



## Human Resource Management in Private Engineering College Libraries of West Bengal: a study

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### Abstract

The present study was conducted on private Engineering college libraries of West Bengal to explore the Human Resource Management (HRM) usually practiced by them. This study is an attempt to identify the present status of human resources, professional qualification, pay scale, gross salaries and human resource management practices prevalent in the private Engineering colleges. The study was based on primary as well as secondary information. A questionnaire-based survey was used for data collection. From the seventy (70) private Engineering colleges, the researchers selected four hundred and thirty-one (431) library staff including librarians based on the total library staff to collect their valuable responses. One research hypothesis was formulated to guide the study and the obtained data were analysed using MS Excel. Means, and standard deviations were used as descriptive analysis, while ANOVA test was used in testing the hypothesis at a 0.05 level of significance. The study has found that, (i) present staff strength was found to be inadequate; the majority of the library is without any professional degree; the majority of staff are drawing their remuneration as per the management scale, and the majority of library staff are drawing salary below Rs. 10000.00 per month. (ii) There was also no significant difference in professional, semi-professional and non-professional staff in respect of human resources management practices among the staff in private Engineering college libraries of West Bengal.

**Keywords:** Academic library, Engineering college libraries, Human resource management, Library management

### 1. Introduction

Human resources management (HRM) came to be known as an implicit part of management, which is concerned with the human resources of an organisation (Biswas, Nausheen, & Chakrabarti, 2011). The basic principles of HRM are to motivate people, to get the best contribution from individuals, to initiate them to achieve success, to make them

feel at home with the organisation and to create a sense of belonging to the library. The most important basic factors for an administration are recruitment norms, salary and promotion norms.

The library is a service-based organisation. Hence, the provision of a qualitative service for library users is the principal objective of the library. HRM is an



area that is very much required concerning Engineering college libraries. This study is based on the research conducted on the HRM in private Engineering college libraries of West Bengal. In this study, the researchers explore the present status of human resources, professional qualification, pay scale, gross salaries and human resource management practices prevalent in the private Engineering colleges. These HRM practices are identified by the researchers as the key issues in the HRM in Engineering college libraries.

## 2. Review of related literature

A number of studies in the recent past were carried out to find out the human resource management in different types of libraries all over the world. Some of the surveys in the context of human resource management in libraries are reviewed here. Singh (1998) evaluated the human resource management issues in libraries and recommended designing a library staff manual covering job description, role elements, responsibility structure, role relations, tools and techniques related to each job, etc. Roknuzzaman (2007) explored the extent of human resource management usually practiced by them. Examine the nature and type of library human resources, their professional categories, management issues including staff selection and recruitment, salaries and wages, job analysis methods, performance evaluation, audit, and promotion, supporting human resource development programmes, etc. Dessai and others (2010) discussed the current state-of-the-art status of human resources in college libraries and concluded that the authority must understand the staff problem of the library and provide adequate help to the college libraries. Tayeh (2010) conducted a study on human resource management practices at the public academic libraries in

Jordan and their role in determining the effectiveness of the personnel performance and the quality of services presented to users in academic libraries in particular Al Hussein Bin Talal university library. Kumar and Shukla (2013) conducted a study of human resources management in degree college libraries of Meerut districts to explore the extent of human resources management practices. Khan and Hossain (2015) investigated to assess the human issues related to human resource management in libraries, current status of professionals engaged, and their views and remarks for improving library services to better meet user needs are also discussed. This study also demonstrates positively related to POSDCORB effectiveness. Kumar (2016) described strategies of human resources management in university libraries to explore the extent of human resource management usually practiced by them. This study describes the conceptual framework of human resources management in libraries, problems facing university libraries these days, human resource management and organisational development, job analysis, work redesign, team building, change management, changing roles in libraries. Ramadevi (2017) finds out the issues relating to human resource management in academic libraries, professional engagement and views and comments to improve the library services in Amhara region, Ethiopia.

## 3. Statement of the problem

Human resource management helps to acquire, manage, and motivate people so that employees can improve their performance. In most of the private Engineering college libraries, there are several issues related to the function of human resource management such as managerial function and operative function. In this viewpoint, the study is



entitled "Human Resource Management in Private Engineering College Libraries of West Bengal: a study".

#### 4. Objectives of the study

The following objectives have been stated for the present study:

- i. To identify the demographic and educational background of staff in private Engineering college libraries
- ii. To find out the experience and remuneration provided to the library staff of private Engineering colleges
- iii. To identify the status of human resources in libraries of private Engineering colleges of West Bengal
- iv. To study the perception of library staff about the human resource management practices of private Engineering colleges.

#### 4.1 Research questions

To fulfil the objectives 01 to 03 following research questions were formulated;

- RQ.1** What are the conditions of the demographic and educational background of the private Engineering colleges?
- RQ.2** What are the experiences and remuneration provided to the library staff of private Engineering colleges of West Bengal?
- RQ.3** What is the present status of human resources in the libraries

of private Engineering colleges of West Bengal?

#### 4.2 Hypothesis of the study

To fulfil the objective 04 following null hypothesis were formulated;

**H01:** There is no significant difference among the several staff categories (i.e., Professional, Semi-professional and Non-professional) with respect to their opinions regarding Human Resources Management in the libraries of private Engineering colleges of West Bengal.

#### 5. Research methodology

The present study is based on a survey method for data collection. The questionnaire consists of both closed- and open-ended statements on a five-point Likert scale. The target population for the study consisted of the entire professional, semi-professional and non-professional staff of seventy private Engineering college libraries in West Bengal. The questionnaires were distributed among a total (468) library staff, out of 468 library staff, 431 library staff responded. The collected data obtained from the field questionnaire were analysed, classified and tabulated using MS Excel for appropriate statistical analysis and description.

#### 6. Analysis of data

The data collected from the Engineering college library staff including librarian through the questionnaires has been analysed and presented below;

##### 6.1 Demography and professional qualifications of respondents

To fulfil the objective one of this study, the demographic and educational background of staff in private Engineering college libraries are described below:



### 6.1.1 Demographic background of respondents

The distribution of respondents according to their gender is represented in

table 1, out of the 431 respondents, majority 343 (79.58%) of the respondents were male and 88 (20.42%) of the respondents were female.

**Table 1: Demographic background of respondents**

Demographic Details		Professional	Semi-professional	Non-professional	Total
Gender	Male	71 (78.90%)	96 (66.70%)	176 (89.34%)	343 (79.58%)
	Female	19 (21.1%)	48 (33.3%)	21 (10.66%)	88 (20.42%)
	<b>Total</b>	<b>90 (100%)</b>	<b>144 (100%)</b>	<b>197 (100%)</b>	<b>441 (100%)</b>
Age Group	<25	-	2 (1.39%)	2 (1.02%)	4(0.93%)
	25-35	32 (35.56%)	75 (52.08%)	51 (25.89%)	158 (36.66%)
	35-45	38 (42.22%)	47 (32.64%)	54 (27.41%)	139 (32.25%)
	45-55	13 (13.2%)	19 (13.2%)	62 (31.47%)	94 (21.81%)
	>55	7 (7.78%)	1 (0.69%)	28 (14.21%)	36(8.35%)
	<b>Total</b>	<b>90 (100%)</b>	<b>144 (100%)</b>	<b>197 (100%)</b>	<b>431(100%)</b>

Table 1 reveals that 4 (0.93%) of the respondents were in the age group of below twenty-five. 158 (36.66%) of them were between the age group of 25-35, 139 (32.25%) were within 35-45, 94 (21.81%) were within 45-55 and 36 (8.35%) were above 55 years of age. The majority of the respondents 75 (52.08%) were semi-professional staff in the age group of above 25-35. 38 (42.22%) professional staff of the respondents were under the age group of 35-45 years.

### 6.1.2 Professional qualifications of the respondents

Table 2 shows, details about the professional qualifications of the respondents at the time of entry into service life. Out of 431 respondents, 111 (25.75%) library staff have an MLISc degree at the time of entry in their service life. While 86 (19.95%) staff have BLISc degree, 10 (2.32%) staff have M.Phil degree, 7 (1.62%) staff have CLISc degree, 10 (2.32%) staff have M.Phil degree,

**Table 2: Professional qualifications of respondents**

Staff Degree	Professional	Semi-Professional	Non-Professional	Total
PhD	3 (3.33%)	-	-	3 (0.70%)
M Phill	8 (8.89%)	2 (1.39%)	-	10 (2.32%)
MLISc	61 (67.78%)	50 (34.72%)	-	111 (25.75%)
BLISc	18 (20.00%)	68 (47.22%)	-	86 (19.95%)
CLISc	-	4 (2.78%)	3 (1.52%)	7 (1.62%)
None	-	20 (13.89%)	194 (98.48%)	214 (49.65%)
<b>Total</b>	<b>90 (100%)</b>	<b>144 (100%)</b>	<b>197 (100%)</b>	<b>431(100%)</b>



3 (0.70%) staff have Ph.D. degree. On the other hand, out of 431 library staff, 214 (49.65%) staff have not any professional degree at the time of entry in their service.

## 6.2 Experience and remuneration provided by the respondents

To fulfil objective two of this study, the experience and remuneration provided to the library staff of private Engineering colleges are described below:

### 6.2.1 Working experience

**Table 3: Working experiences of respondents**

Staff Years	Professional	Semi-Professional	Non-Professional	Total
<b>Below 3</b>	21(23.33%)	32 (22.22%)	29 (14.72%)	82 (19.03%)
<b>3 - 6</b>	39 (43.33%)	44 (30.56%)	32 (16.24%)	115 (26.68%)
<b>6 - 9</b>	14(15.56%)	22 (15.28%)	58 (29.44%)	94 (21.81%)
<b>9 12</b>	9 (10%)	25 (17.36%)	44 (22.34%)	78 (18.1%)
<b>12 15</b>	5 (5.56%)	16 (11.11%)	31 (15.74%)	52 (12.06%)
<b>Above 15</b>	2 (2.22%)	5 (3.47%)	3 (1.52%)	10 (2.32%)
<b>Total</b>	<b>90 (100%)</b>	<b>144(100%)</b>	<b>197 (100%)</b>	<b>431 (100%)</b>

Table 3 reveals that there are 82 (19.03%) respondents who have a work experience of less than 3 years. 115 (26.68%) of them have work experiences of 3-6 years, 94 (21.81%) of them have work experiences of 6-9 years, 78 (18.1%) of them have work

experiences of 9-12 years, 52 (12.6%) of them have work experiences of 12-15 years and the rest 10 (2.32%) of the respondents has a work experience of above fifteen years.

### 6.2.2 Pay scale of the respondents

**Table 4: Pay scales of library staff**

Pay Scales	Professional	Semi-Professional	Non-Professional	Total
<b>A.I.C.T.E</b>	31(34.44%)	13 (9.03%)	-	44 (10.21%)
<b>Management</b>	36 (40%)	59 (40.97%)	158 (80.20%)	253 (58.70%)
<b>Consolidated</b>	23 (25%)	67 (46.53%)	35 (17.77%)	125 (29%)
<b>Daily Basis</b>	-	5 (3.47%)	4 (2.03%)	9 (2.09%)
<b>Total</b>	<b>90(100%)</b>	<b>144(100%)</b>	<b>197(100%)</b>	<b>431(100%)</b>

From table 4, it is observed that out of 431 staff, salary of 44 (10.21%) staff are paid as per UGC/AICTE norm, 253 (58.70%) are paid according to management of concerning

colleges, 125(29%) are paid in consolidated pay mode and 9 (2.09%) of them are paid on the daily basis.

**6.2.3 Gross salary of library staff private Engineering colleges****Table 5: Gross salary of library staff**

Staff Salary	Professional	Semi-professional	Non-professional	Total
<10000	-	33 (22.92%)	161(81.73%)	194 (45.01%)
10000- 15000	11 (12.22%)	72 (50%)	28 (14.21%)	111 (25.75%)
15000- 20000	15 (16.67%)	29 (20.13%)	7 (3.55%)	51 (11.83%)
20000- 25000	24 (26.67%)	8 (5.56%)	1 (0.51%)	33 (7.66%)
25000-30000	9 (10%)	2 (1.39%)	-	11 (2.55%)
30000-35000	17 (18.88%)	-	-	17 (3.95%)
35000>	14 (15.56%)	-	-	14 (3.25%)
<b>Total</b>	90 (100%)	144 (100%)	197 (100%)	431 (100%)

Regarding the monthly gross salary of the staff, 194 (45.01%) get salary below 10000, 111 (25.75%) get salary between Rs. 10000- 15000, 51 (11.83%) get salary between Rs. 15000- 20000, 33 (7.66%) get salary between Rs. 20000- 25000, 11 (2.55%) get salary between Rs. 25000-30000, 17 (3.95%) get salary between Rs. 30000- 35000 and 14 (3.25%) get salary more than Rs. 35000.

**6.3 Status of human resources in libraries**

To fulfil objective three of this study, the status of human resources in libraries is described given below:

Table 6 points out that, 45 out of 70 (64.28%) of libraries are having 01 professional staff, which includes librarian, deputy librarian and assistant librarian; followed by 17 (24.29%) libraries having 02

**Table 6: Staff strength of libraries**

Library Staff	Persons	Number of Colleges	Percentage
Professional	1	45	64.28
	2	17	24.29
	3	8	11.43
Semi-Professional	1	15	21.43
	2	22	31.43
	3	10	14.28
	4	12	17.14
	5	6	8.57
	Not Available	5	7.14
Non- Professional	1	14	20
	2	12	17.14
	3	21	30
	4	8	11.43
	5	7	10
	6	5	7.14
	Not Available	3	4.29



professional staff and 8(11.43%) libraries having 03 professional staff.

The above study reveals that 15 out of 70 (21.43%) libraries are having 01 semi-professional staff which includes library assistant and technical staff; followed by 22 (31.43%) libraries having 02 semi-professional staff, 10 (14.29%) libraries having 03 semi-professional staff, 12 (17.14%) libraries having 04 semi-professional staff, 6 (8.57%) libraries having 05 semi-professional staff and 5 (7.14%) libraries have not any semi-professional staff.

The above study reveals that 14 out of 70 (20%) libraries are having 01 non-professional staff which includes library

clerk, peon, attendant, etc.12 (17.14%) libraries having 02 non-professional staff, 21 (30%) libraries having 03 non-professional staff, 8 (11.43%) libraries having 04 non-professional staff, 7 (10%) libraries having 05 non-professional staff, 5 (7.14%) libraries having 06 non-professional staff and 3 (4.29%) libraries have not any non-professional staff.

#### **6.4 Satisfaction of librarians on staff strength**

The responses of librarians concerning to satisfaction level of different types of staff's strengths in libraries are shown in table 7.

**Table 7: Satisfaction of librarians on staff strength**

Level of Satisfaction	Number of Colleges	Percentage
Very Dissatisfied	16	22.86
Dissatisfied	21	30
Neutral	13	18.57
Satisfied	11	15.71
Very Satisfied	9	12.86

From table 7 it is clear that out of 70 college libraries, 16 (22.86%) college librarians are very satisfied with their present staff strength, 21 (30%) college librarians are satisfied with their present staff strength, 13(18.57%) college librarian is neither with their present staff strength, 11(15.71%) college librarian are dissatisfied with their present staff strength and 9(12.86%) college librarian are very satisfied with their present staff strength.

#### **6.5 Human resource management practices of private Engineering colleges**

**Objective 4:** To study the opinions of library staff regarding human resources management in libraries of private Engineering colleges in West Bengal.

**H01:** There is no significant difference among the several staff categories (i.e., Professional, Semi-professional and Non-professional) with respect to their opinions regarding human resources management in the libraries of private Engineering colleges of West Bengal.

**Table 8: Summary of the sample concerning with opinions about human resources management**

Groups	N	M	Variance	Kurtosis	Skewness
Professional	90	44.86	112.55	-0.32	-0.13
Semi Professional	144	39.35	84.47	-0.94	0.07
Non Professional	197	40.18	56.93	-0.09	0.61

**Table 9: ANOVA**

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	131.32	2	65.66	0.85	0.43	3.016
Within Groups	33254.84	428	77.70			

(\*Significant at 0.05 level)

P-value (from table 9) indicates no significant mean difference among professional, semi-professional and non-professional staff at 0.05 levels in measures of opinions regarding human resources management score. Hence the hypothesis (H01) is not rejected. Therefore, researchers may conclude that, professional, semi-professional and non-professional staff have not significantly differed regarding human resources management.

## 7. Findings of the study

The major findings of the study based on the analysis are as follows:

- The finding on the distribution of library staff according to gender reveals in equality in terms of gender representation. Most of the staff are male and most of the female ones belong to the semi-professional staff.
- The distribution of library staff according to age reveals that in all the categories, most of them are in the young age group such as 25-35

years.

- About half of the library staff are without any professional degree in library information science.
- The majority of respondents (26.68%) are 3 -6 years' experience holders and less number (2.32 %) of respondents have above 15 years' experience.
- The majority of staff are drawing their remuneration as per the decision made by the concerned authority of Engineering college and 10.21% of library staff are drawing salary as per the norms of AICTE.
- It is observed that, in the case of salary amount drawn by the library staff in private Engineering colleges, the majority of library staff are drawing salary below Rs.10000.00 per month and only 3.25% of staff drawn salary above Rs. 35000.00 per month.
- The study of present staff strength





was found to be inadequate in the private Engineering college libraries. Majority of the Engineering college libraries are running with single professional staff, unfortunately, 7.14% of libraries are running without any semi-professional staff and 4.29% of libraries are running without any non-professional staff.

- In respect of satisfaction level of the college librarians regarding the present staff strength, they are not satisfied with their present staff strength.
- In this study, ANOVA technique is applied to the opinions regarding human resources management in the libraries of private Engineering colleges of West Bengal among the several staff categories (i.e., Professional, Semi-professional and on-professional), and it is found to be statistically not significant at 5% level of significance with  $P > 0.05$ . Thus, the variation of various types of staff is not statistically significant difference.

## 8. Conclusion

On the basis of the present study conducted for the human resources management practices in the private Engineering college libraries of West Bengal, it has become very clear that the majority of the library staff are without any Library and Information Science degree; the present staff strength was inadequate and majority of library staff are drawing salary on the basis of management pay scale, that is very low. The study indicates that as per the opinions collected regarding the human resource

management practices, different categories of staff are facing various problems regarding the human resources management practices such as insufficiency of library staff; lack of guidelines for training and development; lack of proper recruitment policy; high variation regarding the pay scale; lack of seriousness about performance appraisal; lack of taking proper care of the welfare facilities; lack of infrastructure facilities; lack of recognition of the role of librarian in the academic achievements, and lack of motivation etc.

The proper management of library human resources leads to effective and efficient library and information services to satisfy library users. Under the circumstances, the researchers recommend to the authority of private Engineering colleges that by taking various steps to improve human resource management such as adopting proper human resources planning, proper policy of recruitment and selection, fixing salaries at par with educational qualifications, promotion on a regular basis according to their performance, organising awareness programme for improving knowledge and productivity of library staff, providing the advantage of performance appraisal, recognition of individual efforts, encouraging personal growth by providing different work experiences and advancement opportunities, proper distribution of workload, providing the status of library staff, developing strong interpersonal relationship in terms of team work and various motivation strategies, the library management can adopt to empower its staff.

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