In addition, practically all of the university's departments offer Ph.D. and Mphil programmes.

Since 1998, the university library has been housed in its own building. The university library has its own website where you may access all the library services at (www.rgu.ac.in). E-resources (OPAC) on-line public access catalogue facility can be found at http://opac.rgu.ac.in. The Smart Card RFID system's circulation through check-in and check-out Kiosk has been deployed and is operational; users can self-issue and return using the KIOSK system. Currently there are 15 library staffs taking up various tasks.

Table 3.5.3.Library Collection

1.	Library total books	67010
2.	Newspaper	30
3.	E-journal	15000
4.	Journals	90
5.	Dissertation	480
6.	Thesis	374

Source RGU Annual Report

The Services and activities rendered in the Rajiv Gandhi University according to the annual report:

- Library orientation

- Radio Frequency Identification (RFID)

- Reprography and digitization

- Library day celebration

- OPAC (Online Public Access Catalogue)

- CCTV and security system

Image 3.5.3 RGU Central Library (https://rgu.ac.in/)

3.5.4. TRIPURA UNIVERSITY

In 1976, Tripura University was founded as a postgraduate arm of Calcutta University. Tripura University has come a long way in its pursuit of excellence as a higher education institution. From humble beginnings as the Post-Graduate wing of Calcutta University in 1976 to a state university in 1987, it thus eventually becomes a central university in 2007. The university offers postgraduate and PhD programs in a variety of disciplines and is committed to improving and empowering the people of this state and region through high-quality education and technical advancements in academic and research activities.

The Central Library of Tripura University has number of library facilities and services available to offer for all the students, researchers, faculty members and staffs. The central library has a crucial resource and learning centers of the university to meet the information needs of its clientele for the growth and development of the university. The mission of the library is to enable and motivate university fraternity through quality reference resources and innovative library services. The library is open on Monday to Friday from 9:00 a.m. to 8:00 p.m , Saturday and Sunday 11:00 a.m. to 4:00 p.m. Currently there are 26 library staffs.

Table 3.5.4. Library Collection

1.	Total number of books	142613
2.	Print periodical	57
3.	Magazines	23
4.	Thesis	437
5.	Dissertation	131
6.	Bound volume collection	1060
7.	CDs/DVDs	1197
8.	E-books	30907
9.	Online journals/databases	10

Source Tripura University Annual Report

Services and activities available in the Tripura Central University Libraries are as follows:

- Library Orientation
- Radio Frequency Identification (RFID)
- Digital Repository
- Library Internship Program
- CCTV and security system
- Plagiarism Checking devices
- Conference / seminars / workshop
- Citation management service
- New arrival alert system
- E- library cum digital library lab

Image 3.5.4. Tripura University Central Library (https://tripurauniv.ac.in/)

3.5.5. CENTRAL AGRICULTURAL UNIVERSITY MANIPUR

The Central Agricultural University was founded by an Act in1992 by the parliament of India. The university began operations on September 13, 1993. The university's jurisdiction spans seven North-Eastern Hill States, including Arunachal Pradesh, Manipur, Meghalaya, Mizoram, Sikkim, Nagaland, and Tripura, with its

headquarters in Imphal, Manipur. Central Agricultural University, Imphal, like other agricultural universities, has an integrated teaching, research, and extension education programme. Keeping the mandates in mind, the university's objective is to be a centre of excellence in agriculture and allied sciences teaching, research, and extension education.

The library of Central Agricultural University of Manipur came into existence along with the establishment of the university. The central library is an invaluable resource for students, researchers and faculties of the university. The library delivers innovative information products, services and programmes of the highest quality that are integrated with teaching, learning and research activities. The library occupies a unique place in academic and research activities of the university. The mission of the library is to support and supplement learning, teaching and research programmes. Currently there are total of 10 library staffs with 6 professionals, 1 semi-professionals, 3 non-professionals staffs performing various task assigned to them.

Table 3.5.5.Library collection

1.	Total library collection	284688
2.	Text book	198,801
3.	Journal	32
4.	Periodical	277
5.	Dissertation	131
6.	Back volume of periodicals	20,016
7.	PhD	922
8.	E-books	4385
9.	Master thesis	4397

Source CAU Annual Report

Services and activities rendered in the Central Agricultural University library are as follows:

- Lending service

- Reference service

- Current Awareness service

- Documentation Service

- Internet/ e-mail facility, e- journal/ e Book and CD-ROM database searching facility

- CCTV and security system

- User education program

- Document delivery service and reprography facility

Image 3.5.5 CAU Central Library (https://cau.ac.in/)

3.5.6. NAGALAND UNIVERSITY

The Government of India passed a law in 1994 that formed Nagaland Central University. It has three permanent campuses: Kohima Campus in Meriema, the Medziphema Campus, and the headquarters in Lumami. A fourth temporary campus is located in Dimapur. The University is made up of 6 Schools, 41 Departments, and 6 UGC-sponsored Schools. Out of these 41 departments, 13 departments and 4 centres are housed in the Lumami headquarters, 11 departments and 2 centres are located on the Kohima campus, 12 departments of agricultural sciences are housed in the Medziphema campus, and 5 departments of engineering are housed in a temporary campus in Dimapur.

The Nagaland University Central Library, which serves as the institution's beating heart and supports it in its mission and goals, strives to provide the highest level of assistance for the academic community. The library offers access to electronic

journals and databases in addition to holding physical books, journals, periodicals, and newspapers. Utilizing an integrated multi-user library management system and RFID technology, the library system is completely automated. The library is well-equipped, roomy, and reader-friendly. The Central Library has access to a total of 2600 + 899 E-Journals as a member of the UGC-INFONET Consortium and the DELCON Consortium. Through the Campus Area Network, several E-Journals are accessible. The Central Library provides computers with high speed internet access for users of the library. The library is automated using Software for University Libraries (SOUL 2.0) developed by INFLIBNET Centre, Gandhinagar. RFID (Radio Frequency Identification) technology has been introduced for enhanced security and library efficiency. Inventory control, check-in/check-out, stock reporting, access control etc. is completely automated. Currently there are total of 15 library staffs performing various task assigned to them.

Table 3.5.6.Library collection

1.	Library total holding	19348
2.	Thesis	845
3.	Monograph	1858
4.	Periodicals	19
5.	Newspaper	9
6.	Bound journal	885
7.	E-journal (UGC-INFONET)	2600
8.	E-journal (DeLCON)	899

Source NU Annual Report

Services and activities rendered in the Nagaland University are as follows

- Book lending facilities

- OPAC/ Web OPAC

- User Orientation and Information Literacy Programmes for new students

- Training and Demo for Electronic Resources

- Conference, Seminar, workshop

Image 3.5.6. Nagaland University Central Library

(https://nagalanduniversity.ac.in/English/)

3.5.7. TEZPUR UNIVERSITY

Tezpur University was founded on January 21st, 1994 by an Act of the Indian Parliament. Tezpur University is a reputable institution of higher learning that is quickly becoming one of the eastern area of India's most sought-after universities by drawing researchers and students. The academic programmes provided by the university have a clear focus on science, technology, management, humanities, and social sciences, reflecting the mandated objects of the university with a total of 26 departments. This is done in order to achieve outstanding research, innovation, and excellence in teaching and learning.

In 1994, the same year the university was founded, the Tezpur University Central Library opened its doors. The library continues to strive to become the best university library in the area and the nation. More than a lakh books, journals, and other items can be found in the central library's diversified collection. The KOHA Open source software, an integrated multi-user library management system that supports all of the library's internal activities has completely computerised the facility.

The library's collection includes the most recent information sources in every field. Through the INFLIBNET Centre and DelCon Consortium's e-ShodhSindhu Consortia, the library offers access to electronic resources and databases. The library is a DELNET member as well. From any computer on the university campus, library users can access book databases, theses, journal databases, e-journals, and other electronic resources. The library is housed in a three story, beautifully constructed structure in the middle of the university campus. Throughout the year, the library is open from 9:00 am to 1:00 am, with 20 library staff members working in its many sections completing various tasks.

Table 3.5.7.Library Collection

1.	Library total holding	96242
2.	Print journals	7402
3.	E-journals	221
4.	Back volumes	10360
5.	Online database	10280
6.	Theses	41
7.	Dissertation	723
8.	CDs	1750
9.	Newspaper	36
10.	Magazines	10
11.	Manuscripts	32

Source Tezpur Annual Report

 Services and activities rendered by the Tezpur University library are as follows:

- Book banks facilities

- OPAC/ Web OPAC

- Reference

- User Orientation and Information Literacy Programmes for new students

- Current Awareness Service (CAS) every Monday Morning, InfoJ, InfoGranth

- Training and Demo for Electronic Resources

- Online Renewal and Reservation of Books

- Plagiarism Check (Urkund)

- Document Delivery Services (DELNET, JCCC)

Image 3.5.7 Tezpur University Central Library (http://www.tezu.ernet.in/)

3.5.8. ASSAM UNIVERSITY

Assam University, Silchar, is a Central University established by an Act of the Indian Parliament (Act XXIII of 1989), and came into existence in 1994. Situated in the Barak valley of southern Assam, the university is nestled in a sprawling 600-acre campus at Dargakona, about 23 km from Silchar town. In 2007, Assam university opened campus at Diphu in the Karbi Anglong Hills District of Assam. Apart from the two campuses of the University, there are 73affiliated and permitted colleges in the five districts of south Assam, which together constitute the jurisdiction of Assam university. Today, there are 39 postgraduate departments under 16 schools of studies in the Silchar campus and 10 departments in Diphu campus, offering a wide range of programmes geared towards equipping students and research scholars with knowledge, skills, experience and confidence, the benefits of which they can reap well into the future. Besides, there are several centers of study in the university dedicated to research of high quality.

The university library has made progress despite certain difficulties faced. With the upgradation of Assam university to a full-fledge central university, the university library able to reach further heights in all round collections, infrastructures and development to become the best and highest temple of learning and dissemination of information center. It is hoped that the Assam university library will continue to makes further progress so as to cherish the dream of higher learning to meet every users requirement. Currently there are total of 15 library staffs with 9 professionals and 6 other supporting staffs performing various task assigned to them.

Table 3.5.8 Library Collection

1.	Library total holding	131228
3.	Print Journal	54
4.	E-journal	1117
5.	Online database	01
6.	Newspaper	20

Source AU Annual Report

Services and activities rendered by the Assam University libraries are follows:

- Library orientation

- Radio Frequency Identification (RFID)

- Reprography and Digitization

- Librarian day celebration

- Online Public Access Catalog (OPAC)

- CCTV and Security system

Image 3.5.8 Assam University Central Library

(http://www.aus.ac.in/)

3.5.9. MIZORAM UNIVERSITY

Mizoram University (MZU) is a central university under the University Grants Commission, Government of India, established on 2nd July 2001, by the Mizoram University Act (2000) of the Parliament of India. The university is located in Aizawl, the capital city of Aizawl. The university was accredited 'A' grade by NAAC in 2019 and also ranked as one of the top 100 university in India assessed by the NIRF rankings in 2016, 2017 and 2018 under MHRD. Currently MZU has 33 functioning academic departments offering under graduates, post graduates, M.Phil and PhD. The Central Library of Mizoram is situated in a convenient location of the university campus. The university library has a collection 1, 12,719 books, besides reading material supplemented by e-resources. Automated circulation system using barcode technology has been used since long back; also, the library upgraded its existing library management software time to time. The central Library also earned the appreciation of NAAC Peer Team as 'having good facilities, good maintenance and a beautiful library' as well as one of the best libraries not only in North-East India. The entire library holdings have been made available in machine readable catalogue since 2008; and the computerized bibliographic information of the library holdings have also been available for users' searching throughout the campus through Local Area

Network (intranet) using WebOPAC. Automated circulation system using barcode technology has been used. Digitization of Mizoram University own documents and publications had been pursued for setting up of an 'Institutional Repository'. Computerized braille system for blind students had been successfully installed and operated since December 2011 in the library. Besides, implementation of advanced technology in the field of identification, security, tracking and automated handling of Library materials using Electro-magnetic and Radio Frequency Identification (RFID) Library management system in order to improve the efficiency of library operations had been completed, and started using the system since 21st March 2012. Three types of additional RFID devices had been procured in the beginning of 2018, to enhance the existing devices in use. The work of appending existing CD/DVD contents along with the bibliographic record of the books, and making it available for the users to easily access the digital data contents from WebOPAC throughout the campus network (Intranet), had been completed in November 2013. RFID proximity visitors attendance system had been introduced and implemented since 28th September, 2015 to replace the manual hand written visitor's registers kept in the main gate and in periodical section of central library. Library upgraded its existing Library Management Software by integrating with an SMS & E-mail Alert System. The new system sends SMS & Email alert for every transaction to the users i.e. issue, return, renewal, etc of books with necessary information. For enhancing security of the Library, 4 CCTVs had been installed in the vital locations of the building in November 2013, in order to monitor the activity of users as well as to help security of property counter. A separate room for accessing and downloading of E-resources by the readers with 15 computers had been created in November 2013. Currently there are total of 30 library staffs performing various task assigned to them under the guidance of the librarian.

Table 3.5.9. Library collection

1.	Library total holding	1,07,019
2.	Bounded journal	13,188
3.	PhD Thesis	426
4.	MPhil	363
5.	Master Degree Dissertation	360
6.	Journals Currently Subscribe	219
7.	General periodicals	41
8.	Daily newspaper	20

Source MZU Annual Report

The services and activities provided by the central university libraries of Mizoram are as follow:

- Library orientation

- Radio Frequency Identification (RFID)

- Reprography and digitization

- Digital Repository

- Computerized Braille System for blind students

- Online Public Access Catalog (OPAC)

- CCTV and security system

- CD/DVD contents with the bibliographic record of the books, and making it available for the users to easily access the digital data contents

- SMS & Email alert for every transaction to the users i.e. issue, return, renewal, etc.

- Power backup of 100 KW stand-alone solar PV power plant

Image 3.5.9 Mizoram University Central Library (http://mzu.edu.in/)

3.5.10. SIKKIM UNIVERSITY

Sikkim University is one of the Central Universities of Northeast India located in Yangang, South Sikkim, near Gangtok, Sikkim's capital. The University was founded by an Act of the Indian Parliament on July 2, 2007. The University aspires to be one of the country's premier academic and research centers, producing highly qualified human resources who can work in a variety of roles across India and the world. The University also focuses on providing access to quality higher education at an affordable cost to deserving students in the region in general, and Sikkim in particular. Presently there are 32 departments. Sikkim Central Library started growing since February 2008 in a rented premises having floor area of about 1000 sq. ft. presently, it occupies more than 9000 sq. ft. capable of accommodating about 70, 000/ books. Though, being a newly established library of only about 14 years old, housed in a rented building, functioning with minimum staff strength of 14 persons. The library has considerably strengthened its online catalogue by combining its holdings of printed and e-book materials. The content pages of books are gradually being incorporated into the descriptive online catalogue, so that the text on the Content pages is also searchable. The library has its own website, along with Apps that enable users to access library resources from their mobile phones from anywhere at any time. Library are also being digitalized for easy archival and access to the

hard-copy articles. These would be searchable under DSpace platform. The SU Central Library had introduced RFID enabled user-friendly. The digital repository has also been further strengthened by the addition of more records. Currently there are total of 18 library staffs with 10 professionals, 4 non-professionals staffs performing various task assigned to them.

Table 3.5.10 Library collection

1.	Library total holdings	47,365
2.	Printed Volumes	46,409
3.	E-resources	124
4.	Journals	240
5.	E-book	128

Source SU Annual Report

Services and activities provided by the central university libraries of Sikkim are as follows:

- Library orientation program for the newly admitted students every year

- Introduction of RFID and OPAC

- Conference, Seminar, workshop

- Librarians day celebration every year

- Library website and Apps that enable users to access from mobile phones anywhere at any time.

- Security system

Image 3.5.10 Sikkim University Central Library

(https://cus.ac.in/index.php/en/)

3.6. Conclusion

For the residents of northeastern India as well as all students from other part of India and abroad, the central universities in northeastern India mentioned above play an important role. The librarians and library staff have done their very best to ensure the success of the library and will continue to do so. However, there are still some areas where the library and its personnel need to improve in order to satisfy their users and establish the library's reputation for both the state and the nation as a whole.

References

Assam University Annual Report http://www.aus.ac.in/annual-reportaccounts/

Central Agricultural University Imphal Annual Report https://cau.ac.in/reports
cau-imphal/

Manipur Iniversity Annual Report https://www.manipuruniv.ac.in/report

Mizoram University Annual Report https://mzu.edu.in/annual-reports/

Nagaland University Annual Report
https://nagalanduniversity.ac.in/English/annualrepacc

North Eastern Hill University Annual Report https://nehu.ac.in/Annual-Reports

Rajiv Gandhi University Annual Report https://nehu.ac.in/Annual-Reports

Sikkim University Annual Report https://www.cus.ac.in/index.php/en/83-quick
link/annual-

TezpurUniversityAnnualReporthttp://www.tezu.ernet.in/Annual_Reports/annual_re
orts.htm

Tripura University Annual Report
https://www.tripurauniv.ac.in/Page/Annual_Reports_Annual_Accounts

4.1. Introduction

Even while all sorts of libraries are equally valuable for the right users at the right time, university libraries are considered to be among the most prestigious and trustworthy. The university library houses a variety of collections covering a wide range of subjects and disciplines, and new areas may emerge as a result of advances in knowledge. As a result, the collection, the building, the value, the users, and the location all quickly gained notoriety due to the fact that it was constantly accessible to a large number of students, researchers, scientists, professors, and enthusiastic knowledge seekers. Because of the university's significant significance, every employee from the librarian, assistant librarian to the supporting staff and clerk must meet the high standards demanded of them by all parties.

Only the workers at a university library can ensure its success. No matter how much money, gear, technology, infrastructure, location, or facility the institution has, the librarian cannot work without human assistance. The university will never be able to meet its objectives and satisfy its users until and unless it has that knowledgeable, committed, serious, diligent, faithful, and honest library staffs as the focus should constantly be on maintaining user pleasure.

One of the most crucial subjects to be treated seriously at present time for every university library is human resource management. Here are some crucial guidelines that every library authority must follow in order to establish a robust and effective human resource management system. The librarian and other executive staff are primarily included in the term "library authority". (Roknuzzaman, M. 2007). Without the library's entire authority, it is impossible to successfully manage, develop, or plan human resources. They are expected to make the library as ideal as they can and to work with all other staff members to achieve the same goal.

"Human resource is most complex and unpredictable in its behavior. There is no cook book formula of guide for a librarian on how to motivate his workers. A librarian can buy his worker's time, he can buy his physical presence at a given place, he can buy a measured number of skilled muscular motions per hour or day, but he cannot buy worker's enthusiasm, he cannot buy his initiative, he cannot buy his loyalty, he cannot buy his devotion." (Agarwala, T. 2003). Each individual has his own distinct background. This makes each individual unique in his psychological

frameworks. Hence they cannot be interchanged, much less standardized. This implies that all individuals in an organization cannot be treated alike. In employing and supervising people and in endeavoring to reach their motivation, a manager must follow tailor- made approach based on his understanding of the actions, attitudes, needs and urges of the worker concerned. This is a very formidable and challenging task.

```
                    ┌──────────────────┐
                    │    LIBRARIAN     │
                    └──────────────────┘
                             ⇓
                    ┌──────────────────┐
                    │ DEPUTY LIBRARIAN │
                    └──────────────────┘
                             ⇓
   ┌────────────────┐ ┌────────────────┐ ┌────────────────┐
   │ Asst. LIBRARIAN│ │ Asst. LIBRARIAN│ │ Asst. LIBRARIAN│
   └────────────────┘ └────────────────┘ └────────────────┘
                             ⇓
   ┌───────────────────────┐ ┌──────────────────────┐
   │ DOCUMENTATION OFFICER │ │ INFORMATION SCIENTIST│
   └───────────────────────┘ └──────────────────────┘
                             ⇓
              ┌─────────────────────────┐
              │  PROFESSIONAL ASSISTANT │
              └─────────────────────────┘
                             ⇓
              ┌─────────────────────────┐
              │ SEMI-LIBRARY ASSISTANT  │
              └─────────────────────────┘
                             ⇓
              ┌─────────────────────────┐
              │    LIBRARY ATTENDANT    │
              └─────────────────────────┘
                             ⇓
              ┌─────────────────────────┐
              │    SUPPORTING STAFF     │
              └─────────────────────────┘
```
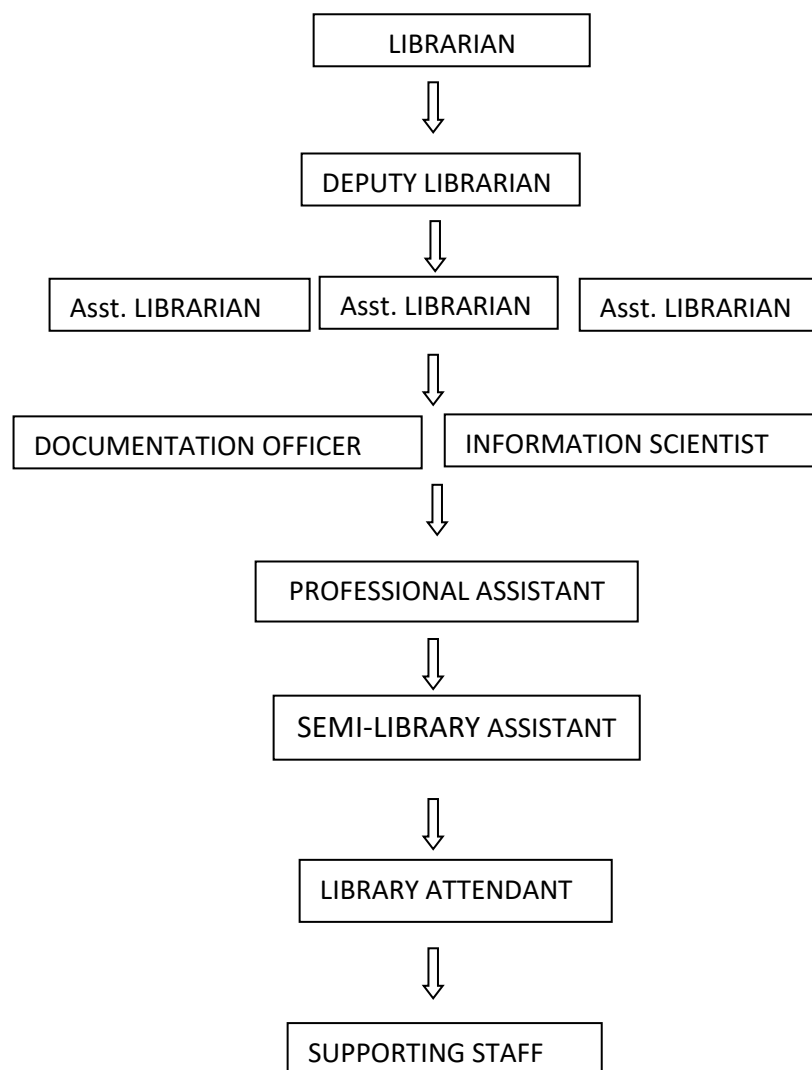
Figure 4.1 Organizational Structure of the University Library

4.2. Human Resource Management in University Library:

Human resources are the backbone in university library. Without them services to users would not be possible. The following points discusses about the importance of human resources in University library.

4.2.1. Manpower:

Manpower Planning which is also called as human resource planning consists of putting right number of people, right kind of people at the right place, right time, doing the right things for which they are suited for the achievement of goals of the library as human resource management has got an important place in the arena of library administration.

4.2.2. Job analysis and job description:

Job analysis is primary tool in personnel management. In this method, a personnel manager like librarian or the in charge head of the library tries to gather, synthesize and implement the information available regarding the workforce in the concern. A personnel manager or the librarian has to undertake job analysis so as to put right man on right job. Job Description is also an organized factual statement of job contents in the form of duties and responsibilities of a specific job. The preparation of job description is very important before a vacancy is advertised. It tells in brief the nature and type of job. This type of document is descriptive in nature and it constitutes all those facts which are related to a job such as:

(i) Title/ designation of job and location in the concern.

(ii) The nature of duties and operations to be performed in that job.

(iii)The nature of authority- responsibility relationships necessary qualifications that is required for job.

(iv) Relationship of that job with other jobs in a concern

(v) The provision of physical and working condition or the work environment required in performance of that job.

4.2.3. Selection and Recruitment:

Employee Selection in the library or any other organization is the process of putting right men on right job. It is a procedure of matching organizational requirements with the skills and qualifications of people. Effective selection can be done only when there is effective matching. By selecting best candidate for the required job, the library will get quality performance of employees. Moreover, library will face less of absenteeism and employee turnover problems. By selecting right candidate for the required job, library and any other organization will also save time and money. Proper screening of candidates takes place during selection procedure. All the potential candidates who apply for the given job are tested. But selection must be differentiated from recruitment, though these are two phases of employment process. Recruitment is considered to be a positive process as it motivates more of candidates to apply for the job. It creates a pool of applicants. It is just sourcing of data. While selection is a negative process as the inappropriate candidates are rejected here. Recruitment precedes selection in staffing process. Selection involves choosing the best candidate with best abilities, skills and knowledge for the required job.

4.2.4. Orientation and placement:

Once the candidates are selected for the required job in the library, they have to be fitted as per the qualifications. Placement is said to be the process of fitting the selected person at the right job or place. Once the employee is fitted into the job, they are given the activities he has to perform and also told about his duties. The freshly appointed candidates are then given orientation in order to familiarize and introduce the library task to him. Generally the information given during the orientation programme includes-

Employee's layout, type of organizational structure, departmental goals, organizational layout, general rules and regulations, standing orders, grievance system or procedure.

4.2.5. Motivation, training and development:

Motivation is that the inner force that directs a person's behaviour toward goals. Motivation is outlined as a method that energizes, directs and sustains human behaviour. In HRM the term refers to person's need to try and do the most effective attainable job or to exert the utmost effort to perform allotted tasks. Training enables employees to acquire new skills, keeps the employee up to date with changes in the field, aims to improve efficiency and can be carried out in-house or elsewhere. It is thus a vital aspect in libraries. Developing the employee can be regarded as investing in a valuable asset. It is not only a source of motivation but also helps the employees to fulfill their potential. Staff development also ensures opportunities, promotion, personal development and continuing professional development programs by training or education or development of the employee.

4.2.6. Performance evaluation:

In order to keep a track or record of the behaviour, attitudes as well as opinions of the library employee towards their jobs, a regular assessment is done to evaluate and supervise different work units in a concern. It is basically concerning to know the development cycle and growth patterns of the employees in a concern.

4.2.7. Discipline and grievances:

Disciplines in the libraries are an effective management tool with which one can achieve a better and more efficient work place. It applies to staff conduct, whether by act or omission, that interferes with or affects in any way the orderly and efficient operation of the library work. In libraries, discipline can be maintained by using several steps or measures when an employee fails to correct a problem after being given reasonable opportunities to do so. Grievance means that any real or unreal feeling of discontentment and injustice that a worker has concerning his/her employment relationship. Library staffs who wish to pursue a grievance should initially attempt to informally resolve the grievance with their immediate superior. The library authorities should ensure that all employees are treated fairly.

4.3. HRM challenges in university libraries perspective

Since HRM is primarily designed in and for corporate environments, many non-corporate institutions, including public libraries, academic libraries within government agencies, and many special libraries, can benefit from its concepts and practices. The use of ICT in universities has significantly altered the environment, and libraries now face new difficulties in promoting their programmes and offering services to their patrons. Skills gaps, personnel management, changing demographics, enhancing work-life balance, technological advancements, recruitment and retention strategies, altered employee expectations, motivational approaches, and managing diversity are a few of the problems. To create a positive working environment for the library, HRM policies may be implemented, but the library is still required to adapt along with the parent corporation. Library HR can strengthen its effectiveness by collaborating with other organizational departments.

4.4. Significance of HRM in university libraries perspective are:

1. To aid in workforce hiring and training

One of the HR department's most significant duties is manpower planning. HR managers create hiring plans to bring in the best candidates for their company. They create a job description that is most suitable for the position within the organisation. After hiring, they prepare a well-thought-out training and development plan for the new employee's induction.

2. The responsibility of maintaining a team's Performance Management System (PMS)

It is the responsibility of HR to maintain employee motivation. The first steps involve defining a person's job. Thus, an efficient feedback mechanism occasionally aids the employees in honing their abilities. This facilitates the alignment of business objectives with individual goals. An efficient PMS aids in rewarding and recognising employee achievement.

3. Fostering culture and values in libraries

Performance of an individual is dependent on the work atmosphere or culture that prevails in an organization. Creating a good conducive working environment is expected from the HR department. A safe and clean work culture helps in bringing the best of an employee and creates a higher job satisfaction.

4. To create an important responsibility of HR in libraries

There may be a dispute between the employee and the employer on a number of instances. Conflicts cannot be prevented, but they can be constructively managed in order to foster excellent relationships. Here, the human resources division steps in to play the roles of a counsellor and a mediator in order to effectively resolve the conflicts. The HR acts quickly to prevent that situation from getting out of hand.

5. To develop good relations between users and staff

It is largely the responsibility of HR to establish friendly relationships. Meetings, seminars, and any other official events must be held by them on behalf of the management. In addition to its primary HR responsibilities, the department assists the business or library with its marketing strategy as needed. In light of this, it is clear that having a functional HR department is crucial to creating and running an effective business. As a result, businesses and organisations are placing more importance on establishing solid and efficient human resource departments.

4.5. HR policies and plans in university libraries

The most challenging, complicated, ambiguous, and crucial duty managers must do is the efficient management of an organization's workforce, or its human resources. It is a branch of management policy-making where there aren't any strict, internationally recognised criteria of professionalism.

This is true for at least four reasons:

1. Human behavior is complex and influenced by culture, according to HR rules.

2. HR policy tools and procedures come in a variety of forms.

3. It can be challenging to assess if various HR policies, programmes, and plans have been successful or unsuccessful.

4. Lot of managers think that managing people is merely plain sense.

4.6. Conclusion

To look after the various functions set for the organization adequate resources in men and materials have to be arranged by individuals who serve as librarian within organizations. Such people have to make things happen to aid in the achievement of the library objectives, to co-ordinate the resources of the organization- 4 important Ms. Viz., money, material (raw or semi-manufactured), machinery (or fixed assets and plants), and men (or human resources). It is an effective combination and dovetailing of these factors on which the success or failure of the library depends. The resources by themselves will not help the organization to accomplish the objective, unless there is an effective co-ordination and utilization of these human and non-human resources.

As a result, the HR department plays a crucial role in advancing library career opportunities and raising the degree of reputation of university libraries among users through their insightful input. University libraries must constantly interact and communicate with the HR department of the business to manage and persuade the situation of the library in accordance with requirements. University libraries are facing greater challenges while trying to hire new staff members for the library. Researchers must also understand that human resources are "Key component to organisational success and failure," as Baron and Kreps have stated in 1999. Any organisation should find this to be very practical and notable. The quality of management and the environment at work largely determine success or failure.

References

Agarwala, T. (2003). Innovative human resource practices and organizational commitment:An empirical investigation‖, International Journal of Human Resource Management, Vol.14,No.2, pp. 175-197

Baron, James N., and David M. Kreps. (1999).Consistent human resource practices. California Management Review 41, pp. 29

Kruise, K. (2012). Employee management. How to motivate your team for high performance. (2nd ed.). London, UK: Create Space Independent Publishing Platform

Langenegger, B., Mahler, P., Staffelbach, P., & Bruno, (2010). Effectiveness of employee's commitment strategies in Swiss companies. (4th ed.). Sturgart, Germany: University of Zurich Publishers.

Wilkinson, A., Gollan, P., Marchington, M., & Lewin, D. (2010). The oxford handbook of participation in organizations. New York: Oxford University Press.

Geet S.D., Deshpande A.D. & Mrs. Deshpande Asmita A. (2009). Human Resource Management,NIRALIPRAKASHAN, First Edition, Jan. 2009, P.24.

Web references

Dukić, G., & Dukić, D. (2014). An analysis of job satisfaction among Croatian librarians as support to library human resource management. *Journal of librarianship and information science*, *46*(4), 289-298. Retrieved from https://journals.sagepub.com/doi/abs/10.1177/0961000614530752

Roknuzzaman, M. (2007). Status of human resource management in public university libraries in Bangladesh. The International Information & Library Review, 39(1), 52-61. Retrieved from https://www.sciencedirect.com/science/article/abs/pii/S1057231706000488

5.1 Introduction

The scholar after identifying the ten central university libraries of Northeast India made an attempt to get the feedback from the library staffs and the librarian namely-

1. Northeastern Hill University, Shillong

2. Manipur University, Imphal

3. Rajiv Gandhi University, Itanagar

4. Tripura University, Agartala

5. Central Agricultural University, Imphal

6. Nagaland University, Kohima

7. Tezpur University, Tezpur

8. Assam University, Silchar

9. Mizoram University, Aizawl

10. Sikkim University, Gangtok

The different components of questionnaire included for the library staffs are:

1. Respondent rate

2. Gender analysis

3. Status of library staffs

4. Opinion regarding the importance of HRM

5. Importance of Human Resource Planning

6. Recruitment and selection policy

7. Induction, training and development

8. Rotation of work

9. Salary satisfaction level

10. Ideal type of promotion policy

11. Performance appraisal

12. Opinion regarding performance feedback

13. Satisfaction level on current library promotion system

14. Satisfaction level on library working environment

15. Status and work-life balance (job satisfaction)

16. Looking for another job

17. Seminar/workshop/in-service training

18. Better training for library staffs

19. Introduction to new technology issue

20. Opportunities for carrier advancement

The different components included in the questionnaire for the librarian are:

1. Respondent rate

2. Total number of library staffs

3. Satisfaction level of the library current strength of HRM

4. Services rendered in the library

5. Written policy on human resource management

6. Promotion policy for staff

7. Criteria for promotion

8. Library committee

9. Conduct of staffs meeting

10. Training for library staffs

11. Training provided

12. Written policy for performance assessment of staffs members

13. Opinion regarding the received back of feedback from staffs.

5.2 Data Analysis

As stated earlier, two set of structured questionnaires was specially design for the library staffs and the Librarian of the 10 central university library of northeast India. Out of the 221 distributed questionnaire among the library staffs, 162 (73.30%) responded questionnaire were received and also 8 (80%) dully filled questionnaires out of 10 librarians were received. (Appendix I and II)

After collecting all the primary data through questionnaires, data received were analyzed with regard to the objective of the research. Apart from the data available through the questionnaire method, data were also collected through personal interview with the library professionals and the scholar also make use of schedule

method. These sample data are shown in the following tables and graphs. Results and suggestions are also given in the latter part of the chapter.

Data collected from the respondents are analyzed and interpreted in order to present the factual findings stated below.

Data analysis for Library Staffs

5.2.1. Respondent rate

In order to conduct an accurate study, it is important to understand the respondent rate on research questionnaires. Conducting response rate is beneficial because, when necessary, it provides a convincing justification. Questionnaire was distributed among the 221 library staffs of the North East Central University Library where 162 dully filled in questionnaire were received and the detail description of the university respondent rate with percentage is mention below.

Table 5.2.1. Respondents' rate

Name of the University	Total no.of staffs	Respondent rate with percentage
North Eastern Hill University, Shillong	50	44 (88%)
Manipur University, Imphal	22	13 (59.09%)
Rajiv Gandhi University Itanagar	15	9 (60%)
Tripura University, Agartala	26	19 (73.07%)
Central Agricultural University Imphal	10	5 (50%)
Nagaland University Kohima	15	8 (53.33%)
Tezpur University, Tezpur	20	19 (95%)
Assam University	15	8 (53.33%)

Mizoram University	30	29 (96.66%)
Sikkim University	18	8 (44.44%)
Total	**162**	**(73.30%)**
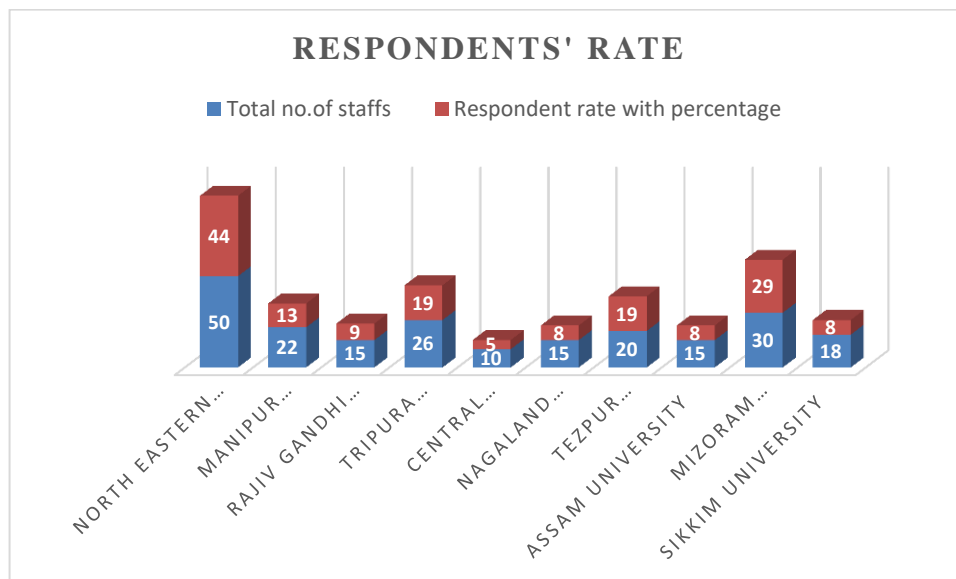
Graph 5.2.1

Table 5.2.1 supplemented by graph 5.2.1 highlighted the respondents' rate of the ten central university library under study. NEHU has total of 50 staffs with 44 (88%) respondents, Manipur University has 22 staffs with 13 (59.09%) respondents, Rajiv Gandhi University has 15 total number of staffs with 9 (60%) respondents, Tripura University has 26 staffs in total with 19 (73.07%) respondents, Central Agricultural University Imphal has 10 staffs with 5 (50%) respondents, Nagaland University 15 staffs with 8 (53.33%) respondents, Tezpur University 20 staffs with 19 (95%) respondents, Assam University 15 staffs with 8 (53.33%), Mizoram University 30 staffs with 29 (96.66%) respondents, Sikkim University 18 with 8 (44.44%) respondents. We can also know that, Mizoram University and Tezpur University has the highest number of respondent rate.

5.2.2. Gender Analysis

For a comprehensive knowledge of the nature of work and to provide a fair justification if necessary, gender analysis is crucial to grasp in any workplace. The table5.2.2 supplemented by graph 5.2.2 below highlighted the gender analysis of the northeast central university library.

Table 5.2.2 Gender Analysis

Name of the University	Male	Female	Total
North Eastern Hill University, Shillong	24	20	44
Manipur University, Imphal	8	5	13
Rajiv Gandhi University Itanagar	4	5	9
Tripura University, Agartala	7	12	19
Central Agricultural University Imphal	2	3	5
Ngaland University Kohima	4	4	8
Tezpur University, Tezpur	11	8	19
Assam University	4	4	8
Mizoram University	12	17	29
Sikkim University	3	5	8
Total	**79 (48.7%)**	**83 (51.2%)**	**162 (100%)**

(Source Research questionnaire)
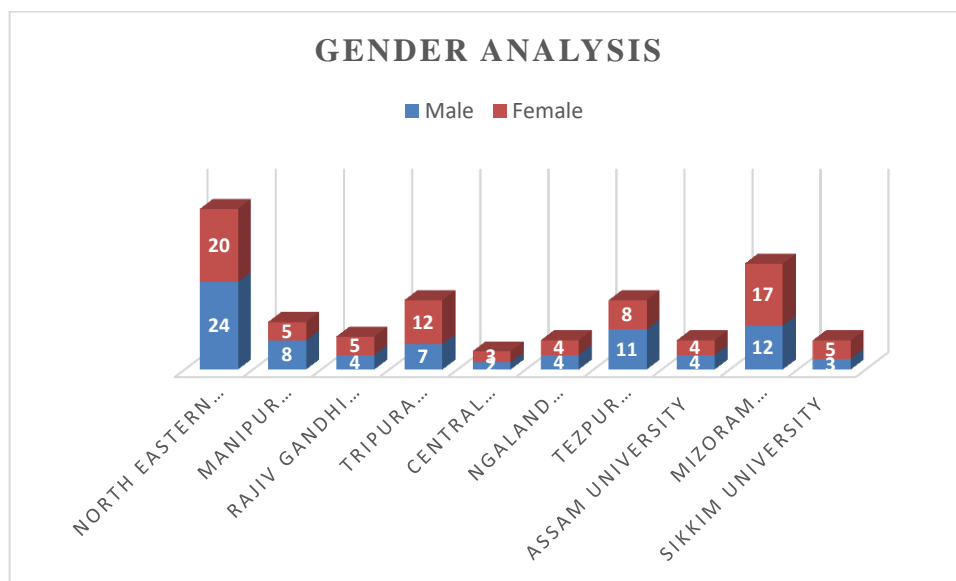
Graph 5.2.2

Out of the 162 received questionnaire from the central university libraries of Northeast India 79 (48.7%) were male and 83 (49.41%) were female respectively.

5.2.3. Status of the library staffs

The table and graph mention the specific details of staffs' status ability. Numerous human resources are available at the central university library. Although not all library personnel do have a background in library science, they are all still employed in the library for a variety of reasons, thus it is important to know their particular qualifications.

Table 5.2.3 Status of the Library Staffs

Name of the university	Professional	Semi-professional	Non-professional/supporting staffs
North-Eastern Hill University, Shillong	28	6	10
Manipur University, Imphal	10	0	3
Rajiv Gandhi University,	5	1	3

Itanagar			
Tripura University, Agartala	14	3	2
Central Agricultural University, Imphal	2	2	1
Nagaland University, Kohima	5	2	1
Tezpur University, Tezpur	12	5	2
Assam University, Silchar	3	4	1
Mizoram University, Aizawl	20	6	3
Sikkim University, Gangtok	5	3	0
Total	**104 (64.19%)**	**32 (19.75%)**	**26 (16.04%)**

(Source: Research Questionnair
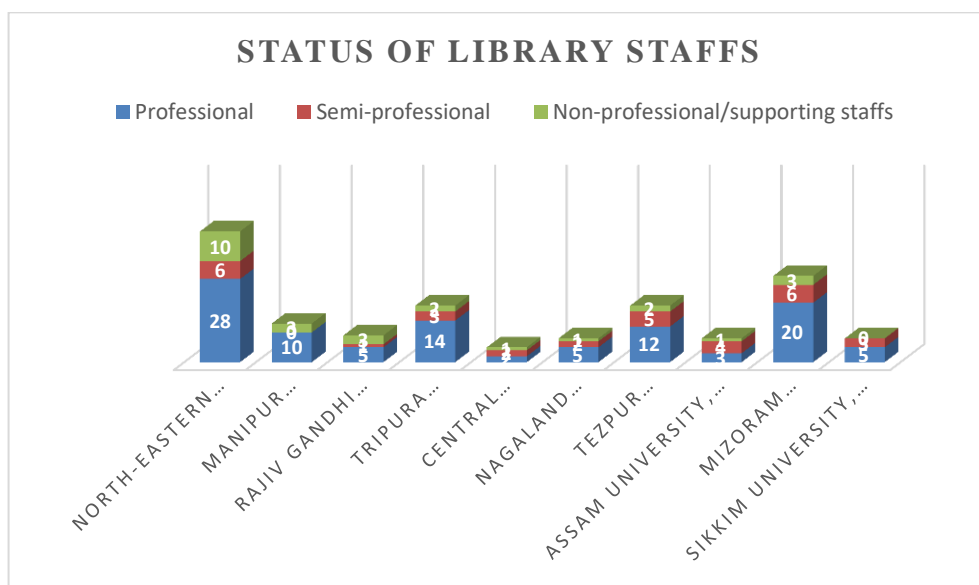
Graph 5.2.3

The table 5.2.3 and graph 5.2.3 supplemented that out of the 162 library employee 104 (64.19%) were library professionals which means they have the degree of library and information science and 32 (19.75%) were semi-professionals which means they have undergone certain criteria diploma, training or equivalent library science

knowledge for their job and also 26 (16.04%) were non- professionals which means they are coming to work in the library without library science subject knowledge.

5.2.4. Opinion regarding the importance of HRM

A question was asked among the ten central university libraries of northeast India regarding their opinion on the importance of human resource management. The university staffs are expected to provide a clear declaration regarding their knowledge of human resource management because they represent one of the largest academic institutions and are anticipated to have the most employees with significant responsibilities.

Table 5.2.4. Opinion on the importance of HRM

Name	NEHU	MU	RGU	TU	CAU	NU	TEZU	AU	MU	SU	Total
Ensuring adequate supply of man power	7	2	2	9	2	5	3	0	3	2	35 (21.6%)
Ensuring proper use of existing human resources	6	6	3	1	0	0	4	2	12	2	36 (22.22%)
Assessing surplus or shortage if any	9	0	0	4	0	1	7	0	4	0	25 (15.43%)
Forecasting future requirement of human resources	13	2	0	3	0	1	1	4	3	4	31 (19.13%)
Anticipating the impact of technology on jobs and resources	9	3	4	2	3	1	4	2	7	0	35 (21.60%)
Total	**44**	**13**	**9**	**19**	**5**	**8**	**19**	**8**	**29**	**8**	**162 (100%)**

(Source: Research Questionnaire)
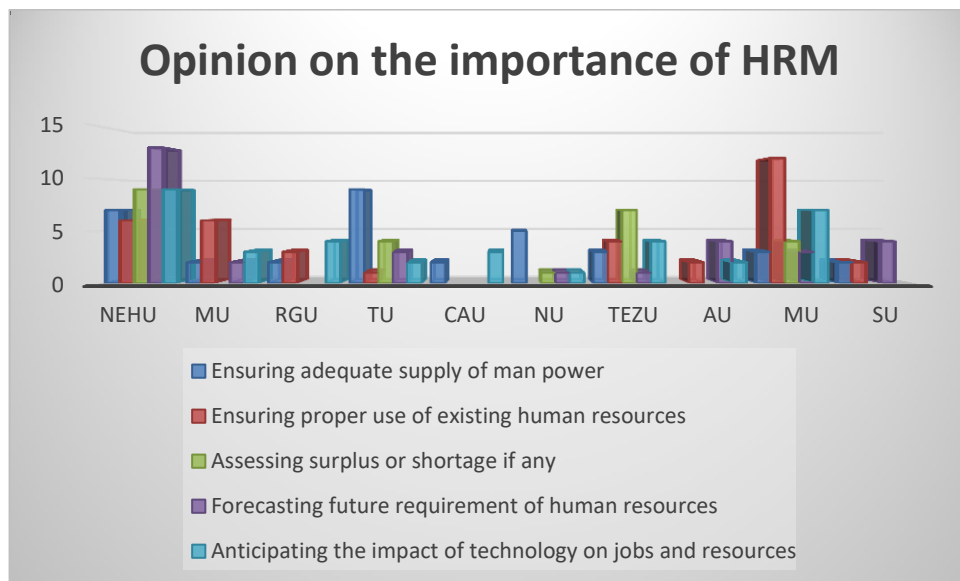
Graph 5.2.4

As seen from the above table 5.2.4 supplemented with graph 5.2.4, we can know that the 36 (22.22%) staffs are of the view that HRM means ensuring proper use of existing human resources, 35 (21.60%) said that HRM is to ensure adequate supply of man power and anticipating the impact of technology on jobs and resources, 31 (19.13%) said that it is for forecasting future requirement of human resources and the rest 25 (15.43%) regarded HRM as an assessing surplus or shortage if any.

5.2.5. Importance of Human Resource Planning

Human resource managers can anticipate and develop the skills that are most valuable to library through the use of human resource planning, which also enables libraries to meet their current and future talent needs. This planning also enables library to have the right mix of staff in terms of numbers of people and available skill sets. Also, none of the activities would take place without the human resource planning. In order for the university library to achieve its objectives, it is crucial that there be a fluid approach to developing the human resource planning.

Table 5.2.5. Importance of Human Resource Planning

Name	NEHU	MU	RGU	TU	CAU	NU	TEZU	AU	MU	SU
To carry on its work and to achieve its objectives	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
HR Planning identifies gaps in existing manpower in terms of their quantity and talent	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Provision for replacement of personnel can be made through HR Planning	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
HR Planning facilitates the expansion and diversification of an organisation	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
At the national level, Human Resource Planning facilitates educational reforms, geographical mobility of talent and employment generation.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

(Source: Research Questionnaire)

Graph 5.2.5

As seen from the above table 5.2.5 supplemented with graph 5.2.5 all the 10 (100%) library under study put a great importance on human resource planning such as; to carry on its work and to achieve its objectives, to put HR planning as a gap identifier in existing manpower in terms of their quantity and talent, provision for replacement of personnel through HR Planning, HR Planning as a facilitator for the expansion and diversification of an organization, and also regarded HR Planning at the national level to facilitates educational reforms, geographical mobility of talent and employment generation.

5.2.6. Recruitment and Selection Policy

Recruitment and selection policy is very important for every library. It is a framework that distinctly describes all of the library employment procedures. A recruitment policy's main objective is to encourage uniformity, openness, compliance, conformity and legislation. A transparent method for recruiting and selection is required for a successful library.

Table 5.2.6. Recruitment and Selection Policy

Name of the university	Satisfied	Dissatisfied	Undecided
North-Eastern Hill University, Shillong	27	8	9
Manipur University, Imphal	6	1	6
Rajiv Gandhi University, Itanagar	4	4	1
Tripura University, Agartala	9	6	4
Central Agricultural University, Imphal	3	0	2
Nagaland University, Kohima	3	4	1
Tezpur University, Tezpur	10	5	4
Assam University, Silchar	6	1	1
Mizoram University, Aizawl	14	10	5
Sikkim University, Gangtok	3	5	0
Total	**85 (52.46%)**	**44 (27.16%)**	**33 (20.37%)**

(Source: Research Questionnaire)
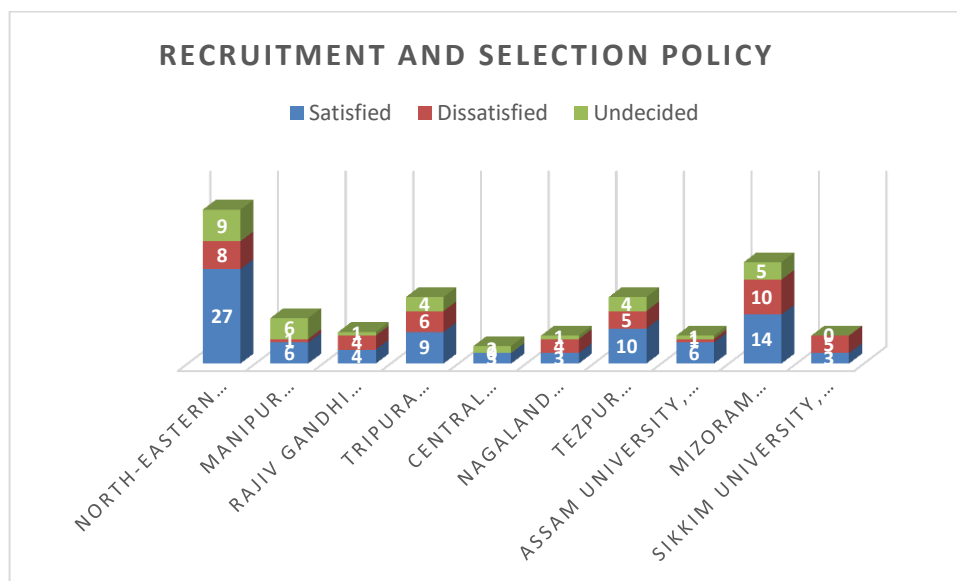
Graph 5.2.6

A question was posed to the central library staff regarding their satisfaction level with their current recruitment and selection policy for new staff. From the data analyzed, table 5.2.6 and graph 5.2.6 it is found that out of the 10 central university library a total of 85 (52.46%) are satisfied with their current recruitment and selection policy, 44 (27.16%) are dissatisfied and also 33 (20.37%) are undecided about it. The results of the respondents shows that university library staff selection process is still fair and straight to a great extent.

5.2.7. Induction, Training and Development

Induction, training and development are required in every organization, including the library, especially for new staff to enable them to perform their duties. It is an element of the welcoming process that can also instill confidence.

Table 5.2.7. Induction, training, and development

Name of the university	Agree	Disagree	Neutral
North-Eastern Hill University, Shillong	44	0	0
Manipur University, Imphal	13	0	0
Rajiv Gandhi University, Itanagar	9	0	0
Tripura University, Agartala	19	0	0
Central Agricultural University, Imphal	5	0	0
Nagaland University, Kohima	8	0	0
Tezpur University, Tezpur	19	0	0
Assam University, Silchar	8	0	0
Mizoram University, Aizawl	29	0	0
Sikkim University, Gangtok	8	0	0
Total	**162 (100%)**		

(Source: Research Questionnaire)

Induction,training and development Agree 100%

100%

Graph 5.2.7

Regarding the question, the central university library staffs of Northeast India were asked if they felt the need for better induction, training, and development in order to preserve their well-being, knowledge upgradation and to handle change and challenges. It was revealed that the from the table and graph 5.2.7 supplemented above, the whole library staffs of the ten Northeastern University libraries i.e., the (100%) agreed that better induction, training, and development should be practiced and continued.

5.2.8. Rotation of work

Exchange of responsibilities among library staff members benefits many libraries to a large extent as employees can increase their skills in each functional area by using a job rotation method. However in certain libraries it is not implemented because of differences in qualification, aptitude, expertise, dedication, and other factors. Therefore, it is helpful to know that some libraries are unable to adopt this type of working culture for a variety of reasons, but since some libraries do so, a query was raised about this topic. A question was posed to the 10 Central University libraries employee of Northeast India to obtain their thoughts on the job rotation.

Table 5.2.8. Rotation of work

Name of the university	Agree	Disagree	Undecided
North-Eastern Hill University, Shillong	6	38	0
Manipur University, Imphal	2	11	0
Rajiv Gandhi University, Itanagar	0	3	6
Tripura University, Agartala	4	9	6
Central Agricultural University, Imphal	1	0	4
Nagaland University, Kohima	1	1	6
Tezpur University, Tezpur	5	12	2
Assam University, Silchar	2	5	1
Mizoram University, Aizawl	4	21	4
Sikkim University, Gangtok	0	3	5
Total	**25** **(15.43%)**	**103** **(63.58%)**	**34** **(20.98%)**

(Source: Research Questionnaire)
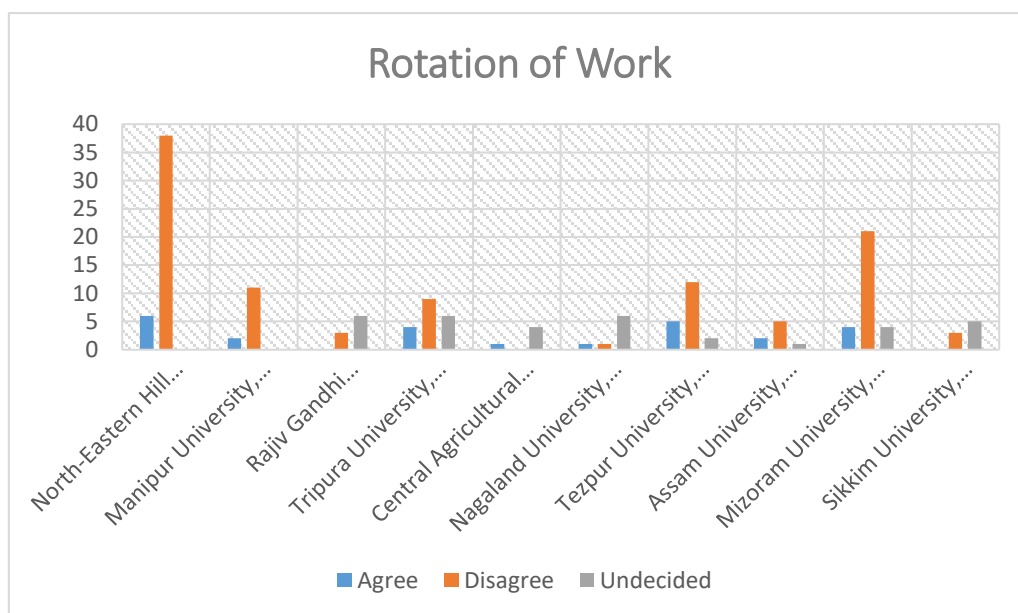
Graph 5.2.8

Table 5.2.8 supplemented by graph 5.2.8 reveals that among the 162 respondents, 25(15.43%) library employees agree that work should be rotated throughout the library, 103 (63.58%) responded disagree whereas 34(20.98%) are undecided about

it. The inability to learn new information and inadequate educational background are two factors that may contribute to the high rate of disagreement. Another reason may be that people find it difficult to leave their comfort zones, and the demands made by the library authority may not be too onerous to follow.

5.2.9. Salary satisfaction level

In order to get a successful outcome in any organization, the employee's status and pay scale are important. Similarly, the library must provide fair and accurate compensation perks, awards, and recognition to its employees, as happy employees can influence others positively

5.2.9. Salary Satisfaction Level

Name of the university	Satisfied	Dissatisfied	Undecided
North-Eastern Hill University, Shillong	7	37	0
Manipur University, Imphal	8	5	0
Rajiv Gandhi University, Itanagar	3	5	1
Tripura University, Agartala	6	13	0
Central Agricultural University, Imphal	1	4	0
Nagaland University, Kohima	1	7	0
Tezpur University, Tezpur	7	10	2
Assam University, Silchar	5	3	
Mizoram University, Aizawl	11	14	4
Sikkim University, Gangtok	3	5	0
Total	**52 (32.09%)**	**103 (63.58%)**	**7 (4.32%)**

(Source: Research Questionnaire)
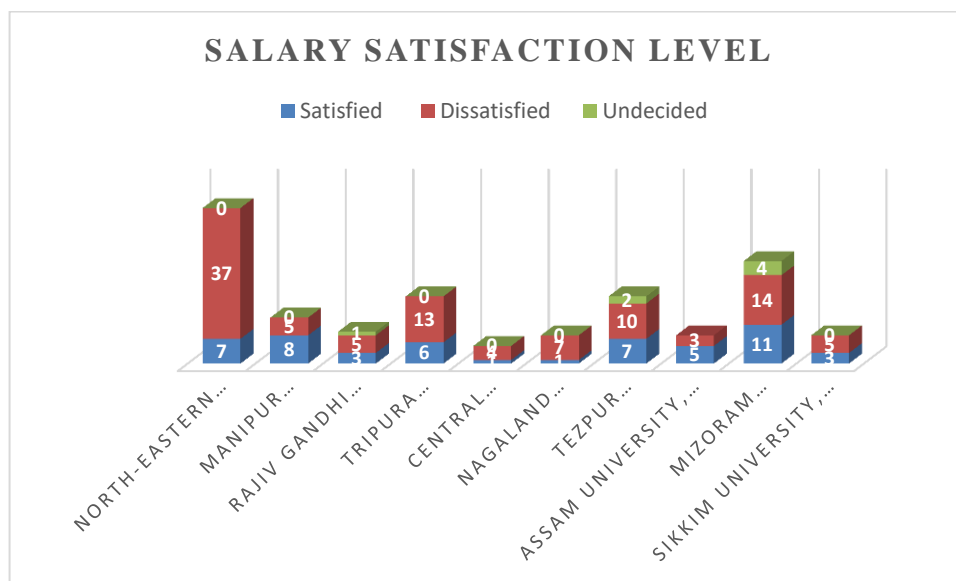
Graph 5.2.9

Regarding the salary satisfaction level, table 5.2.9 supplemented by graph 5.2.9 above demonstrates that out of 162 respondents 52 (32.09%) library employees were happy with their current salary status and remuneration, while 103 (63.58%) percent were dissatisfied and also 7 (4.32%) library employees expressed undecided feelings about pay.

5.2.10. Ideal type of promotion policy

Employees were questioned to see what they thought about the best form of promotion scheme for the library. A correct, fair, and reasonable means of promotion can raise employees' desire and passion for reaching goals, it is always useful to know what employees think about how they want their promotion system to work.

Table 5.2.10. Ideal type of promotion policy

Name of the university	Seniority	Merit	Seniority cum Merit
North-Eastern Hill University, Shillong	31	4	9
Manipur University, Imphal	9	1	3
Rajiv Gandhi University, Itanagar	3	2	4
Tripura University, Agartala	0	0	19
Central Agricultural University, Imphal	3	1	1
Nagaland University, Kohima	5	0	3
Tezpur University, Tezpur	8	2	9
Assam University, Silchar	5	1	2
Mizoram University, Aizawl	12	4	13
Sikkim University, Gangtok	4	0	4
Total	**80 (49.38%)**	**15 (9.25%)**	**67 (41.35%)**

(Source: Research Questionnaire)
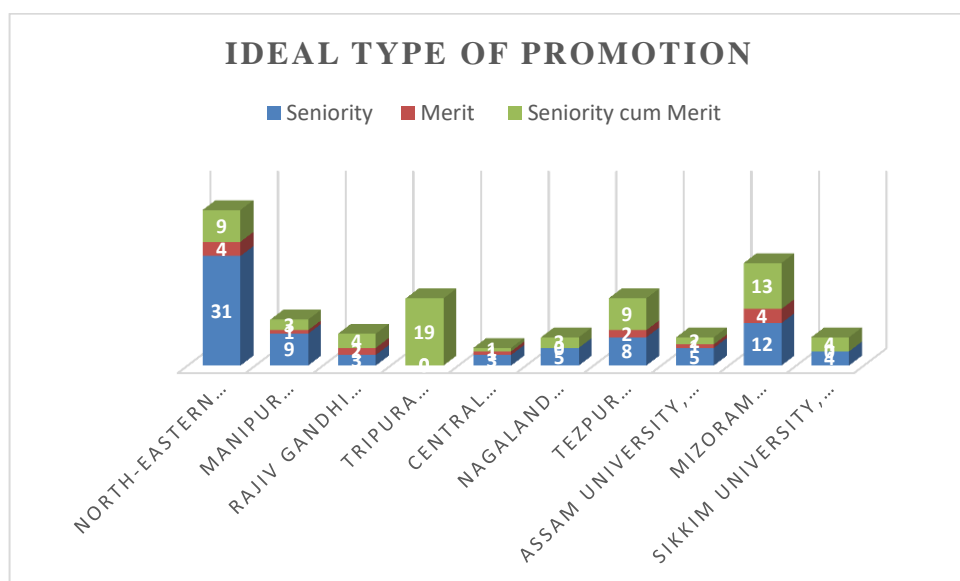
Graph 5.2.10

140

From the table 5.2.10 and graph 5.2.10 above, we can know that 80 (49.38%) of library staff believes that promotion should be based on seniority, while 15 (9.25%) believe that promotion should be based on merit base and also 67 (41.35%) of library employees believe that promotion should be based only on seniority cum merit.

5.2.11. Performance appraisal

A performance appraisal, also known as an annual review, is a process of assessing an employee's job performance in order to identify and discuss areas where it can be improved, as well as to determine achievement and growth (or lack thereof). It is an important opportunity for library employees to receive feedback on their job. Among the library staff, the subject of whether performance appraisal is an effective instrument for library well-being was raised which is given in the following table 5.2.11

Table 5.2.11. Performance Appraisal

Name of the university	Agree	Neutral	Disagreed
North-Eastern Hill University, Shillong	39	5	0
Manipur University, Imphal	13	00	0
Rajiv Gandhi University, Itanagar	8	1	0
Tripura University, Agartala	19	0	0
Central Agricultural University, Imphal	5	0	0
Nagaland University, Kohima	8	0	0
Tezpur University, Tezpur	15	4	0
Assam University, Silchar	6	2	0
Mizoram University, Aizawl	29		0

Sikkim University, Gangtok	6	2	0
Total	**148** **(91.35%)**	**14** **(8.64%)**	
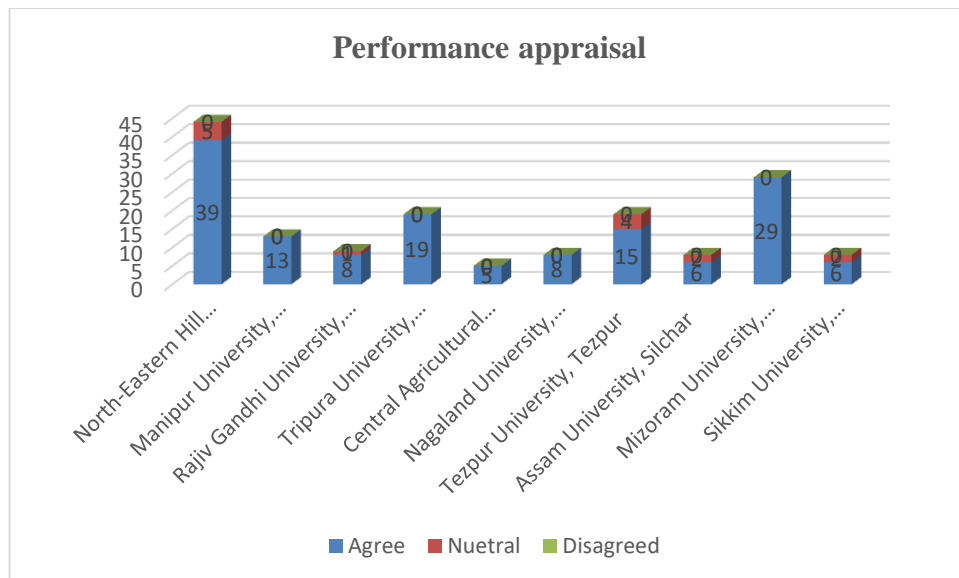
Graph 5.2.11

So, from the table 5.2.11 supplemented by graph 5.2.11 above shows that 148 (91.35%) of library staff support (agree) performing regular performance appraisals and believe that it is a successful tool for improving employee well-being, while 14 (8.64%) percent are neutral about how performance appraisals work for employee well-being. The performance appraisal was not "disagreed" by any of the library staff.

5.2.12. Opinion regarding performance feedback

Feedback enables an individual to gain a better understanding of their work in the workplace. It is the recognition of one's own flaws and capabilities, as well as acts that have an impact on others. As a result, every library employee must remind oneself from time to time in order to achieve a better result. The opinion regarding feedback from the authority was given in the following table and graph in 5.2.12.

Table 5.2.12. Performance feedback

Name of the university	Agree	Neutral	Disagreed
North-Eastern Hill University, Shillong	36	8	0
Manipur University, Imphal	10	3	0
Rajiv Gandhi University, Itanagar	8	0	1
Tripura University, Agartala	14	4	1
Central Agricultural University, Imphal	0	5	0
Nagaland University, Kohima	8	0	0
Tezpur University, Tezpur	16	3	
Assam University, Silchar	5	1	2
Mizoram University, Aizawl	25	4	0
Sikkim University, Gangtok	8	0	0
Total	**130 (80.24%)**	**28 (17.28%)**	**4 (2.46%)**

(Source: Research Questionnaire)

Graph 5.2.12

143
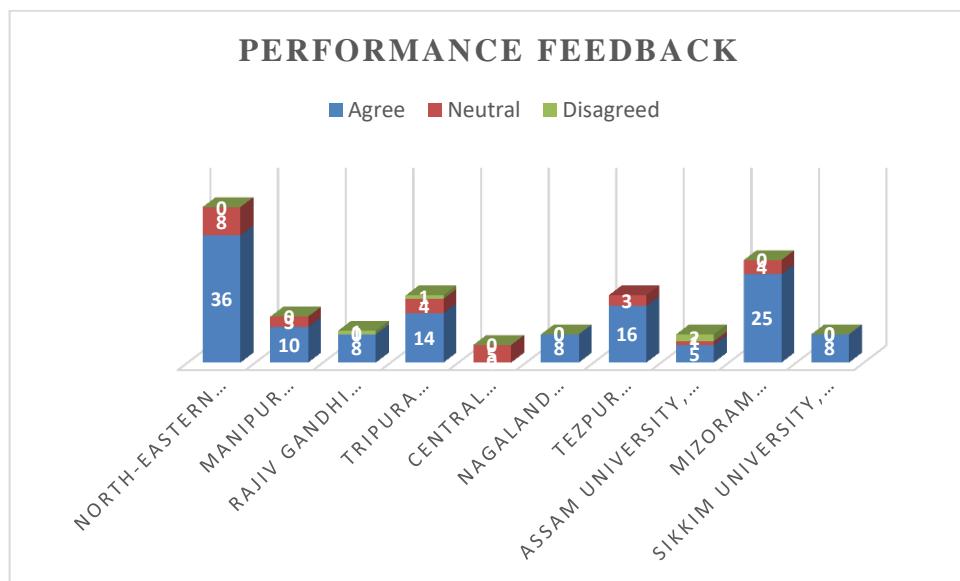
A question was raised among library employees as to whether they wanted feedback on their performance from the appropriate authority. Out of the total data received from 162 library staff, 130 (80.24%) were willing to receive feedback on their performance from authority, while 28 (17.28%) were neutral whether they would like to receive feedback on their performance and 4 (2.46%) disagreed with the idea of receiving the performance feedback from the authority as shown in the above table 5.2.12 which is supported by graph 5.2.12.

5.2.13. Satisfaction level on current library promotion system

Promotion is necessary from time to time in order to maintain high production and maximize employee potential in every workplace, including the university library. It is useful to know how satisfied employees are with their present library promotion scheme in this regard. The impact of promotion has on salary, authority, responsibility, and the capacity to influence more general corporate decision-making is why employees think it's desirable to get promoted. A promotion elevates the standing of the recipient employee and is an outward expression of the employer's appreciation.

Table 5.2.13 Satisfaction level on current library promotion system

Name of the university	Satisfied	Dissatisfied	Undecided
North-Eastern Hill University, Shillong	37	7	0
Manipur University, Imphal	13	0	0
Rajiv Gandhi University, Itanagar	8	1	0
Tripura University, Agartala	12	7	0
Central Agricultural University, Imphal	4	1	0
Nagaland University, Kohima	3	5	0
Tezpur University, Tezpur	13	6	0

Assam University, Silchar	5	2	1
Mizoram University, Aizawl	22	3	4
Sikkim University, Gangtok	6	2	0
Total	**123 (75.92%)**	**34 (20.98%)**	**5 (3.08%)**

(Source: Research Questionnaire)
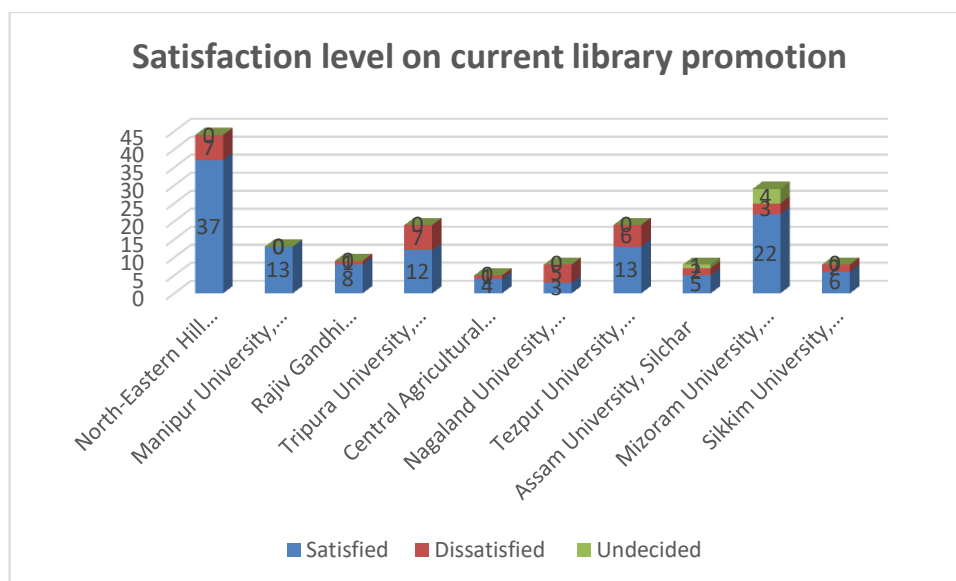
Graph 5.2.13

A question was asked among the central university library staffs of Northeast India on their satisfaction level of promotion. Table 5.2.13 supplemented by graph 5.2.13 above demonstrates that 123 (75.92%) of library staff were satisfied with the present promotion system, while 34 (20.98%) were dissatisfied with the current promotion system and 5 (3.08%) percent of library employees had undecided feelings about their existing library promotion system.

5.2.14. Satisfaction level on library working environment
Employees that are satisfied have positive attitudes and are less stressed. They also encourage and support one another, resulting in a tranquil and healthy work environment. As a result, it is beneficial to investigate how employees feel about their workplace and, if necessary, make changes.

Table 5.2.14 Satisfaction level on library working environment

Name of the university	Satisfied	Dissatisfied	Undecided
North-Eastern Hill University, Shillong	35	9	0
Manipur University, Imphal	9	4	0
Rajiv Gandhi University, Itanagar	9	0	0
Tripura University, Agartala	12	7	0
Central Agricultural University, Imphal	4	1	0
Nagaland University, Kohima	5	3	0
Tezpur University, Tezpur	11	8	0
Assam University, Silchar	7	1	0
Mizoram University, Aizawl	21	8	0
Sikkim University, Gangtok	8	0	0
Total	**121 (74.69%)**	**41 (25.30%)**	

(Source: Research Questionnaire)

SATISFACTION LEVEL ON LIBRARY WORKING ENVIRONMENT
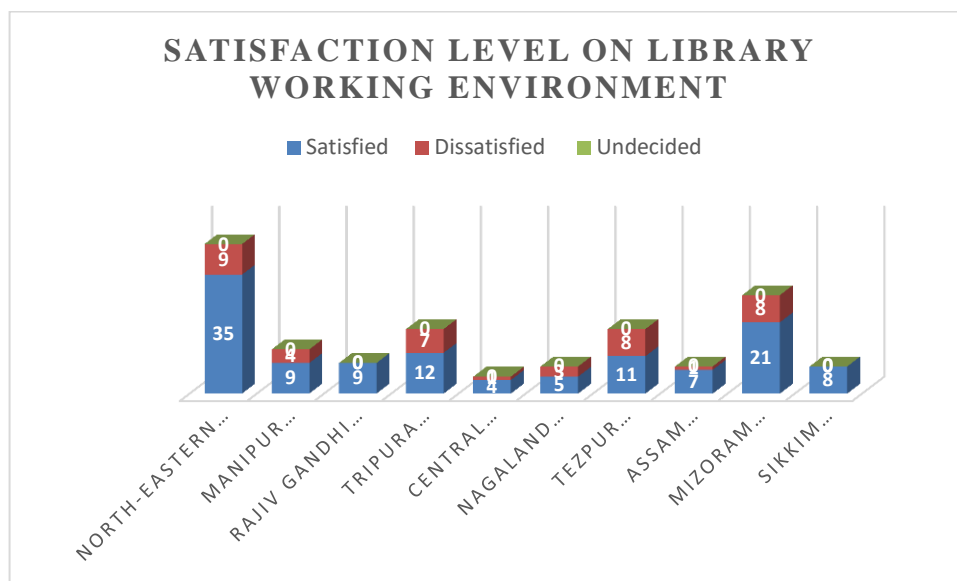
Graph 5.2.14

A question was posed to the library staff to gauge their degree of satisfaction with the working environment at the library. Table 5.2.14 supplemented by graph 5.2.14 shows that 121 (74.69%) library staff were delighted with their current working environment, while 41 (25.30%) were not satisfied at all with their current working environment.

5.2.15. Status and work-life balance (job satisfaction)

Employees who are happy with their jobs have a good work-life balance and are more likely to be mentally pleased, engaged, and productive at work. A question was asked among the library employees whether they were satisfied with their jobs in terms of work-life balance which focuses on job security, respect and recognition, career progression, salary issues, job security, respect and recognition.

Table 5.2.15 Status and work-life balance

Name of the university	Satisfied	Dissatisfied	Undecided
North-Eastern Hill University, Shillong	35	9	0
Manipur University, Imphal	13	0	0
Rajiv Gandhi University, Itanagar	6	0	3
Tripura University, Agartala	13	2	4
Central Agricultural University, Imphal	4	1	0
Nagaland University, Kohima	8	0	0
Tezpur University, Tezpur	9	6	4
Assam University, Silchar	5	1	2
Mizoram University, Aizawl	27	0	2
Sikkim University, Gangtok	0	8	0
Total	**120 (74%)**	**27(16%)**	**15(9.25%)**

(Source: Research Questionnaire)
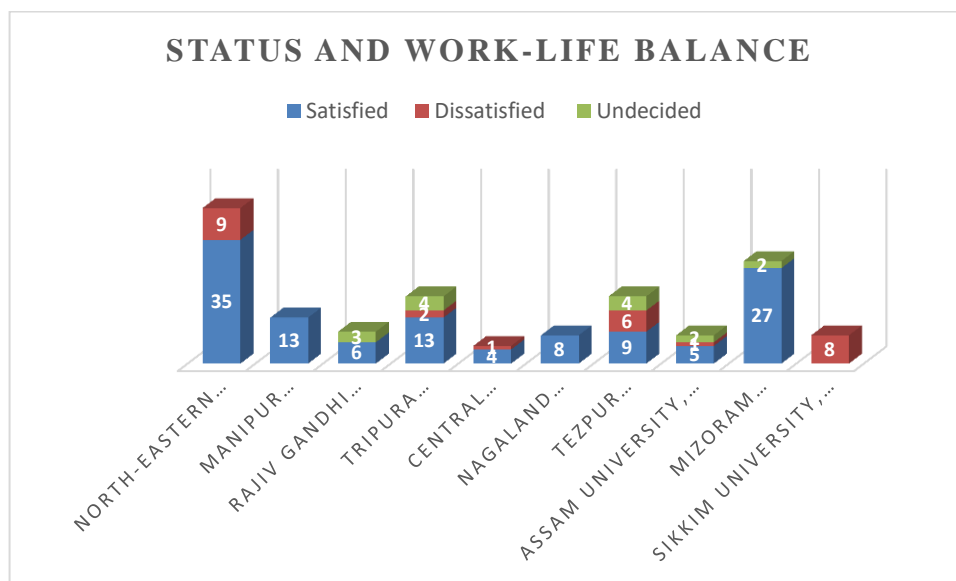
Graph 5.2.15

From the table 5.2.15 supplemented with graph 5.2.15, 120 (74%) library staff were satisfied with their work-life balance, whereas 27(16%) percent were dissatisfied and also 15(9.25%) were undecided about it which means that they are having a mix working environment condition.

5.2.16. Looking/Searching for another job

The employee may occasionally feel bored and frustrated in their current position. They may believe they are worth less and receive less compensation in terms of money, among many other things. In light of this, a question regarding looking/searching for jobs elsewhere was asked among the library personnel of the ten central university libraries.

Table 5.2.16. Looking/Searching for another job

Name of the university	Many times	Sometimes	Never
North-Eastern Hill University, Shillong	8	9	27
Manipur University, Imphal		4	9
Rajiv Gandhi University, Itanagar	1	3	5
Tripura University, Agartala	0	5	14
Central Agricultural University, Imphal	0	2	3
Nagaland University, Kohima	0	2	6
Tezpur University, Tezpur	1	3	15
Assam University, Silchar	0	4	4
Mizoram University, Aizawl	0	5	24
Sikkim University, Gangtok	0	2	6
Total	**10 (6.17%)**	**39 (24.07%)**	**113 (69.75%)**

(Source: Research Questionnaire)

LOOKING/SEARCHING FOR ANOTHER JOB

Legend: Many times, Sometimes, Never
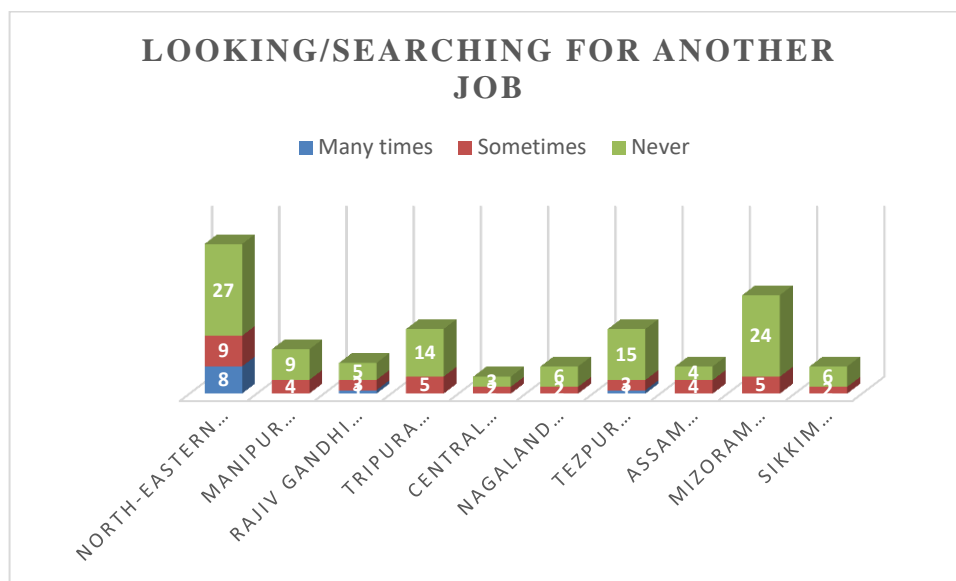
Graph 5.2.16

Table 5.2.16 supplemented by graph 5.2.16 above shows that out of the 162 responded questionnaire, 10 (6.17%) said that they are looking for other jobs many times in other places, 39 (24.07%) said that they look for other job sometimes and also 113 (69.75%) said that they did not look for any other job elsewhere at all. The reason that the majority library professionals have chosen not to hunt for employment elsewhere may be related to their happiness with the nature of their work, which is unrestricted and isolated, as well as the advancement of staff expertise in comparison to other businesses and firms.

5.2.17. Participation in any library-sponsored or other seminars/workshops/in-service training programme.

Training boosts worker effectiveness and production. Employees with good training perform both in terms of quantity and quality. When personnel are effectively trained, less time, money, and resources are wasted. Through training, library staffs can develop new skills, polish those they already have, perform better, boost productivity, and become better leaders. So, library should exert every effort to ensure that individuals perform at their highest levels because a library is the culmination of what each employee accomplishes on an individual basis.

Table 5.2.17 Seminars/workshops/in-service training programme

Name of the university	Yes	No
North-Eastern Hill University, Shillong	44	0
Manipur University, Imphal	13	0
Rajiv Gandhi University, Itanagar	9	0
Tripura University, Agartala	19	0
Central Agricultural University, Imphal	5	0
Nagaland University, Kohima	8	0
Tezpur University, Tezpur	19	0
Assam University, Silchar	8	0
Mizoram University, Aizawl	29	0
Sikkim University, Gangtok	8	0
Total	**162 (100%)**	

(Source: Research Questionnaire)

Graph 5.2.17

With regards to participation in any library-sponsored or other seminars/workshops/in-service training programme a question was asked among the university library staffs whether they participated in any seminars/workshops/in-service training program here we can see from the table 5.2.17 supplemented by

graph 5.2.17 that all the library staffs i.e. the 100 % support and cooperate for the development of their knowledge and skills as well as for the betterment of the library.

5.2.18. Better training opportunity for library staffs.

University being considered as the highest centers of learning in academic term no doubt is expected to have a better training and development for their knowledge and skills in order to maintain library.

Table 5.2.18 Better training opportunity

Name of the university	Agree	Disagree	Neutral
North-Eastern Hill University, Shillong	44	0	0
Manipur University, Imphal	13	0	0
Rajiv Gandhi University, Itanagar	9	0	0
Tripura University, Agartala	19	0	0
Central Agricultural University, Imphal	5	0	0
Nagaland University, Kohima	8	0	0
Tezpur University, Tezpur	19	0	0
Assam University, Silchar	8	0	0
Mizoram University, Aizawl	29	0	0
Sikkim University, Gangtok	8	0	0
Total	**162 (100%)**		

(Source: Research Questionnaire)

Graph 5.2.18

With regards to this a questions was asked among the library staffs of northeast university central library about their opinion regarding the person working in university libraries in getting better training than person working in other types of library. Here, we can see that from table 5.2.18 supplemented by graph 5.2.18, all the respondents i.e. the 100% agree with the term that person working in university libraries are getting better training than person working in other types of library.

5.2.19. Introduction to new technology issue.

Due to differences in age, educational background, and other factors, certain library staff members have occasionally felt that they are falling behind in terms of new information, particularly in regards to technological innovation. The personnel were asked whether introduction of new technology has increased the stress level of job.

Table 5.2.19. Introduction to new technology issue

Name of the university	Agree	Disagree	Neutral
North-Eastern Hill University, Shillong	0	44	0
Manipur University, Imphal	0	13	0
Rajiv Gandhi University, Itanagar	0	9	0
Tripura University, Agartala	0	19	0

Central Agricultural University, Imphal	0	5	0
Nagaland University, Kohima	0	8	0
Tezpur University, Tezpur	0	19	0
Assam University, Silchar	0	8	0
Mizoram University, Aizawl	0	29	0
Sikkim University, Gangtok	0	8	0
Total	**162 (100%)**		

(Source: Research Questionnaire)
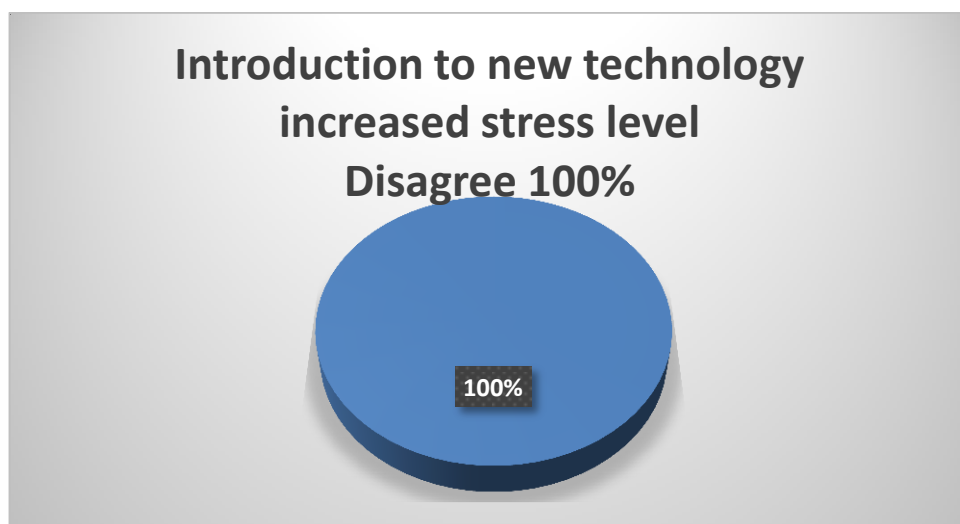
Graph 5.2.19

Here, from table 5.2.19 supplemented by 5.2.19 we can see that, all the respondents i.e. the 100% said that introduction to new technology do not increased the stress level of job at all. As it increases the utility of products and services and contributes to value creation. It benefits in several ways and makes any task easier. Library staffs use it to utilize it to advance their professional development.

5.2.20. Opportunities for career advancement

Learning new skills and development and career advancement gives employees something to look forward to. It also feeds the hunger to learn and grow, in life and

at work. Regarding this, a question was asked among the library staffs whether there are enough opportunities to learn new skills and develop professionally and career advancement from their current library job holding.

Table 5.2.20. Opportunities for career advancement

Name of the university	Yes	No	Not sure
North-Eastern Hill University, Shillong	32	0	12
Manipur University, Imphal	13	0	0
Rajiv Gandhi University, Itanagar	7	0	2
Tripura University, Agartala	14	0	5
Central Agricultural University, Imphal	5	0	0
Nagaland University, Kohima	5	1	2
Tezpur University, Tezpur	19	0	0
Assam University, Silchar	8	0	0
Mizoram University, Aizawl	25	0	4
Sikkim University, Gangtok	8	0	0
Total	**136 (83.95%)**	**1 (0.61%)**	**25 (15.43%)**

(Source Research Questionnaire)

Opportunities for career advancement
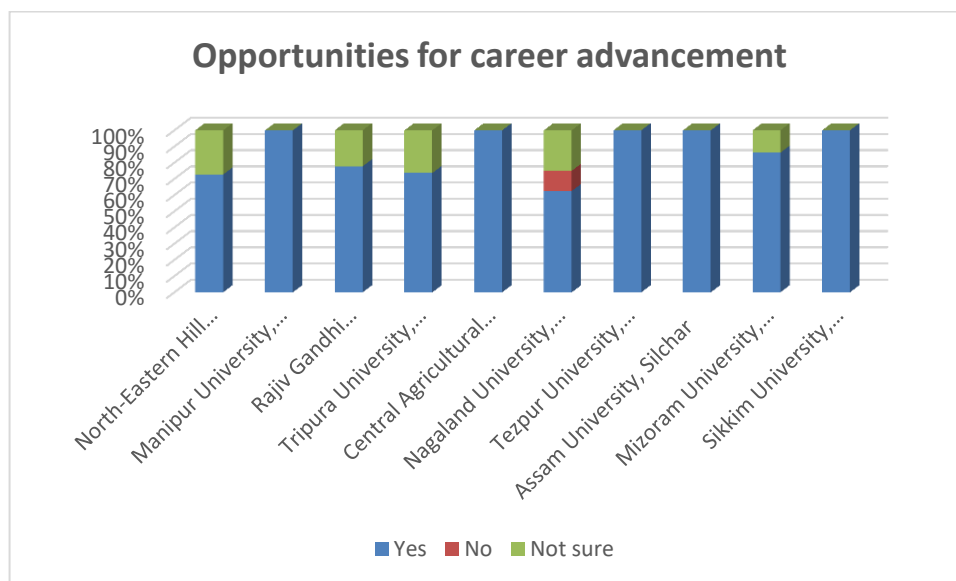
Graph 5.2.20

From the table 5.2.20 supplemented by graph 5.2.20 we can see that, out of 162 responded questionnaire 136 (83.95%) said that there are enough opportunities to learn new skills and develop professionally and career advancement which means they gain improvement from their work place, whereas 25 (15.43%) said that they are not sure about it and also 1 (0.61%) said that there is no enough opportunities. Lack of improvement can occasionally be a number of things, including self-carelessness, a lack of adequate university infrastructure and equipment that leads employee to fail and to comply, and a lack of stern guidance from the librarian or department head.

5.3. Data Analysis for Librarian

The researcher also conducted a thorough investigation of the ten Central University Librarians in Northeast India in order to gain access to important information from each library regarding the management of their staffs and to learn their opinions and suggestions when appropriate. The information is detailed below:

5.3.1. Respondent's rate

The researcher circulated the questionnaires to the Central University Librarian of Northeast India namely, North Eastern Hill University (NEHU), Manipur University, Rajiv Gandhi University Arunachal Pradesh, Tripura University, Central Agricultural University Imphal, Nagaland University, Tezpur University, Assam University, Mizoram University and Sikkim University.

Table 5.3.1. Respondent Rate

Total Number of Librarian	Total no. Respondent Librarian	Percentage
10	8	80%

(**Source research questionnaire**)
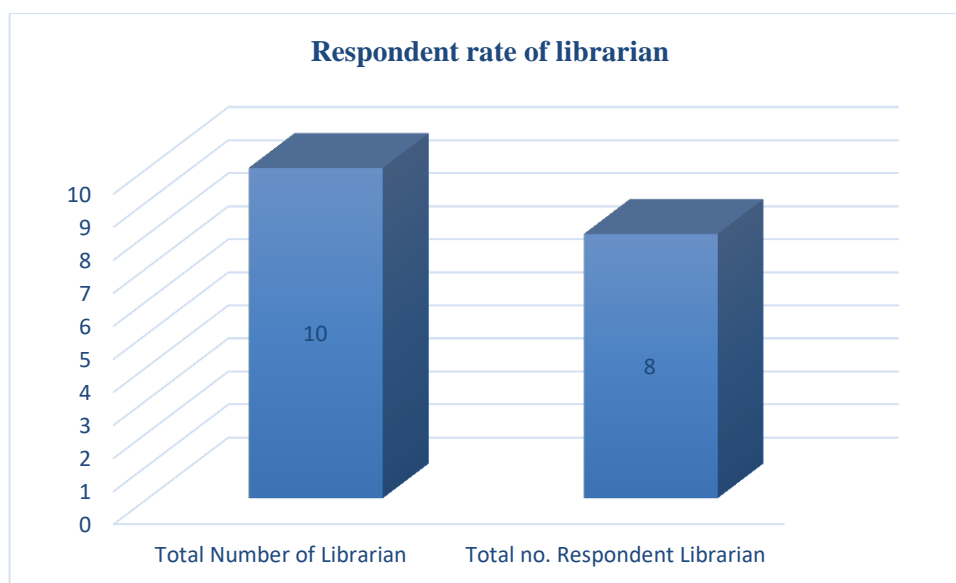
Graph 5.3.1

Table 5.3.1 supplemented by graph 5.3.1 shows the respond rate of the University Librarian. Out of the ten Central University Librarian of Northeast India, 8 (80%) Librarian has responded the questionnaire. Namely, North Eastern Hill University (NEHU), Manipur University, Tripura University, Central Agricultural University Imphal, Nagaland University, Tezpur University, Mizoram University and Sikkim University. Whereas, Rajiv Gandhi University Arunachal Pradesh and Assam University Librarian have not responded

5.3.2. Number of Library Staffs (including Librarian).

The researcher circulated the questionnaires among the librarian in order to know how many staffs are currently present in the central university library. Table 5.3.2 stated below provide the full detail of the staff working in different libraries under study.

Table 5.3.2 Number of Library Staffs

Name of the section	NEHU	MU	RGU	TU	CAU	NU	TEZU	AU	MZU	SU
Acquisition section	5	2	3	4	2	4	3	4	4	1
Technical section	6	8	3	5	3	5	3	4	4	1
Circulation section	5	1	2	4	2	3	3	3	4	1
Periodical section	4	1	1	3	0	1	1	1	3	1
Computer Section	3	1	2	2	1	1	1	2	2	1
Reference Section	2	1	1	2	0	1	1	2	1	1
Back Volume Section	2	1	1	1	0	0	1	1	1	0
Binding Section	3	2	1	2	0	0	0	2	1	
Supporting Staffs/others	20	4	1	2	1	2	3	5	10	2
Total	**50**	**22**	**15**	**26**	**10**	**15**	**20**	**15**	**30**	**18**

(Source: Research Questionnaire)

NUMBER OF LIBRARY STAFFS

Legend: Acquisition section, Technical section, Circulation section, Periodical section, Computer Section, Reference Section, Back Volume Section, Binding Section, Supporting Staffs/others

University	Acquisition	Technical	Circulation	Periodical	Computer	Reference	Back Volume	Binding	Supporting Staffs/others
SU	1	1	1	1	1	1			2
MZU	4	4	4	3	2	1	1	1	10
AU	4	4	3	1	2	2	1	2	5
TEZU	3	3	3	1	1	1	1		3
NU	4	5	3		1	1	1		2
CAU	2	3	2			1			1
TU	4	5	4	3	2	2	1	2	2
RGU	3	3	2	1	2	1	1	1	1
MU	2	8	1	1	1	1	1	2	4
NEHU	5	6	5	4	3	2	2	3	20

Graph 5.3.2

From the table 5.3.2 supplemented by graph 5.3.2 we can see that North Eastern Hill University Shillong has the highest number of staffs working in the different sections of the library with 50 staffs, followed by Mizoram University 30 staffs, the third Tripura University with 26 number of staffs, fourth Manipur University with 22 staffs, fifth Tezpur University with 20 staffs, sixth is the Sikkim University with 18 number of staffs, seven are Rajiv Gandhi University, Arunachal Pradesh University, Assam University and Nagaland University with 15 staffs and the lowest number of staffs is Central Agricultural University Manipur with 10 staffs.

5.3.3. Satisfaction level of the current strength of human resources in the library

In every organization, including library, business sector, industry, or economy, human resources refers to the group of individuals who work there, so, the numbers of staffs and their ability to perform task assign to them is very much important to know. A question was asked among the ten central university librarian of Northeast India towards their satisfaction level of the current strength of human resources in their respective library.

Table 5.3.3. Satisfaction level of the current strength of human resource

Name of the University	Satisfied	Dissatisfied	Undecided
Northeastern Hill University, Shillong	✓	-	-
Manipur University	✓	-	-
Rajiv Gandhi University Itanagar	-	-	-
Tripura University Agartala	✓	-	-
Central Agricultural University, Imphal	✓	-	-
Nagaland University, Kohima	-	-	✓
Tezpur University, Tezpur	✓	-	-
Assam University, Silchar	-	-	-
Mizoram University, Aizawl	✓	-	-
Sikkim University, Gangtok	-	-	✓
Total	**6 (75%)**		**2 (25%)**

(Source: Research Questionnaire)

Satisfaction level of the current strength of human resource   Satisfied 100%

100%

Graph 5.3.3

Table 5.3.3 supplemented by chart 5.3.3 highlighted that out of 10 librarians, 8 librarians responded the questionnaire. So based on those 8 librarian feedback data were analyzed. NEHU, Manipur University, Central Agricultural University, Imphal, Tripura University, Tezpur University, and Mizoram University i.e. the 6 (75%) were satisfied with the current strength of their library human recourses whereas Nagaland University and Sikkim University Librarian i.e. the 2 (25%) responded as undecided about it as of now.

5.3.4. Services rendered in the library

A library service is one that makes reading materials available for quick use, circulates reading materials, assists in getting users access to library items, it is instructional and recreational offers at the same time. Regarding this a question was raised among the Northeast Central University Librarian asking what library services are offer for their end users.

Table 5.3.4 Services rendered in the library

Name of the services	NEHU	MU	RGU	TU	CAU	NU	TEZU	AU	MZU	SU
OPAC	✓	✓	-	✓	✓	✓	✓	-	✓	✓
CAS	✓	✓	-	✓	✓	✓	✓	-	✓	✓
SDI	-	-	-	-	-		-	-	-	-

Reference services	✓	✓	-	✓	✓			-	✓	✓
Reprographic services	✓	✓	-	✓	✓	✓	✓	-	✓	✓
Inter library loan	-	-	-	-	-	-	-	-	-	-
Translation services	✓		-				✓	-		
Library orientation	✓	✓	-	✓	✓	✓	✓	-	✓	✓

(Source: Research Questionnaire)
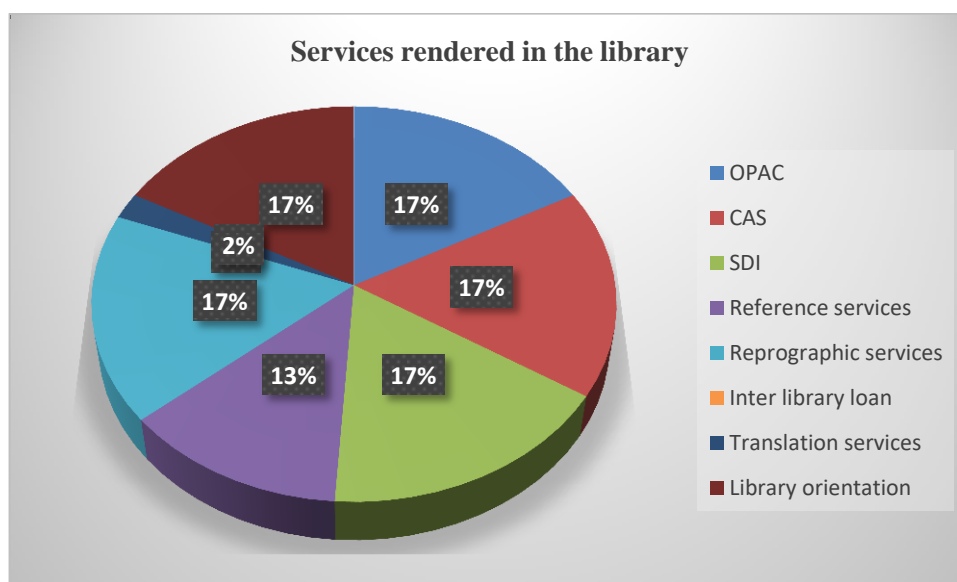
Graph 5.3.4

Table 5.3.4 and graph 5.3.4 above shows that Online Public Access Catalogue (OPAC), Current Awareness Services (CAS), Selective Dissemination of Information (SDI), reference Services, reprographic services and library orientation services are used by all the central university library of northeast India and also translation services is used by NEHU and Tezpur University library and inter library loan is not used by any of the library under study so far.

5.3.5. Written policy on Human Resource Management

Written policy of human resources makes sure that each employee is taken care of, that their requirements are respected, and that they have access to the right perks for

their work. Employee complaints, issues, and grievances are addressed by human resource policies, which also provide recommendations for how to resolve them. Regarding to this, a question was asked among the university librarian whether they maintain a written policy on human resource management.

Table 5.3.5 Written Policy of HRM

Name of the University	Yes	No
North-Eastern Hill University, Shillong	-	✓
Manipur University, Imphal	-	✓
Rajiv Gandhi University, Itanagar	-	-
Tripura University, Agartala	-	✓
Central Agricultural University, Imphal	-	-
Nagaland University, Kohima	-	✓
Tezpur University, Tezpur	-	✓
Assam University, Silchar	-	-
Mizoram University, Aizawl	-	✓
Sikkim University, Gangtok	-	✓
Total		**8 (100%)**

(Source: Research Questionnaire)

Graph 5.3.5

From the table 5.3.5 supplemented by graph 5.3.5 above shows that none of the library have a written policy of human resource management as of now even though there are rules and regulations that the staff must follow regarding leaves, pay, welfare, and growth, etc., there isn't yet a formal policy specifically addressing HRM issues.

5.3.6. Promotion policy for staff

Promotion can have an impact on salary increase, job security and rewarding exceptional achievement and many more. So, it encourages employee to strive for internal promotion chances. With regard to this librarian were asked whether they have a promotion policy for their library staffs.

Table 5.3.6 Promotion policy for staff

Name of the University	Yes	No
North-Eastern Hill University, Shillong	✓	-
Manipur University, Imphal	✓	-
Rajiv Gandhi University, Itanagar		-
Tripura University, Agartala	✓	-

Central Agricultural University, Imphal	✓	-
Nagaland University, Kohima	✓	-
Tezpur University, Tezpur	✓	-
Assam University, Silchar		-
Mizoram University, Aizawl	✓	-
Sikkim University, Gangtok	✓	-
Total	**8** **(100%)**	

(Source: Research Questionnaire)

Graph 5.3.6

The above table 5.3.6 and graph 5.3.6 shows the number of northeast central university libraries that maintain a promotion policy. Here, all the library i.e. 100% has maintain a good promotion policy for staffs.

5.3.7 Criteria for Promotion

Library use a variety of promotion strategies. It relies on the library type, size, and management. Promotions are solely decided by seniority in some organizations, however promotions are also decided on merit. There are also organizations that base promotions on seniority combined with merit or merit combined with seniority.

Table 5.3.7 indicate the criteria of promotion practiced among the central university libraries of Northeast India. The promotion standards frequently used in Northeast India's central university library are highlighted in the table below.

Table 5.3.7. Criteria for Promotion

Name of the University	Seniority	Merit	Seniority cum merit
North-Eastern Hill University, Shillong	✓	-	-
Manipur University, Imphal	✓	-	-
Rajiv Gandhi University, Itanagar	-	-	-
Tripura University, Agartala	✓	-	-
Central Agricultural University, Imphal	-	-	✓
Nagaland University, Kohima	-	-	✓
Tezpur University, Tezpur	-	-	✓
Assam University, Silchar	-	-	-
Mizoram University, Aizawl	-	-	✓
Sikkim University, Gangtok	-	-	✓
Total	**3 (37.5%)**		**5(62.5%)**

(Source: Research Questionnaire)
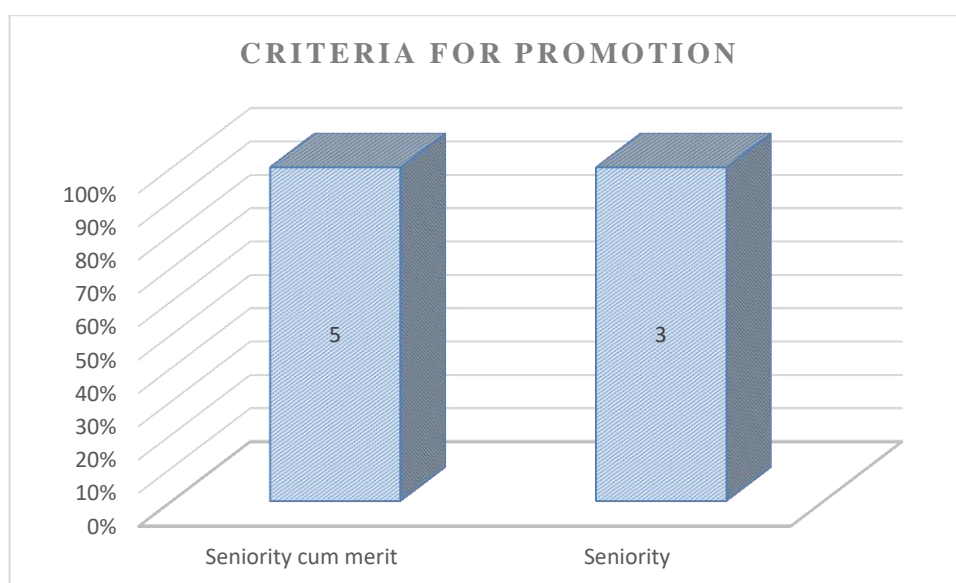
Graph 5.3.7

Based on the data collected, table 5.3.7 supplemented by graph 5.3.7 shows that 3(3.75%) University Library namely - NEHU, Manipur University, Tripura University library maintain the promotion policy of seniority whereas 5 (6.25%) University Library namely - Central Agricultural University Imphal, Nagaland University, Tezpur University, Mizoram University and Sikkim University follow the promotion policy of seniority cum merit respectively.

5.3.8. Library Committee

The Library Committee acts as a conduit for communication between the library and the faculty, staff and students. In addition to assisting in the evaluation and promotion of the Library's alignment with the needs of the institution community, it is essential to have a solid library committee, especially at the university level. With regards to this, a question was asked whether there is library committee among the Central University of Northeast India.

Table 5.3.8 Library Committee

Name of the University	Yes	No
North-Eastern Hill University, Shillong	✓	-
Manipur University, Imphal	✓	-
Rajiv Gandhi University, Itanagar	-	-
Tripura University, Agartala	✓	-
Central Agricultural University, Imphal	✓	-
Nagaland University, Kohima	✓	-
Tezpur University, Tezpur	✓	-
Assam University, Silchar	-	-
Mizoram University, Aizawl	✓	-
Sikkim University, Gangtok	✓	-
Total	**8** **(100%)**	

(Source Research Questionnaire)

From the table 5.3.8, we can see that the entire library i.e. the 100 % of the library under study maintain a proper library committee.

5.3.9. Conduct of staff meeting

Ensuring that everything is going as planned in a library is a key reason for every productive library. A productive staff meeting will identify solutions to solve any challenges and obstacles. In view of that, a questioned was asked among the Librarian of the ten Central University library of Northeast India how often do they conduct staff meeting for the betterment of their library.

Table 5.3.9. Conduct of staff meeting

Name of the University	Weekly	Monthly	Biannually
North-Eastern Hill University, Shillong	-	-	✓
Manipur University, Imphal	-	-	✓
Rajiv Gandhi University, Itanagar	-	-	
Tripura University, Agartala	-	-	✓
Central Agricultural University, Imphal	-	-	✓
Nagaland University, Kohima	-	-	✓
Tezpur University, Tezpur	-	-	✓
Assam University, Silchar	-	-	
Mizoram University, Aizawl	-	-	✓
Sikkim University, Gangtok	-	-	✓
Total			**8 (100%)**

(Source Research Questionnaire)

From the table 5.3.8 we can see that all the library i.e. the 100% maintain a good library staffs meeting twice a year (biannually).

5.3.10. Training for Library Staff

Proper training of employee/staff increase their productivity and led to the development of skills and knowledge. Employees with good training perform both in terms of quantity and quality. When personnel are effectively trained, less time,

money, and resources are not wasted. In view of that, librarian of the ten central university were asked whether they used to organized staffs training or not.

Table 5.3.10 Training for Library Staff

Name of the University	Yes	No
North-Eastern Hill University, Shillong	✓	-
Manipur University, Imphal	✓	-
Rajiv Gandhi University, Itanagar		-
Tripura University, Agartala	✓	-
Central Agricultural University, Imphal	✓	-
Nagaland University, Kohima	✓	-
Tezpur University, Tezpur	✓	-
Assam University, Silchar		-
Mizoram University, Aizawl	✓	-
Sikkim University, Gangtok	✓	-
Total	8 (100%)	

(Source: Research Questionnaire)

From the table 5.3.10 we can see that the entire library i.e. the 100% under study used to conduct training for their staffs.

5.3.11. Types of Training Provided

The training provided by the library under study were mention in the table below

Table 5.3.11 Types of Training Provided

Training Method	NEHU	MU	RGU	TU	CAU	NU	TEZU	AU	MZU	SU
Short training programme	-	-	-	-	-	-	-	-	-	-

170

Individual training by supervisor	✓	✓	-	✓	✓	✓	✓	-	✓	✓
In-house workshop	✓	-	-	-	-	-	-	-	-	-
Sponsored workshop	✓	-	-	-	-	-	-	-	-	✓
Outside Institution	-	-	-	✓	-	-	-	-	✓	✓
Individual training through their own expense	✓	✓	-	✓	✓	✓	✓	-	✓	✓

(Source: Research Questionnaire)
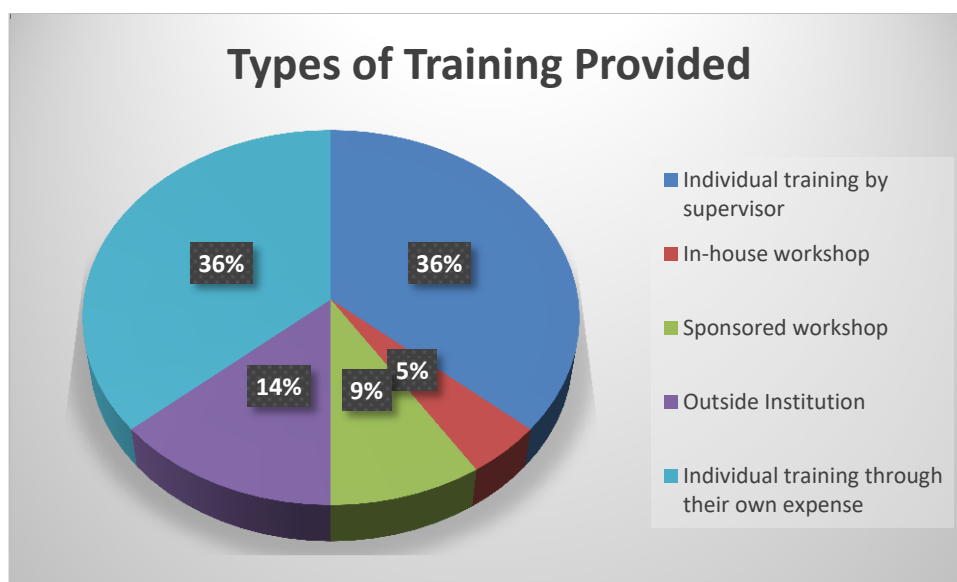
Graph 5.3.11

From the table 5.3.11 and graph 5.3.11 above, we can see that individual training through their own expense is done among every university staffs. This is likely quite common as head employers or colleagues are always in charge of supervising freshly hired personnel and also trained by their supervisor is also practiced by every library

171

employee under study and the third is followed by outside institution by Tripura University, Mizoram University and Sikkim University and the fourth is sponsored workshop by NEHU and Sikkim University and lastly in-house workshop practiced by NEHU.

5.3.12. Written policy for performance assessment of staff members.

Performance assessment of staff member can assist library in determining how well employees carry out their job responsibilities and where they can develop to more closely line with the library's overall objective because it is crucial for the library's improvement. So, in regards to that a question was asked among the librarian of the central university library whether the library practice a performance assessment of staff members.

Table 5.3.12 Performance Assessment

Name of the University	Yes	No
North-Eastern Hill University, Shillong	✓	-
Manipur University, Imphal	✓	-
Rajiv Gandhi University, Itanagar		-
Tripura University, Agartala	✓	-
Central Agricultural University, Imphal	✓	-
Nagaland University, Kohima	✓	-
Tezpur University, Tezpur	✓	-
Assam University, Silchar		-
Mizoram University, Aizawl	✓	-
Sikkim University, Gangtok	✓	-
Total	**8 (100%)**	

(Source: Research Questionnaire)

From the table 5.3.12, we can see that all the librarians under study gave their affirmative votes i.e. the 100%.

5.3.13. Feedback from staffs regarding performance

Constructive criticism at work is crucial because flourishing workplaces depend on efficient communication. Feedback not only boosts employee morale but also teaches us more about personalities, traits and flaws, how to behave, and how others are affected, so, a question was asked whether the librarian would like to receive feedback of their performance from their staffs regarding their performance as well.

Table 5.3.13 Feedback from staffs regarding performance

Name of the University	Yes	No	Not sure
North-Eastern Hill University, Shillong	✓	-	-
Manipur University, Imphal	✓	-	-
Rajiv Gandhi University, Itanagar	-	-	-
Tripura University, Agartala	✓	-	-
Central Agricultural University, Imphal	✓	-	-
Nagaland University, Kohima	✓	-	-
Tezpur University, Tezpur	✓	-	-
Assam University, Silchar	-	-	-
Mizoram University, Aizawl	✓	-	-
Sikkim University, Gangtok	✓	-	-
Total	**8 (100%)**		

(Source: Research Questionnaire)

From the table 5.3.13 above we can know that, all the librarian were willing to receive feedback of their performance from their staffs.

5.4. Findings

The following findings for the present study were drawn after due analysis of the table. Based on the objectives of the study, the findings were organize for better understanding.

Objectives 1
To assess the existing human resource available in the libraries under study.

1. The respondent's rate of the library staffs found out that, out of the 221 circulated questionnaire 162 dully filled in questionnaire were received from the Northeast Central University Library and the gender analysis also state that, out of the 162 respondents 79 (48.7%) are male and 83 (49.41%) are female respectively.

2. The respondent's rate of the Librarians found out that eight, out of the ten Librarians from the Northeast Central University library answered the questionnaire.

3. Regarding the qualification, out of the 162 respondents i.e. 104 (64.19%) were library professionals which means they have the degree of library and information science background and 32 (19.75%) were semi-professionals which means they have undergone certain criteria diploma, training or equivalent library science knowledge for their job and also 26 (16.04%) were non- professionals which means they are coming to work in the library without library science subject knowledge.

4. North Eastern Hill University Shillong has the highest number of staffs with 50, followed by Mizoram University 30 staffs, the third Tripura University with 26 number of staffs, fourth Manipur University with 22 staffs, fifth Tezpur University with 20 staffs, sixth is the Sikkim University with 18 number of staffs, seven are Rajiv Gandhi University, Arunachal Pradesh University, Assam University and Nagaland University with 15 staffs and the lowest number of staffs is Central Agricultural University Manipur with 10 staffs.

5. NEHU, Manipur University, Tripura University, Tezpur University, and Mizoram University i.e. 5 (62.5%) University were satisfied with the current strength of their library human resources whereas Central Agricultural University, Nagaland University and Sikkim university Librarian i.e. 3 (37.5%) University library responded as undecided about it as of now.

Objectives 2

To study the present scenario of library and information services provided by the libraries under study.

6. The library and information services; OPAC, Current Awareness Services (CAS), Selective Dissemination of Information (SDI), reference Services, reprographic services and library orientation services are used by all the ten central university library of northeast India and also translation services is used by NEHU and Tezpur University library. Inter library loan is not used by any of the library under study so far.

Objectives 3.

To examine how the libraries under study managed human resources for improving their system and services.

7. 36 (22.22%) staffs are of the view that HRM means ensuring proper use of existing human resources, 35 (21.60%) said that HRM is to ensure adequate supply of man power and anticipating the impact of technology on jobs and resources, 31 (19.13%) said that it is for forecasting future requirement of human resources and the rest 25 (15.43%) regarded HRM as an assessing surplus or shortage if any.

8. All the 10 (100%) library under study put a great importance on human resource planning such as; to carry on its work and to achieve its objectives, to put HR planning as a gap identifier in existing manpower in terms of their quantity and talent, provision for replacement of personnel through HR Planning, HR Planning as a facilitator for the expansion and diversification of an organization, and also

regarded HR Planning at the national level to facilitates educational reforms, geographical mobility of talent and employment generation.

9. In the exchange of duties among the library staff, 5 (3.08%) employee/staff agreed with job rotation, 104 (64.19%) disagreed about it and also 53 (32.71%) were undecided about it.

10. 100% i.e. 162 of the respondents agree with the term, person working in university libraries are getting better training than person working in other types of library.

11. The entire library i.e. 100 % (10) has maintained a good promotion policy for staffs.

12. NEHU, Manipur, Tripura i.e. 3 (37.5%) University library maintain the promotion policy of seniority whereas, Central Agricultural University Imphal, Nagaland, Tezpur, Mizoram and Sikkim University i.e. 5 (62.5%) university library follow the promotion policy of seniority cum merit respectively.

13. 10(100 %) of the library under study maintain a proper library committee.

14. All the library under study underwent several library training and development for the staff.

15. Regarding the type of training, the study found out that individual training through their own expense and trained by their supervisor is normally practiced by every library employee under study, followed by outside institution, sponsored workshop and in-house workshop.

Objectives 4.

To find out the job satisfaction level of the employees.

16. The recruitment and selection policy found out that out of the 10 central university library staffs/employee a total of 85 (52.46%) are satisfied with their current recruitment policy, 44 (27.16%) are dissatisfied and also 33 (20.37%) are undecided about it.

17. Salary satisfaction level of the library staffs found out that 162 respondents 52 (32.09%) library employees/staffs were happy with their current status and remuneration, while 103 (63.58%) percent were dissatisfied and also 7 (4.32%) of library employees expressed undecided feelings about pay.

18. Satisfaction level on current library promotion demonstrates that 123 (75.92%) of library staff were satisfied with the present promotion system, while 34 (20.98%) were dissatisfied with the current promotion system and 5 (3.08%) percent of library employees had undecided feelings about their existing library promotion system.

19.Satisfaction level on library working environment shows that 121 (74.69%) library staff were delighted with their current working environment, while 41 (25.30%) percent were not satisfied at all with their current working environment.

20. 120 (74%) library staff were satisfied with their work-life balance, whereas 27(16%) percent were dissatisfied and also 15(9.25%) were undecided about it which means that they are having a mix working environment condition.

Objectives 5

To study the challenges ahead for the libraries under study for human resource management and to suggest measures to develop their professional skills in the changing information scenario.

21. From the data analysis none of the library have a written policy of human resource management as of now.

22. 80 (49.38%) of library staff believes that promotion should be based on seniority, while 15 (9.25%) believe that promotion should be based on merit base and also 67 (41.35%) of library employees believe that promotion should be based only on seniority cum merit.

23. All the respondents said that introduction to new technology do not increased the stress level of job at all.

24. Induction, training, and development revealed that the whole library staffs of the ten North eastern university libraries i.e., the (100%) agreed that better induction, training, and development should be practiced and continued.

25. Out of 162 respondents 136 (83.95%) are of the view that there are enough opportunities to learn new skills, develop professionally and career advancement which means they gain improvement from their work place, whereas 25 (15.43%) said that they are not aware about it and also 1 (0.61%) said that there is no enough opportunities.

26. From the library-sponsored or other seminars/workshops/in-service training programme we can see that all the library staffs support and cooperate for the development of their knowledge and skills as well as for the betterment of the library.

27. All the respondents' library staffs agree that the performance appraisal report helps in the identification of training and development needs.

28. Regarding the written policy for performance assessment of the staff members it is found that all the librarian under study maintain a written performance assessment for the library staffs.

29. 148 (91.35%) of library staff support (agree) performing regular performance appraisals and believe that it is a successful tool for improving employee well-being, while 14 (8.64%) are unsure about how performance appraisals work for employee well-being. The performance appraisal was not disagreed by any of the library staff.

30. Performance feedback from the authority study reveal that out of 162 library staff, 130 (80.24%) were willing to receive feedback on their performance from authority, while 28 (17.28%) were not sure if they would like to receive feedback on their performance and 4 (2.46%) disagreed with the idea of receiving the performance feedback from the authority.

31. Regarding the receiving of feedback about the librarian performance by the staffs, the study found out that all the librarian under study were willing to received and see their performance as well.

5.5. Findings results of the research questionnaire

- From the data received and analyze it is found that employee well-being and the overall job satisfaction of the 10 central university libraries is still up to the mark as we can see that 120 (74%) employee out of 162 employee were satisfied with their current library wellbeing and library overall job satisfaction. 27(16%) were dissatisfied the main reasons for dissatisfaction based on the researchers observation can be due to expectation of better salary, work load issue, needs for training and development to improve skills and internal problems which they do not discuss publicly. Also 15(9.25%) were undecided about their current job satisfaction, the

reason may be due to negligence, irregular performance in their library and personal reasons.

- Also regarding the library services, the entire university libraries under studies were maintaining good library services like Online Public Access Catalogue (OPAC), Selective Dissemination of Information (SDI), Reference Service, reprographic service, inter library loan, translation service computer and internet facilities and adequate reading rooms and infrastructure facilities.

6.1. Conclusion

The present study sought to examine the human resource management of the central university libraries of Northeast India. This chapter contains the conclusion, suggestions and recommendations for further study, based on the survey as well as literature review and also on the basis of data collection through the questionnaire method that analyzed and interpreted in the previous chapters.

With the immense growth, development and reforms in university library, the role played by Library staffs from top to bottom in supplementing and complimenting the work, duties and services in library has become more and more challenging every day. The changes brought about by the tremendous evolution of IT products and the ever changing behavior of information seeking pattern have boosted the need to have a proper human resource management plan in providing an efficient and effective information and library services.

The "Inner-Peace of India with Unrevealed Secrets" is found in the northeast. The issue, though, is that, it is not receiving enough attention in terms of improvements in politics, economics, society, and technology. It is India's gateway to the east and is encircled by 5300 km of international bodies. People in the northeast have felt "alienated" from the rest of the country's political, social, and economic mainstream more than just geographically. Injustice is undoubtedly present when there is poverty, unemployment, a low literacy rate, limited exposure, and outdated infrastructure. One of the primary complaints of this sector is that the central government has failed to adequately develop the region, which makes it one of the least developed regions in the country. All of these issues lead to underfunded university libraries, a lack of staff members qualified to handle library duties, and ultimately, discontent on the part of the end users in various ways.

Due to the unique characteristics of the North East Region in comparison to other states, libraries should be given special consideration in terms of staffing levels, welfare, security recruiting and selection, etc. A special focus on the development of human management through policy and guidelines for promotion and recruitment

should be given in light of the challenges the ten Central University Libraries in Northeast India under study are facing. The desire to perform their jobs more efficiently comes from job satisfaction at work for library workers. As a result, reasonable staff sizes, opportunities for promotion and upward mobility, selection and deployment, and continuing education programmes to enhance employees' professional competencies are crucial elements of human resource management in libraries. These can only result in the development of a strong library system on the university campus to support the nation's higher education system. The university library system must advance in order for the user community to have easy, dependable, and cost-effective access to the learning resources. Reforms in HRM, emerging knowledge society, optimal use of ICT in higher education have compelled the university library system to go forward so that the user's community can access the learning resources easily, reliably and cost effectively. The success of these reforms and changes can only be seen when the entire central university library staff performs their duties flawlessly. This is in addition to receiving proper funding from the higher authorities and parent institution by meeting their needs, which will eventually lead to the end users' satisfactions as well as for the benefit of the northeastern region states of India.

6.2. Suggestions

Numerous facts about the topic of human resources have been disclosed by the current study on human resource management in the Central University Library of Northeast India. The study made significant discoveries about the library's current situation in terms of its staff, recruitment and selection procedures, training, seminars, workshops, and development programmes, as well as the yearly performance evaluations from staff members and the head as well as their health and security wellbeing, participation, etc. that are necessary for human resource management in university libraries.

Suggestions were made and implemented in accordance with the data that was carefully analyzed and gathered for greater understandings. –

6.2.1. Importance of recruitment and selection process:

A fair and transparent recruitment and selection procedure is necessary since a good library employee can result in a good library. The process of selection must be fair and impartial, and the institution's head and librarian must act if there are any undesirable candidates or regulations that are broken because failing to do so could result in more serious consequences that could harm the institution, the state, and the entire nation. Additionally, choosing a qualified candidate is crucial, and bribery and nepotism should be avoided. Because we should be aware that effective libraries can only exist when excellent and knowledgeable librarians work in tandem with library personnel to meet the needs of their patrons, who should always be the ultimate goal.

6.2.2. Needs for strong manpower planning:

Manpower planning, also known as human resource planning, and entails placing the ideal mix of individuals in the ideal setting at the ideal time, executing the ideal tasks for which they are qualified in order to help the library achieve its objectives. They therefore occupied a significant position in the field of libraries as a result of the necessity for specialized qualified employees in the acquisition technical circulation computer to binding sections to manage them carefully for progress. The library under study has kept every part extremely well structured, and this should always be done because these reveal the library's strengths and weaknesses.

6.2.3. Importance of employee training and development:

A library should exert every effort to guarantee that staff perform at the highest level because a library is the culmination of what each employee accomplishes on an individual basis. New software, programmes, and technological advancements are released every day as updated solutions for growth and advancement. This implies that there will always be a skills gap that needs to be filled. Training employees is a practical technique to make sure of that.

Employees can develop new skills and enhance their performance at work through training. Even highly trained individuals must undergo training because every organisation has distinct expectations for each function, and prior experience may not always be sufficient. In these professional settings, continuing education using

diverse modalities as needed is the best course of action. Workshops, seminars, training, orientation, and any other type of development are intended for the entire workforce, not just those who have recently been hired. To make sure that everyone on the team is on the same page and well-prepared for the project and its challenges, training is essential before the first phase of any new project. Even though they require investing time, money, and other resources, they are still valuable investments.

6.2.4. Employee wellbeing:

In the library, it is essential to ensure the wellbeing of the staff. A healthy work environment of a business depends on the wellbeing of its employees. In order to help staff members manage stress levels and maintain a happy and productive workplace, libraries should encourage wellbeing. In addition to more nuanced concepts like pleasure and engagement levels, wellbeing can also refer to one's mental and physical health. Additionally, it is the responsibility of the employers to give their staff the assistance and care they need to maintain good bodily and mental health. Even so, several libraries under the study of Northeast Central University libraries still do not have a specific wellbeing strategy, despite the fact that it is past due for people to take care of their mental health. Employees can experience support and value at work with the aid of a wellbeing strategy. Additionally, it can raise staff morale and inspire groups to work hard to accomplish their objectives.

6.2.5. Importance of performance appraisal:

Performance assessments are essential for a library's growth. The library benefits from knowing if a worker is productive or a liability. It helps the employee choose the course of his or her career. It is essential to HR management. Northeast Central University's library staff routinely assesses its performance. A typical appraisal report, however, without the necessary improvement and action, accomplishes nothing. University leaders and organisations should pay attention to their staff members' concerns, comments, and opinions because employees are the ones who deal with their duties on a daily basis and are the ones who know best what issues the library faces and what can be done to address them.

6.2.6. Information technology and human resources:

Every aspect of library activities and services has been significantly impacted by the introduction of new technologies. The professional librarian will need to determine how information technology will affect libraries, keep an eye on it, and develop the necessary abilities to deal with it sensibly and objectively for libraries to operate effectively and efficiently. As a result, human resources employed by libraries must possess ICT-based knowledge, skills, and abilities. However, the study also discovered that some libraries lacked the technological capabilities to develop their human resources. In contrast, other libraries were found to have excellent internet connections, telephones, computers, digitalized documents, and strong security services that met user needs and boosted staff morale. So, in order to stay relevant and always be a center of learning, libraries must develop improved facilities that are both appealing and user-friendly with the introduction of technological innovation and increasing competition.

6.3. Scope for further research

In today's competitive knowledge-based organizations, including the library and information sectors, human resource management has emerged as a key factor. The importance of human resources cannot be overstated, not even in the age if microchips and globalization. In university libraries or any other type of organization where the significance of human resource management cannot be ignored, research could be conducted in the following areas for the improvement of human resource management.

1. In light of the current study, comprehensive analysis of human resource management at Northeast India's central universities, a study on human resource management among administrative staff at Northeast university libraries is possible.

2. Further research can also be done using statistical evaluation of scientific publication like bibliometric study of HRM in the University Libraries of Northeast India

3. Another good research topic is to compare HRM programmes at two or three India's central institutions. However, the universities being compared must belong to the same circle in terms of their establishment year, the subjects they offer, where they are located, and other factors.

4. The study can be divided into more specific areas, such as a separate investigation of library employee well-being, the effect of performance reviews, the value of training and development for library personnel, etc.

APPENDIX I

QUESTIONNAIRE FOR LIBRARY PROFESSIONALS
I. GENERAL INFORMATION

1. Name of the University/Library   _____

2. Name of the respondent   _____

3. Designation   _____

4. Qualification   _____

5. Section/ Division attached   _____

6. Which of the following best define you?

(i) Professional ☐   (ii) Semi Professional ☐   (iii) Non-professional ☐

II.INFORMATION PERTAINING TO STUDY

Please state your satisfaction level with the following human resource management practices in your library. You may give tick mark on any of the answers provided below:

1. What is your opinion on Human Resource Management? (You can give tick mark on any one of them)

Sl.no.	Human Resource Management	tick mark
1	Ensuring adequate supply of man power	
2	Ensuring proper use of existing human resources	
3	Assessing surplus or shortage if any	

| 4 | Forecasting future requirement of human resources | |
| 5 | Anticipating the impact of technology on jobs and resources | |

2. Which of the following best describes your desire to work in the library?

Strong desire ☐   Moderate desire ☐   No desire ☐

3. Do you think the salary given to you and the tasks assigned to you are well balance?

Yes ☐   No ☐   Undecided ☐

4. Are you satisfied with your present salary?

Satisfied ☐   Dissatisfied ☐   Undecided ☐

5. How many times have you applied for job elsewhere?

Many times ☐   Quite a few times ☐   Never ☐

6. If you have applied, please indicate the reasons for it. (Tick wherever applicable)
    (a) Poor earning
    (b) Promotion issue
    (c) Frustration
    (d) Low morale
    (e) To accompany spouse/family
    (f) Others

7. Are you satisfied with the team spirit of your current working environment?

Satisfied ☐   Dissatisfied ☐   Undecided ☐

8. Are you satisfied with the present recruitment policy of your library?

Satisfied ☐   Dissatisfied ☐   Undecided ☐

8.1 If you are dissatisfied, state your reason:

_____

_____

9. Are you satisfied with promotion system?

Satisfied ☐   Dissatisfied ☐   Undecided ☐

10. Due to seniority, inefficient person are sometimes promoted

Agree ☐   Disagree ☐   Undecided ☐

11. Promotion should be on the basis of

Seniority ☐   Seniority cum Merit ☐   Merit ☐

12. Recruitment on the basis of written exam is helpful

Agree ☐   Disagree ☐   Undecided ☐

13. Is there any orientation programme for newly recruited staff in your library?

Yes ☐   No ☐   Not aware ☐

14. Have you participate in any library-sponsored or other seminars/workshops/in-service training programmed?

Yes ☐   No ☐

14.1 If yes, kindly mention the programmed attended

_____

_____

_____

15. Does your library provide any special opportunity for interested employees to acquire new

skills through in service training?

Yes ☐   No ☐   Not aware ☐

16. Exchange of duties among the library staff helps in professional development.

Agree ☐   Disagree ☐   Undecided ☐

17. Do you agree that person working in university libraries are getting better training than

person working in other types of library?

Agree ☐   Disagree ☐   Undecided ☐

18. Introduction to new technology has increased the stress level of job.

Agree ☐   Disagree ☐   Undecided ☐

19. Do you think performance appraisal make a great impact for the improvement of your

library?

Great extent ☐   Some Extent ☐   Never ☐

20. Do you agree that respondent of appraisal provide fair answer?

Agree ☐   Disagree ☐   Not sure ☐

21. How do you feel about the questions ask in performance appraisal?

Difficult to answer ☐   Irrelevant and pointless ☐   Accurate and helpful ☐

22. Would you like to receive feedback about your performance from your concerned head

periodically?

Yes ☐   No ☐   Not sure ☐

23. Appraisal reports help in the identification of training and development needs.

Agree ☐   Disagree ☐   Undecided ☐

24. Overall, how do you rate your job satisfaction level?

Satisfied ☐   Dissatisfied ☐   Undecided ☐

25. Please suggest measures for development of professional skills in the changing information scenario:

_____

_____

APPENDIX II

QUESTIONNAIRE FOR LIBRARIAN

I. GENERAL INFORMATION

1. Name of the University   _____

2. Name of the library   _____

3. Year of establishment   _____

4. E-mail   _____

5. Website   _____

II.INFORMATION PERTAINING TO STUDY

6. Kindly mention the number of staffs present in your library in the table given below.

Sl.no.	Name of the section	No. of staff
1	Acquisition section	

2	Technical section	
3	Circulation section	
4	Periodical section	
5	Computer Section	
6	Reference Section	
7	Back Volume Section	
8	Binding Section	
9	Others please specify	

7. Strength of library staff

Sl.no.	Designation	No. of staff
1	Librarian	
2	Deputy Librarian	
3	Assistant Librarian	
4	Documentation officer	
5	Information Scientist	
6	Professional Assistant	
7	Semi-professional Assistant	
8	Technical Assistant	
9	Library Assistant	
10	Library Attendant	
11	Office Clerk	
12	Peon	
13	Gate Keeper	
14	Others	

8. Are you satisfied with the current strength of human resources in your library?

Satisfied ☐   Dissatisfied ☐   Undecided ☐

9. What are the services rendered/offer in your library? (Tick wherever applicable)

Sl.no.	Services	Tick mark
1	Current Awareness Services (CAS)	
2	Selective Dissemination of Information (SDI)	
3	Reprographic service	
4	Translation service	
5	Abstracting services	
6	Indexing service	
7	Bibliographic services	
8	Reference service	
9	Circulation service	
10	Online service	
11	Others (Please specify) _____	

10. Do you agree on Human Resource Management as a very important resource that has to be treated seriously?

Agree ☐   Disagree ☐   Undecided ☐

11. Do you have a written policy on Human Resource Management?

Yes ☐   No ☐

12. Does your library have a promotion policy for staff?

Yes ☐   No ☐

12.1 If yes, please indicate the criteria of promotion

Seniority ☐   Merit ☐   Seniority cum merit ☐   Assessment ☐

Others_____

13. Do you agree that promotion motivates employees to make a great effort to work and achieve

higher productivity?

Agree ☐   Disagree ☐   Undecided ☐

14. Do you have a library committee?

Yes ☐   No ☐

15. How often do you conduct staff meeting?

Weekly ☐   Monthly ☐   Biannually ☐

Others _____

16. Do you conduct any training for library staff?

Yes ☐   No ☐

16.1If yes, select the training provided:

Sl.No.	Training method	Tick wherever necessary
1	Short training programme	
2	Individual training by supervisor/ colleague	
3	In-house workshops	
4	Sponsored workshop	
5	Outside Institution	
6	Any other. Please specify	

17. Does your library maintain a written policy for performance assessment of staff members?

Yes ☐   No ☐

18. Do you maintain welfare grievance and negotiation programmes for your library.

Yes ☐   No ☐

18.1. If yes, how satisfied are you with your library welfare mechanism adopted for the staff

Strongly satisfied ☐   Satisfied ☐   Undecided ☐

19. Do you agree that job rotation among the library staff helps in their professional

development?

Agree ☐   Disagree ☐   Undecided ☐

20. Would you like to receive feedback from your staff concerning about your performance periodically?

Agree ☐   Disagree ☐   Undecided ☐

21. Keeping in view the future requirement, in which area do you feel that the human

resource should increase their skills

_____
_____

Bibliographies

Armstrong, M. (2006). *A handbook of human resource management practice*. Kogan Page Publishers.

Aswathappa, K., & Reddy, G. S. (2009). *Organisational behaviour* (Vol. 20). Mumbai: Himalaya Publishing House.

Azmi, F. T. (2019). *Strategic Human Resource Management: Text and Cases*. Cambridge University Press.

Baron, J. N., & Kreps, D. M. (1999). Consistent human resource practices. *California Management Review*, *41*(3).

Briscoe, D., Schuler, R., & Tarique, I. (2012). *International human resource management: Policies and practices for multinational enterprises*. Routledge.

Chandan, J.S (2010). *Organisational Behaviour* (3rd ed.). VIKAS Publishing House. *Commerce*, 40 (150-51), 71-73.

Deadrick, D. L., & Stone, D. L. (2014). Human resource management: Past, present, and future. *Human Resource Management Review*, *3*(24), 193-195.

Debroux, P. (2017). *Human Resource Management in Japan: Changes and Uncertainties: a New Human Resource Management System Fitting to the Global Economy*. Routledge.

Gulick, L. H. (1936). Notes on the theory of organization. Papers on the Science of Administration. New York: Institute of Public Administration. pp.3–35.

Hernon, Peter., Powell, Ronald R., & Young, A.P. (2003). *The next library leadership* (pp. 13-15). Library of Congress Publication. New York.

Jurow, Susan (1996). *Human resource development in academic and research libraries : An American perspective*. In: Oldroyd, Margaret (ed). Staff development in academic libraries: Prescut practice and future challenges. London : Library Association.

Keith, Davis., & J.W. (1990). H*uman behaviour at Work Organizational behaviour* (pp.83). Tata McGraw-Hill Company Ltd.

Kumar, Pradeep., & Sachdeva, Amanjot. (2018). *Fundamentals of Management* (pp. 75-76). S.Chand. New Delhi.

Kumar, R. (2010). *Human Resource Management: Strategic Analysis Text and cases*. I.K. International.

Mathis, R. L., & Jackson, J. H. (1997). *Human resource management* (8th ed). Minneapolis/St. Paul, MN: West Publishing.

Momoria C.B. & Gankar S.V. (2002). *Personnel Management: Text and Cases* (22nd ed. pp. 647). Himalaya Publishing House, Mumbai

Oldroyd, Marget (1994). The role of the staff development and training manager in the new universities. *British Journal of Academic librarianship*, 9(3), 201-208.

Pillai, R. S. N., & Kala, S. (2013). *Principles and Practice of Management*. S Chand.

Quinn, B. (1995). Understanding the Differences Between Committees and Teams. *Library Administration and Management,* 111-116.

Randhawa, G. (2007). *Human resource management*. Atlantic Publishers

Rao, T. V., & Preek, U. (1981). *Behavioural processes in organisations (*pp.103-108). Oxford & IBH.

Rao,V.S.P. (2010). *Human Resource Management: Text and cases* (pp.369). Excel Books.

Reiche, B. S., Stahl, G. K., Mendenhall, M. E., & Oddou, G. R. (Eds.). (2016). *Readings and cases in international human resource management*. Taylor & Francis.

Robbins, S. P. (2003). In *Organizational Behavior* (10th ed., pp. 82–83). Prentice-Hall of India Private Limited, New Delhi.

Roknuzzaman, M. (2007). Status of human resource management in public university libraries in Bangladesh. *The International Information & Library Review*, *39*(1), 52-61.

Sharon, P. A. N. D. E., & Swapnalekha, B. (2015). *Human resource management: Text & cases*. Vikas Publishing House.

Shukla, S.K. (1987). Human resource development in banking industry. *Indian Journal of*

Sparrow, P., Schuler, R. S., & Jackson, S. E. (1994). Convergence or divergence: human resource practices and policies for competitive advantage

worldwide. *International Journal of Human Resource Management*, *5*(2), 267-299.

Stredwick, J. (2013). *An introduction to human resource management*. Routledge.

Usherwood, et. al. (2000). Recruitment and retention in the public library: a baseline study. *Library Management*, 21(2), 62-80.

Verril, P.E. (1993). Performance appraisal for 1990's: Management threat or professional right?. *British Journal of Academic Librarianship*, 8(2), 98-112

Web references:

Abdussamad, Z., Agyei, I. T., Döngül, E. S., Abdussamad, J., Raj, R., & Effendy, F. (2021). *Impact of Internet of Things (IOT) on Human Resource Management: Areview*. MaterialsToday:Proceedings.https://doi.org/10.1016/j.matpr.2021.11.247

Agarwala, T. (2003). Innovative human resource practices and organizational commitment: An empirical investigation. *International Journal of Human Resource Management, Vol.14, No.2, pp. 175-197.* https://www.tandfonline.com/doi/abs/10.1080/0958519021000029072

Ahmed, B., Noor, N. H. N. B. M., & Ahmed, M. (2022). Factors influencing knowledge sharing practices among librarians in the Malaysian academic libraries. *The Journal of Academic Librarianship, 48(6), 102612.* https://doi.org/10.1016/j.acalib.2022.102612

ALA Website. (2018). HRD Status Issues. http://www.ala.org/hrdr/status-issue

Alqudah, I. H., Carballo-Penela, A., & Ruzo-Sanmartín, E. (2022). High-performance

human resource management practices and readiness for change: An integrative model including affective commitment, employees' performance, and the moderating role of hierarchy culture. *European Research on Management and Business Economics, 28(1), 100177.* https://doi.org/10.1016/j.iedeen.2021.100177

Assam University Annual Report http://www.aus.ac.in/annual-reportaccounts/

Azizi, M. R., Atlasi, R., Ziapour, A., Abbas, J., & Naemi, R. (2021). Innovative human

resource management strategies during the COVID-19 pandemic: A systematic narrative review approach. *Heliyon, 7(6), e07233.*https://doi.org/10.1016/j.heliyon.2021.e07233

Bundy, Alan. (2002) Joint-use libraries- The ultimate form of cooperation. Available at http://www.library.unisa.edu.au/papers/jointuse.htm. Retrieved on 6-10-2018.

Carnevale, J. B., & Hatak, I. (2020). Employee adjustment and well-being in the era of COVID 19: Implications for human resource management. *Journal of business research, 116, 183-187.* https://doi.org/10.1016/j.jbusres.2020.05.037

Central Agricultural University Imphal Annual Report https://cau.ac.in/reports cau-imphal/

Cho, J. (2007). An evaluation plan for Korean university libraries to revitalize academic resource-sharing. *The Journal of academic librarianship, 33(4), 515518.*https://doi.org/10.1016/j.acalib.2007.03.009

Deepa, B. (2017). The factors of competency development among the working library professionals of the university libraries of North East India challenges and realities. http://hdl.handle.net/10603/207716

Delery, J. E., and Doty, D. H. (1996).Modes of theorizing in strategic human resource management: Tests of universalistic, contingency, and configurationally performance predictions. *Academy of Management Journal, Vol.39, No.4, pp. 802-835.* https://journals.aom.org/doi/abs/10.5465/256713

Dwidel‖, *The International Journal of Human Resource Management, Vol.5, No.2, pp. 267 272. pp. 125-144.* https://www.researchgate.net/journal/The-International-Journal-of-Human Resource-Management-1466-4399

Eales, J., Bethel, A., Fullam, J., Olmesdahl, S., Wulandari, P., & Garside, R. (2021). What is the evidence documenting the effects of marine or coastal nature conservation or natural resource management activities on human well-being

in South East Asia? A systematic map. *Environment International, 151, 106397.* https://doi.org/10.1016/j.envint.2021.106397

Elguindi, A., & Schmidt, K. (2012). *Electronic resource management: Practical perspectives in a new technical services model.* Elsevier. https://doi.org/10.1016/B978-1-84334-668-5.50002-X

Etse, D., & Boateng, M. S. (2019). Management of end-of-life library resources in Ghana: Strategies and sustainability implications. *The Journal of Academic Librarianship, 45(4), 368-376.* https://doi.org/10.1016/j.acalib.2019.04.005

Guidelines Subcommittee of the Staff Development Committee, Personnel Administration Section, Library Administration Division, American Library Association.https://www.ideals.illinois.edu/bitstream/handle/2142/.../librarytr endsv20i1j pt.pdfRetrieved on 6-10-2018

Guest, D. E. (2011). Human resource management and performance: still searching for some answers. *Human resource management journal, 21(1), 3-13.* https://doi.org/10.1111/j.1748-8583.2010.00164.x

Guest, D. E. (2017). Human resource management and employee well-being: Towards
a new analytic framework. *Human resource management journal, 27(1), 22-38.* https://doi.org/10.1111/1748-8583.12139

Gupta, A. and Singhal, A. (1993). Managing human resources for innovation and creativity. *Research Technology Management,* 36(3), *8-41.* https://www.semanticscholar.org/paper/Managing-Human-Resources-for-Innovation-and-Gupta Singhal/dc6d8e810e7b39d830eb86fa7aac0ff2a3cf5345

Gust, D. E. (1991). Personnel Management: The end of Orthodoxy? *British Journal of Industrial Relations.Vol. 3, pp. 137–156.* https://onlinelibrary.wiley.com/doi/abs/10.1111/j.1467 8543.1991.tb00235.x

Harter, J. K., Schmidt, F. L. and Hayes, T. L. (2002). Business-Unit-Level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. *Journal of Applied Psychology. Vol. 87, No. 2, pp. 268-279.* https://www.semanticscholar.org/paper/Business-unit

Hendry, C., Pettigrew, A. M. (1992). Patterns of strategic change in the development of human resource management. *British Journal of Management. Vol. 3,*

*pp.137–156.*https://onlinelibrary.wiley.com/doi/abs/10.1111/j.1467-8551.1992.tb00041.x

Hickey, C. D. (2006). Area studies libraries in the global studies milieu: Implications for non Roman script print resource management and university library budgets and staffing. *Library Collections, Acquisitions, and Technical Services, 30(1-2), 77-84.* https://doi.org/10.1016/j.lcats.2006.07.004

Human Resource Management in Academic Library of the digital era.https://www.researchgate.net/publication/234608216_Human_Resource_Management_in_Library_and_Information_Services

Kathryn M. Page and Dianne A. Vella-Brodrick. (2009). The 'What', 'Why' and 'How'of Employee Well-Being: A New Model. *Social indicator research. Vol. 90, No. 3*.pp. 441-458. http://www.jstor.org/stable/27734803. Accessed: 1/05/2021 06:59

Koloniari, M., & Fassoulis, K. (2017). Knowledge management perceptions in Academic libraries. *The journal of academic librarianship, 43(2), 135-142.* https://doi.org/10.1016/j.acalib.2016.11.006

Liebowitz, S. J., & Mendelow, A. L. (1988). Directions for development: Long-term Organizational change requires corporate vision and patience. Personnel Administrator,Vol. 33, pp.116–130.http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.597.9503&rep=rep1&type=pdf

Likert, Rensis (1967). *The Human Organisation; Its Management and Value*. New York.McGrawHillhttps://www.ideals.illinois.edu/bitstream/handle/2142/.../lirarytrendsv20i1jopt.pdf Retrieved on 6-10-2018

Lynch, B. P., & Robles-Smith, K. (2001). The changing nature of work in academic libraries.*College & Research Libraries. Vol. 62, No. 5, pp. 407–410.* https://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.915.9246&rep=rep1&type=pdf

Manipur Iniversity Annual Report https://www.manipuruniv.ac.in/report

Mills, K. E., Weary, D. M., & von Keyserlingk, M. A. (2021). Graduate Student Literature Review: Challenges and opportunities for human resource

management on dairy farms. *Journal of Dairy Science, 104(1), 1192-1202*. https://doi.org/10.3168/jds.2020-18455

Mizoram University Annual Report https://mzu.edu.in/annual-reports/

Minbaeva, D. B. (2005). HRM practices and MNC knowledge transfer. *Personal Review,Vol.34,No.1*,https://www.researchgate.net/publication/241326407_HRM_practices_and_MNC_knowledge_transfer

Nagaland University Annual Report https://nagalanduniversity.ac.in/English/annualrepacc

Newman, N., & Newman, D. (2021). Leadership behind masked faces: from uncertainty to resilience at a Jamaican academic library. *The Journal of Academic Librarianship, 47(5), 102377*. https://doi.org/10.1016/j.acalib.2021.102377

North Eastern Hill University Annual Report https://nehu.ac.in/Annual-Reports

Omotunde, O. I., & Alegbeleye, G. O. (2021). Talent management practices and job Performance of librarians in university libraries in Nigeria. *The Journal of AcademicLibrarianship, 47(2), 102319*. https://doi.org/10.1016/j.acalib.2021.102319

Page, K. M., & Vella-Brodrick, D. A. (2009). The 'what','why'and 'how'of employee well being: A new model. *Social indicators research*, *90*(3), 441 458.

POSDCORB. *Posted in Marketing and Strategy Terms concepts/marketing-and-strategy-terms/2443-posdcorb.html*. https://www.mbaskool.com/business

Rahman, A. I. M. (2011). Strategic human resources management in the digital library context.https://www.academia.edu/15106421/Strategic_Human_Resources_Management_in_the_Digital_Library_Context

Rajan, T. N. (2017). *unit 4 library staff: roles and responsibilities* – eGyanKosh. http:// egyankosh.ac.in/bitstream/123456789/34900/1/Unit-4.pdf

Roknuzzaman, M. (2007). Status of human resource management in public university libraries in Bangladesh. *The International Information & Library Review, 39(1), 52-61*. https://doi.org/10.1016/j.iilr.2006.10.001

Rajiv Gandhi University Annual Report https://nehu.ac.in/Annual-Reports

Renekar, M and Steel V (1989). Performance appraisal: Purpose and techniques in personnel administration in libraries New York : Neil Schuman P. 153,191.

Saeidi, P., Mardani, A., Mishra, A. R., Cajas, V. E. C., & Carvajal, M. G. (2022). Evaluate sustainable human resource management in the manufacturing companies using an extended Pythagorean fuzzy SWARA-TOPSIS method. *Journal of Cleaner Production, 370, 133380*.https://doi.org/10.1016/j.jclepro.2022.133380

Samimi, E., & Sydow, J. (2021). Human resource management in project-based organizations: revisiting the permanency assumption. *The International Journal of Human Resource Management, 32(1), 49-83*.https://doi.org/10.1080/09585192.2020.1783346

Schuler, R. S. and Jackson, S. E. (1987*).* Linking competitive strategies with human resource management practices. *Academy of Management Executive, Vol.1, No.3, pp. 207-219.* https://www.jstor.org/stable/4164753

Sikkim University Annual Report https://www.cus.ac.in/index.php/en/83-quick link/annual-Tezpur University Annual Report http://www.tezu.ernet.in/Annual_Reports/annual_reports.htm

Tripura University Annual Report https://www.tripurauniv.ac.in/Page/Annual_Reports_Annual_Accounts

Voegtlin, C., & Greenwood, M. (2016). Corporate social responsibility and human resource management: A systematic review and conceptual analysis. *Human Resource Management Review, 26(3), 181-197*. https://doi.org/10.1016/j.hrmr.2015.12.003

Webb, G.M. (1989). Human Resources Management in Libraries. *Journal of Library administration. 10 (4).*

Watson, L.A. (1992). Human Resource Management in Libraries: Theory and Practice. Bulletin of the Medical Library Association, 80 (2), 207-215. Available at https://www.ncbi.nlm.nih.gov/pmc/articles/PMC225653/

Wang, Z. M. (2005). Organizational effectiveness through technology innovation and

HRM strategies. *International Journal of Manpower, Vol.26, No.6, pp. 481-487.*https://www.researchgate.net/publication/242346083_Organizational_effectivenes_through_technology_innovation_and_HRM_strategies

Wasserman, Paul. (1958). Development of Administration in Library Service: Current

Status and Future Prospects. *College G Research Libraries, Vol. 19, pp. 283-94.* https://www.researchgate.net/publication/358976807_

Yu, J., Tong, W., Lv, P., & Feng, D. (2022). TERMS: Task Management Policies to Achieve High Performance for Mixed Workloads Using Surplus Resources. *Journal of Parallel and Distributed Computing.* https://doi.org/10.1016/j.jpdc.2022.08.005

8Rs Research Team. (2005). *The future of human resources in Canadian libraries. Alberta:University of Alberta: Canadian Library Human Resoure Study.* http://www.ls.ualberta.ca/8rs/8RsFutureofHRLibraries.pdf

BIO-DATA OF THE CANDIDATE

Miss. Lallawmawmi

Department of Library and Information Science

School of Economics, Management and Information Science

Mizoram University, Aizawl-796004, India

Phone: 8837489454

Email: lallawmawmi243@gmail.com

EDUCATIONAL QUALIFICATIONS

Master of Philosophy, 2017:	Mizoram University
Master in Library and Information Science, 2014:	NEHU, Shillong
B. A, 2012:	St.Edmunds College, Shillong
HSSLC, 2009:	MBSE, Aizawl
HSLC, 2007:	MBSE, Aizawl

(LALLAWMAWMI)

LIST OF PUBLICATIONS

Journals publication

Role of Human Resource Management on Employee's Well-Being: A Case Study of Central Library, Mizoram University. Library Herald. Vol. 60 No 1, March 2022, DOI: 10.5958/0976-2469.2022.00011.2

Bibliometric Analysis on Human Resource Management in The Library Based On SCOPUS Platform From 1969-2021. Library Philosophy and Practice (e-journal). March 2022, ISSN- 6943

Conference/Seminar paper

Presented paper presentation on National seminar, Social media and Librarianship: Connecting the community. Organized by the Dept. Of Library and Information Science, Mizoram University. 26th – 28th February 2020.

Presented paper presentation on "Student's perception on online learning amidst Covid-19 outbreak: An analytical study on Bachelor of Education (B.Ed) students of Mizoram University." On Universal briefing 5th October 2020.

PARTICULARS OF THE CANDIDATE

NAME OF THE CANDIDATE	Lallawmawmi
DEGREE	Ph.D.
DEPARTMENT	Library and Information Science
TITLE OF THESIS	Human Resource Management in the Central University Libraries of Northeast India: An Analytical Study
DATE OF ADMISSION	3rd August 2018
APPROVAL OF RESEARCH PROPOSAL	
1. DRC	16/10/2018
2. BOS	23/10/2018
3. SCHOOL BOARD	26/10/2018
MZU REGISTRATION NO.	1506635
PhD REGISTRATION NO. & DATE	MZU/Ph.D./1153 OF 26.10.2018
EXTENSION (IF ANY)	N/A

Head

Department of Library and Information Science

Mizoram University

ABSTRACT

HUMAN RESOURCE MANAGEMENT IN THE CENTRAL UNIVERSITY LIBRARIES OF NORTHEAST INDIA: AN ANALYTICAL STUDY

AN ABSTRACT SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF DOCTOR OF PHILOSOPHY

LALLAWMAWMI

MZU REGISTRATION NO.:1506635

Ph.D. REGISTRATION NO.: MZU/Ph.D./1153 OF 26.10.2018

DEPARTMENT OF LIBRARY AND INFORMATION SCIENCE

SCHOOL OF ECONOMICS, MANAGEMENT AND INFORMATION SCIENCE

OCTOBER 2022