

Full Length Research Paper

Manpower planning in Agricultural Science University Libraries in India

B. U. Kannappanavar^{1*} and Praveenkumar Kumbargoudar²

¹Kuvempu University Library, Jnana Sahyadri, Shankarghatta, Shimoga: 577 451, Karnataka, India.

²Gulbarga University, Gulbarga: 585 106, India.

Accepted 19 January, 2010

Manpower is an important resource in every organization. Inadequate manpower in organizations affects the functions and services in libraries adversely. As such, manpower planning is needed to know about the staff pattern, functions of the organizations, job analysis, effective providing of library services, etc. The present study identified the manpower working and manpower requirements in the Agricultural Science University Libraries in India. The paper concluded with the remarks as all the libraries are working without adequate managerial and supervisory staff, there is need to recruit these staff, other wise the functions and services of the agricultural science universities will get affected adversely.

Key words: Agricultural science university libraries, manpower planning, India.

INTRODUCTION

The Manpower Resource is the most important factor for the survival and development of any organization. Success of any organization including libraries depends mainly upon its manpower and their performance. To get best work out of existing manpower, effective manpower planning is essential.

In the context of Libraries and Information Centres, a Systematic programme of manpower planning should include certain basic elements:

- 1.) Determining the manpower requirements for various sections in the library;
- 2.) Making adjustments in the estimates of manpower requirements for the various factors like extension of library timings, Retrospective Conversion, developmental plans of the library and the parent organization;
- 3.) Regularly evaluating and assessing the performance of the library staff;
- 4.) Developing the required skills, competencies and talents among the library staff through appropriate training.

"To achieve any goal, manpower requirements need to

be ASSESSED, LOCATED and HARNESSSED. Manpower planning not only requires a simple assessment of NUMBER of men required, but also their CATEGORIES and skills as well as their balanced ALLOCATION" (Misra, 1990).

GENERAL STATUS AND STAFF STRUCTURE IN AGRICULTURAL SCIENCE UNIVERSITY LIBRARIES IN INDIA

The image of the library profession in India is not clear and appreciated in Agricultural Science Universities. However, the status of professionals in comparison with their counterparts is fairly equal. The Librarians, Documentalists and Information Officers in Government Departments, Research Laboratories and other Corporations are treated on par with Scientists and Technologists. Academic library staff enjoys equal status with teaching staff. Unfortunately, the Public librarians in most of the States, especially those working in private libraries, get much lower emoluments. Professionals in Scientific, Technical and Academic libraries are enjoying have all the benefits equal to what the technical and teaching faculty has individual's status and respect depends much upon his/her performance" (Vashishta, 1992).

*Corresponding author. E-mail: kannappanavar@gmail.com.

According to Bharati Sen (1991), Status of an occupation is determined by Salary or Remunerations, manipulation of symbolic or physical objects, intellectual contributions and interpersonal relationships. The status has been isolated as one of the work motivators such as manipulation of environment, the intellectual content of the job and social interaction.

In general, following Characteristics determine the Status of the library professionals in various kinds of libraries:

Salary and other perquisites

Salary and other perquisites such as study leave, financial support for attending seminars workshops are recognized as right of academic status. Also the acceptance by others of the librarians as intellectuals and equal contributors to the teaching process was taken to be an indicator of librarian's position in academic institutions like Colleges and Universities.

Administration and responsibility

The librarian must be able to manage the library effectively the men (Library Staff), Materials (Documents, Library Building, Machineries like Computers etc) and Money (Library Finance). Further the Responsibility for material selection for the library is both an administrative and an educational responsibility. Actually, selection of books is and should be a major activity of the librarian (Beverly, 1978). Professional Responsibility of the Librarian involves administrative, technical and educative aspects.

Authority

According to Edgar Schein, Authority based on rational consensus is expressed in the idea of position based on merit (ability plus performance and experience) and in the idea that authority ultimately derives from a person's expertness or Competence (Schein, 1983).

Hence, Authority possessed by the library professionals' plays important role in deciding his/her status. The authority and responsibility will derive from the knowledge, skills and competence of the library professionals.

Role

Status is the position, an individual occupies with relation to social group or organization; each status carries with it a value assigned by the group to the role. A Role is the pattern of action expected of person in activities involving others (Keith, 1984).

The role of library professional may be treated as Custodian of Documents or Manager of Information. and

of his subordinate library professionals, Technical Person in managing Information Systems and Networks and such others. Here the role of library professionals that decides his/her status (Hall, 1975).

Interpersonal relationship

According to Reiss, the place of an occupation within the interpersonal relationship structure of the job also affects the status. Occupation involving Supervision has higher status than those that are supervised.

Parida (1999) stated that Librarian occupy one of the most ambiguous positions in Colleges and Universities. This ambiguity has resulted in an unclear image and uncertain status for Librarians. The Status of academic librarians can be classified into two types:-

- 1.) Faculty Status, which involves the rules, regulations, procedures and benefits of the teaching faculty.
- 2.) Academic Status, which classifies librarians as academic staff rather than faculty, administrative personnel, clerical service or some other category.

Park and Riggs (1991) stated that - The role, function and responsibilities of academic librarians have changed and will continue to change. With these changes, comes the challenge to librarians have the challenges to define their positions in the academic community and to develop guidelines for their profession.

Majority of Agricultural Science Universities in India considered the Library Professionals as Non-teaching status. As such, even though there are professionally qualified and adequately experienced library professionals working in these Universities, the Professors and Heads of Teaching Faculty of some other Subjects are placed as In-Charge of the University Library. Hence, it is noted that the status or image of the Library Professionals in Indian Agricultural Science Universities is comparatively lower than that of other Universities.

As per the staff structure in Agricultural Science Universities, the University Librarian, Deputy Librarian and Assistant Librarians are having Teaching Faculty positions with Executive work, whereas Library Assistants, Technical Assistants, Cataloguer, Classifier etc are working as technical or non-teaching positions.

"In some countries the library system is growing rather fast. In such a situation status and image are minor problems. Librarians in these countries are more concerned about the development of the library system than about status and image. Some people suggested that concern about status and image are typical for a situation where there is stagnation instead of growth" (Prince, 1991).

As the library profession is continuously developing due to the impact of Information Technology and Computer Science, the library professionals are not considered on

par with teaching faculty.

MANPOWER PLANNING IN AGRICULTURAL SCIENCE UNIVERSITY LIBRARIES

Manpower planning may be regarded as the Quantitative and Qualitative Measurement of Staff required in an Organization including University Libraries and planning in relation to manpower. It may also be regarded as establishing objectives to develop human resources in line with broad objectives of the organization.

“Manpower Planning may be expressed as a Process by which the Organization ensures the right number of People, right kind of people, at the right place, at the right time doing the right things for the achievement of goals of the Organization” (Ahuja, 1988).

Manpower planning is the process of developing and determining objectives, policies and programmes that will be able to develop utilize and distribute manpower so as to achieve the goals of the Organization. Success of any organization depends mainly upon the effective manpower planning. The present study was undertaken to know about staff structure as well as manpower planning in selected Agricultural Science University libraries in India. Effective manpower planning leads to:

- Forecasting of Long-term manpower needs.
- Reduced manpower costs.
- Reveals the Training needs of working manpower with the result, training and development programmes become more effective.
- Better performance of manpower.
- Continuously improving the skills and Competencies required for professional achievement.

OBJECTIVES OF THE STUDY

- To know about the staff structure and manpower planning in Agricultural Science University Libraries;
- To find whether there are inadequate or sufficient staff to manage the different services in the libraries;
- To know about the sanctioned vacancies, working library professionals and vacant positions, so as to enhance the better services to the users.

SCOPE AND METHODOLOGY

India has more than 40 agricultural universities, but this study confines only to 20 universities. The following Universities were surveyed to collect the primary information for the present study.

- 1.) Acharya N.G. Ranga Agricultural University, HYDERABAD.
- 2.) Assam Agricultural University, JORHAT.
- 3.) Bidhan Chandra Krishi Viswavidyalaya MOHANPUR

- 4.) Chandrasekhar Azad University of Agriculture and Technology, KANPUR.
- 5.) Chandhary Charan Singh Haryana Agricultural University, HISAR.
- 6.) Dr. Balasaheb Sawant Konkan Krishi Vidyapeeth, DAPOLI.
- 7.) Dr. Panjab Rao Deshamukh Krishi Vidyapeeth. AKOLA
- 8.) Govind Ballabh Pant University of Agriculture and Technology, PANT NAGAR
- 9.) Indira Gandhi Agricultural University, RAIPUR
- 10.) Jawaharlal Nehru Krishi Vishwavidyalaya, Adhartal, JABALPUR.
- 11.) Kerala Agricultural University, Vellanikkara, THRISSUR
- 12.) Mahatma Phule Krishi Vidyapeeth, RAHURI
- 13.) Marathwada Krishi Vidyapeeth, PARBHANI
- 14.) Narendra Deva University of Agriculture and Technology, Kumarganj, FAIZABAD
- 15.) Orissa University of Agricultural and Technology, BHUBANESHWAR.
- 16.) Punjab Agricultural University, LUDHIANA
- 17.) Rajendra Agricultural University, PUSA, SAMASTIPUR.
- 18.) University of Agricultural Sciences, BANGALORE
- 19.) University of Agricultural Sciences, DHARWAD
- 20.) Uttar Banga Krishi Vishwavidyalaya, PUNDIBARI.

A questionnaire survey was conducted so as to assess the staff structure, functions of the library, collection, services, working hours, etc. The information collected on staff structure and manpower are analyzed here as under.

MANPOWER AND STAFF STRUCTURE

The collected data revealed that the library professionals have designations such as University Librarians, Deputy Librarians, Assistant Librarians, Library Assistants, Technical Assistants, Cataloguer, Classifier, etc.

Status of university librarians

Each of the above stated University has one University Librarian post. The functions of the university librarians are to co-ordinate and supervise all the activities and work of the university library. Following is the status of the University Librarians' positions in selected 20 Agricultural Science University Libraries:

It is surprising to note from Table 1 that out of the total 20 agricultural universities covered under the present study, only 07 (35.00%) have full time University Librarian. Further, 13 (65.00%) posts of University Librarians are vacant.

As discussed already, majority of the libraries are working without the University Librarian, the following table shows the functioning authority as 'University Librarian' in different libraries (Table 2).

It is emphasized that only 07 (35.00%) of the Agricultural Science University libraries are managed by the full time library professional as 'University Librarian', in 04 (20.00%) university libraries the library professionals who have lower designations such as 'Deputy Librarians', 'Assistant Librarians', and even 'Library Assistants' functioning as In-charge of the

Table 1. University Librarians in Agricultural Universities (N = 20).

Particulars	Frequency	Percentage
Total Sanctioned Posts	20	100
Number of Working University Librarians	07	35.00
Number of vacant posts	13	65.00

Table 2. Status of University Librarians (N = 20).

Particulars	Frequency	Percentage
Full time Library Professionals as University Librarian	07	35.00
Library Professional from lower designation as University Librarian	04	20.00
Non-Library Professional as University Librarian	09	45.00

Table 3. Status of Deputy Librarians (N = 15).

Particulars	Frequency	Percentage
Total Sanctioned Posts	15	100
Number of Working Deputy Librarians	08	53.33
Number of vacant posts	07	46.66

University Library. It is very surprising to note that nearly half of the libraries that are 09 (45.00%) are managed by the non-library professionals such as professors of various departments in the University as In-charge of the library.

Status of deputy librarians

The Deputy Librarians are working as in-charge officers for different sections, who will make supervisions of different sections in the libraries. The positions of the deputy librarians in agricultural science university libraries are shown as under.

It is noted from Table 3 that out of the 15 (100%) Deputy Librarians' sanctioned vacancies in 20 Agricultural Science University libraries, only 08 (53.33%) are working and remaining 07 (46.66%) are vacant. There is an urgent need to fill up these positions for supervising activities in agricultural science university libraries.

Status of assistant librarians

There are different sections functioning such as Book Acquisition, Collection organization, Maintenance, Technical, Computerization, etc in every agricultural science university libraries. To manage each section, the Assistant Librarians are playing role as Heads of sections. The following table shows that present state of working Assistant Librarians.

It is satisfactory to note from Table 4 that out of the 63 (100%) sanctioned vacancies for the posts of Assistant

Librarians in the selected Agricultural Science University libraries, only 15 (23.81%) are vacant and the remaining 48 (76.19%) of the Assistant Librarians are working.

Status of other posts

The term 'Others' here refers to all those posts who which are engaged in different library activities and services, such as classification, cataloguing, binding, providing services to users, digitization, etc. Their designations are based on their work and they include Library Assistants, Technical Assistants, Professional Assistants, Classifier, Cataloguer, etc. The status of these posts in the agricultural science university libraries are as under (Table 5).

Among the total 332 (100%) posts of the other library professionals', majority of them that is 275 (82.83%) are working, whereas 57 (17.17%) posts are still vacant.

Concluding Remarks

It is observed from the above study that majority of the library positions at managerial and supervisory level are vacant. Even in majority of the libraries, non-library professionals are leading the activities of the library. It is emphasized that the activities and services of the library are get affected adversely, if they are managed by the non-library professionals. Hence, urgent efforts are needed to fill up the sanctioned posts in various agricultural sciences university libraries. Hence, an effective manpower planning is essentially needed for Indian

Table 4. Status of Assistant Librarians (N = 63).

Particulars	Frequency	Percentage
Total sanctioned posts	63	100
Number of working assistant librarians	48	76.19
Number of vacant posts	15	23.81

Table 5. Status of Other Posts (N = 332).

Particulars	Frequency	Percentage
Total sanctioned posts	332	100
Number of working other library professionals	275	82.83
Number of vacant posts	57	17.17

Agricultural Science University Libraries so as to recruit, utilize and develop the library manpower in these libraries.

REFERENCES

- Ahuja KK (1988). Human Resource Management. Ludhiana: Kalyani. p. 35.
- Beverly JT (1978). The role of the academic librarian: a symposium. *J. Acad. Lib.* 4(3): 129.
- Hall R (1975). Occupations and the Social Structure. 2nd Ed. Englewood Cliff: Prentice Hall Inc. p. 243.
- Keith D (1984). Human behaviour at work. 6th Ed. New Delhi: Tata McGraw Hill. p. 32.
- Misra J (1990). The Contribution of Manpower Planning to National Development: The Developing Library Workforce in South-East Asia. Current Problems and Trends in Library and Information Services (Prof. KS Deshpande Felicitation Volume) Edited by HA Khan, SR Ijari. Varanasi: Indian Bibliographic Centre. pp. 42-52.
- Parida B (1999). The Status of Library Professionals in Academic Institutions in Orissa: an evaluation. *Asian Libr.* 8(8): 265-274.
- Park B, Riggs R (1991). Status of the Profession: a 1989 National Survey of Tenure and Promotion Policies for Academic Librarians. *Coll. Res. Libr.* 52(3): 275-289.
- Prince H (1991). Status, Image and Reputation of Librarianship: Results of an Empirical Study. *J. Lib. Info. Sci.* 16(1): 11-24.
- Schein E (1983). Organizational Psychology. 3rd Ed. New Delhi: Prentice Hall of India. p.29.
- Sen B (1991). Status of College Librarians based on some colleges under Bombay University within the limits of Bombay City. *Library Science with a Slant to Documentation.* 28(1): 5-16.
- Vashishth CP (1992). Advancement of Librarianship in India. *J. Libr. Info. Sci.* 17(1): 102-114.