



## Human Resource Management in the Central University Libraries: A Study on Northeast India

Dr. Lallawmawmi<sup>a</sup>, Lalduhzuali<sup>b</sup>, Dr.Lalngaizuali<sup>c</sup> and Dr. F. Chanchinmawia<sup>d</sup>

<sup>a</sup>Guest Faculty, Department of Library and Information Science, Mizoram University, Aizawl, 796012, India

Email: lallawmawmi243@gmail.com

<sup>b</sup>Ph. D Research Scholar, Department of Library and Information Science, Mizoram University, Aizawl, 796012 India

Email:maduhipachuu82@gmail.com

<sup>c</sup>Assistant Professor, Department of Library and Information Science, Mizoram University, Aizawl, 796012, India

Email:lnzc27@gmail.com

<sup>d</sup>Assistant Professor, Department of Library and Information Science, Mizoram University, Aizawl,796012, India

Email:mzut294@mzu.edu.in

*Received: 13 August 2024; Accepted: 19 December 2024*

This research explores Central University libraries' human resource management practices in Northeast India and their library employees' concerns, pay, well-being, job satisfaction, and other significant topics. For this study, questionnaire methods were used among the 221 library staff of the ten Central Universities of Northeast India, of which 162 (73.30%) responded to the questionnaire. Based on the study, university library staff members are content with their present positions and believe that additional training seminars and other opportunities are necessary to improve their knowledge and skills and that of the library. This study is purely an original work with the expectation that the findings and results will assist library professionals in carrying out their jobs more efficiently and serve as instruments for getting ready for more tasks. In addition, it will also help researchers and academia.

**Keywords:** Human Resource Management; University; Libraries; Job; Satisfaction; Employee; North East India

### 1 Introduction

Since the dawn of civilization, people have used management to improve their understanding of the natural world, interpersonal relationships, organizational structure, and government (Mondal, 2020)<sup>1</sup>. Every place around the world has a planned group of individuals working towards an objective; management is necessary. People cannot be operated and modified like items in a room or controlled like machines; rather, they are responsive, feel, think, and act, so personnel management in an organization must treat them carefully. (Tayeh, 2010).<sup>2</sup> The key resource in any organization is its people, who are the center of the term "Human Resource Management." None of the activities would take place without them. Therefore, developing a human resources management program must be efficient so that everyone contributes to achieving each goal. The most valued asset of a library is its "human resource". Other assets viz materials, equipment, and finances, become eloquent only when they are transformed by the organization's people (Kacoli, 2019).<sup>3</sup> Human resources in a library are the

professionals and non-professional staff members in charge of providing a wide range of services to the community. The performance and benefits of the library system depends on a significant part of the staff's knowledge, abilities, well-being, etc. Besides books, infrastructure staff are perhaps the most essential of the system's inputs for a library. According to Dios in 2020, "every aspect of a firm's activities is determined by the competence, motivation, and overall effectiveness of its human organization" (De Dios, 2020)<sup>4</sup> So, developing human resources is of the utmost importance for a library. Managing the human aspect is the first and most important management activity since its effectiveness affects everything else (Evans, 2000)<sup>5</sup>.

Regarding the significance of universities, they are globally known as the heart of excellence information sources where knowledge is obtained and disseminated to those in need. They are the formal establishments created by society to function as centers of learning, thought-provoking ideas, and high goals. Northeast India has always been a leader in higher education, much like the rest of the country.

However, Northeast India's central universities have produced and continue to generate a large number of highly educated individuals who have made important historical contributions to India. While many institutions offer various streams and courses in different subjects and areas, these higher education institutions are the source of knowledge and essential assets that help learners accomplish their goals from time immemorial. The parliamentary act established ten central universities in Northeast India, which are situated in Mizoram, Meghalaya, Sikkim, Arunachal Pradesh, Tripura, Manipur, Assam, and Nagaland. As a result, it is impossible to undervalue the human resources of the ten central universities located in northeastern India. These universities handle the distribution of vital resources and encourage critical thinking, creativity, and curiosity, making education more successful for all students.

## 2. Review of Literature

Alqudah (2002)<sup>6</sup> purpose of the study is to investigate how employees' performance is affected by changing settings and the impact that affective commitment and high-performance HRM practices have on employees' readiness for change. The research findings indicate a positive correlation between preparedness for change and the individual performance of employees. Rafiq's (2021)<sup>7</sup> goal of the study was to investigate how university libraries handled the COVID-19 outbreak and ascertain the procedures they followed, the services they provided, the tactics they used, and the roles they performed. During the pandemic, most university libraries remained open to users despite being physically closed. Libraries redesigned their websites, reallocated resources, and prepared extensive online programs. Employees at the library who worked from home felt overworked due to the constant connectivity and lack of a defined working policy that addressed their new work schedules. University librarians believed that lack of digital literacy, digital divide, and sluggish internet speeds were the main obstacles to their change from a physical to an online format, as well as to their decreased usage of online resources and web portals. In these unpredictable times, libraries saw themselves as having both individual and collective societal and educational duties. Improvements in the role of libraries circumstances were also suggested by the study. Dios and Lapuz (2020)<sup>8</sup> studied the connection and relationship between management styles, performance assessments, and employee progress and made clear that, for an organization to succeed, it needs to prioritize

professional development programs, additional training, and up-to-date knowledge. Guest (2017)<sup>9</sup> The primary goal of this paper was to offer adequate guidance for an improved program of employee exchange in any group within a library organization. For over 15 years, he served as a library consultant for various kinds of libraries. The concept of LISTEN—which stands for learning, involvement, shape, tutoring, empathy, and necessity—is presented in his study. It highlights how important it is to keep a strict eye on and uphold discipline regarding the requirements and expectations of employees. Rahman (2011)<sup>10</sup> points out that digital libraries are the newest, most innovative ideas in all libraries. For library professionals, this means some new challenges within the library. He strongly believes that any hybrid library urgently needs to engage in strategic people planning. Any future issue that is expected to arise in the library can be resolved with well-designed strategic human planning. He concluded that the fundamental component of any library that can satisfy patron needs and meet community demands is its human resources. Harter, Schmidt, and Hayes (2002)<sup>11</sup> say that 11 HRM procedures can lead to an executive's continued competitive advantage, according to these practices, they can also boost organizational personnel's knowledge, motivation, synergy, and dedication. Likert (1967)<sup>12</sup> also said that the efficacy, drive, and overall competency of a library's human resources dictate every facet of its operations. Thus, of all the management duties, the most central and crucial work is managing the human component, since the success of this task determines the success of all other tasks. Ogunlana *et. al.* (2013)<sup>13</sup> carried out a study on job stress and job satisfaction among 87 University librarians in South West Nigeria. The results showed that the majority of librarians experienced greater levels of work stress and low job satisfaction. They concluded from their research that parent institutions should raise job satisfaction to lower stress levels at work. Librarians think providing incentives, acknowledgment, better pay placement, and benefits might boost satisfaction among staff members.

## 3. Objectives

- To investigate the human resource management practices used by the libraries to improve the services they provide.
- To find out the library staff job satisfaction levels in the Northeast Central University Library.
- To investigate the aberrant factor and encounter the challenges of the libraries for Human Resource Management

- To suggest actions for the development of their professional skills in the current environment.

#### 4. Scope, limitation and methodology of the study

For this study the scope is limited to the 10 central universities of Northeast India. Considering the current state of central university libraries, conducting an extensive investigation of human resource management can significantly influence the user community in the ever-evolving dynamic setting to improve the internal and external environments of the libraries. The human resource management system therefore has to include a few parameters. In this study, a structured questionnaire was designed and circulated among ten Central University Library staff i.e. 221 where 162 (73.3%) filled out questionnaires, along with the use of SPSS and Microsoft Word Excel, the data was examined and evaluated. Additionally, to get feedback from the library professionals, researchers paid in-depth study to the several libraries that were the focus of their studies.

#### 5. Data analysis and findings

The information obtained from the respondents is examined and interpreted in light of the following study objectives:

##### 5.1 Demographic Details of the Respondents

Table 1 analyzed the total number of library staff, the respondent rate, and gender-wise analysis of Northeast Central University Libraries (NCUL). There are 10 central university libraries under the present study, where a total of 221 questionnaires were distributed and 162 questionnaires were received, which is 73.30%, while NEHU Central Library achieved the highest respondent rate, i.e., 44(19.90%) and CAU library placed the lowest respondent rate, i.e., 5(2.26%). Therefore, the gender-wise analysis of respondents gender-wise analysis shows that out of 162 respondents, the maximum number of respondents were female i.e., 83 (51.23%) while the male respondents were 79 (48.76%).

##### 5.2 Status of Northeast Central University Library Staff (NCUL)

Even though not every member of the library staff has a background in library science, it is still important to be aware of their qualifications because they are all still hired by the library for various reasons. Table 2 shows that, out of the 162 library employees, library professionals i.e, 104 (64.19%) hold a degree in library and information science whereas semi-professionals of 33 (19.75%) were

Table 1 — Library staff and gender analysis

Sl. no	Name of The Libraries	Profile of Library Professionals in NCUL			
		Staff	Respondent rate	Male	Female
1.	NEHU Central Library	50	44(19.90%)	24	20
2.	MU Library	22	13(5.88%)	8	5
3.	RGU Central Library	15	9(4.07%)	4	5
4.	TU Central Library	26	19(8.59%)	7	12
5.	CAU Library	10	5(2.26%)	2	3
6.	NU Central Library	15	8(3.61%)	4	4
7.	TU Central Library	20	19(8.59%)	11	8
8.	AU Rabindra Library	15	8(3.61%)	4	4
9.	MZU Central Library	30	29(13.12%)	12	17
10.	SU Central Library	18	8(3.61%)	3	5
Total		221	162(73.30%)	79(48.76%)	83(51.23%)

Table 2 —Status of the library staff

Sl. no	Name of the Central University Library	Professional	Semi-Professional		Non-Professional
			Frequency	Percentage	
1.	NEHU Central Library	2	6	10	
2.	MU Library	10	0	3	
3.	RGU Central Library	5	1	3	
4.	TU Central Library	14	3	2	
5.	CAU Library	2	2	1	
6.	NU Central Library	5	2	1	
7.	TU Central Library	12	5	2	
8.	AU Rabindra Library	3	5	1	
9.	MZU Central Library	20	6	3	
10.	SU Central Library	5	3	0	
Total		104 (64.19%)	33 (19.75%)	26 (16.04%)	

working in central libraries and 26 (16.04%) were non-professionals, meaning that they do not acquire any related degrees in library science and are employed by the library.

### 5.3 Opinions about Human Resource Management (HRM) by Respondents

A survey was conducted to gather the opinions of 10 central university libraries in northeast India on the significance of human resource management. From Table 3, a total number of 123 (75.92%) respondents said that HRM plays a vital role in their libraries whereas the respondents of 39 (24.07%) opined that HRM practices in a library as moderate. There is no respondents mentioned that HRM is not necessary for libraries.

### 5.4 Satisfaction Level of Library Staff on their Current Job, Status, Salary and Promotion

The libraries under study were asked regarding their current job, status, salary and promotion concern, where Table 4 depict that 85 (52.5%) library staff were satisfied, 44 (27.2%) were dissatisfied and 33 (20.4%) were undecided. Also regarding the status

and work-life balance 120 (74.1%) were satisfied, 27(16.7%) were dissatisfied and 15(9.3%) were undecided. Regarding their salary 52(32.1%) were satisfied, 103(63.6%) were dissatisfied and 7(4.3%) were undecided. In the promotion system, 123 (75.9%) staff were satisfied with their promotion system, 34 (21%) were dissatisfied, and also 5 (3.1%) were undecided.

### 5.5 Rotation of Work and Performance Appraisal in the Library

Table 5 shows that the respondents i.e., 25 (15.43%) agreed that library services must be cycled in the library, 103 (63.58%) respondents disagreed, and 34 (20.98%) were unsure. The high prevalence of disagreement may be caused due to failure in learning updated technology and a lack luster academic expectation and it could also be hard for people to step outside of their comfort zones, therefore the library administration's requests might not be too difficult to comply with. Also, regarding the performance appraisal in the library, it is a crucial chance for library staff to get job-related feedback.

Table 3 — Opinions of HRM practices in NCUL

Sl. no	Name of the university	Very Important	Moderate	Not Important	Total
1.	NEHU Central Library	30	14	0	44
2.	MU Central Library	12	1	0	13
3.	RGU Central Library	5	4	0	9
4.	TU Central Library	15	4	0	19
5.	CAU Library	2	3	0	5
6.	NU Central Library	6	2	0	8
7.	TU Central Library	17	2	0	19
8.	AU Rabindra Library	6	2	0	8
9.	MZU Central Library	25	4	0	29
10.	SU Central Library	5	3	0	8
Total		123(75.92%)	39(24.07%)		162

Table 4 — Satisfaction level of library staff

Sl. no		Job Recruitment	Status	Salary	Promotion System
Frequency & Percentage					
1.	Satisfy	85 (52.5%)	120 (74.1%)	52 (32.1%)	123 (75.9%)
2.	Dis-satisfy	44 (27.2%)	27 (16.7%)	103 (63.6%)	34 (21.0%)
3.	Undecide	33 (20.4%)	15 (9.3%)	7 (4.3%)	5 (3.1%)
Total		162 (100%)			

Table 5 — Rotation of work and performance appraisal in the library

Si. no		Rotation of Work	Performance Appraisal
Frequency % percentage of Respondents			
1.	Agree	25 (15.4%)	148 (91.4%)
2.	Undecide	34 (21.0%)	14 (8.6%)
3.	Disagree	103 (63.6%)	0
Total		162 00%)	

Table 6 states that 148 (91.35%) of the library staff agree to continuous performance appraisals and trust they are an effective elements for enhancing employee security and safety, while 14 (8.64%) respondents are undecided about how performance appraisals affect employee security and safety. None of the library workers "disagreed" with the library performance evaluation.

#### 5.6 Ideal Type of Promotion Policy in NCUL

Table 6, 80 library employees (49.38%) preferred library staff promotions policy must be given according to seniority, whereas 15 (9.25%) consider promotions must be granted based on merit, and 67 (41.35%) agree promotions should be granted based only on seniority plus merit.

#### 5.7 Opinions Regarding Looking/Searching for Another Job

Table 7 reveals that out of the 162 respondents, 10 (6.17%) respondents indicated that they frequently look for other employment in other locations, while other respondents, i.e., 39 (24.0%), indicate that they occasionally look for other jobs, and 113 (69.75%) never search others job. The fact that the majority of the library staff has decided against looking for work

elsewhere may be due to their satisfaction with the unconstrained and solitary character of their work as well as the improvement of employee knowledge in contrast to other organizations and firms.

#### 5.8 Opinions on Introducing Training, and Other Development Programs in the NCUL

From the analysis of Table 8, it is declared that every library professional at NCUL agrees that introducing and organizing some induction and training development programs in their university libraries will be the best practices for HRM, and they also stated that every library needs to provide new staff with orientation, training, and development to help them accomplish their responsibility. All ten North eastern University libraries' staff members agreed that enhanced induction, training, and development programs have to be put into place and maintained.

#### Findings

According to the study, all Central University library staff see human resource management as an important asset to carry out their duties and meet the organization's goals. Their internal responsibilities

Table 6 — Ideal type of promotion policy

Sl. no	Name of the university	Seniority	Merit	Seniority cum Merit
1.	NEHU Central Library	31	4	9
2.	MU Library	9	1	3
3.	RGU Central Library	3	2	4
4.	TU Central Library	0	0	19
5.	CAU Library	3	1	1
6.	NU Central Library	5	0	3
7.	TU Central Library	8	2	9
8.	AU Rabindra Library	5	1	2
9.	MZU Central Library	12	4	13
10.	SU Central Library	4	0	4
Total		80 (49.38%)	15 (9.25%)	67(41.35%)

Table 7 — Looking/searching for another job

Sl. no	Name of the university	Always	Occasionally	Never	Total & %
1.	NEHU Central Library	8	9	27	44
2.	MU Library	0	4	9	13
3.	RGU Central Library	1	3	5	9
4.	TU Central Library	0	5	14	19
5.	CAU Library	0	2	3	5
6.	NU Central Library	0	2	6	8
7.	TU Central Library	1	3	15	19
8.	AU Rabindra Library	0	4	4	8
9.	MZU Central Library	0	5	24	29
10.	SU Central Library	0	2	6	8
Total		10 (6.17%)	39 (24.07%)	113 (69.75%)	162

Table 8 — Library Professional's opinions on introducing development programs

Sl. no	Name of the university	Agree	Disagree	Neutral	Percentage
1.	NEHU Central Library	44	0	0	27.16%
2.	MU Library	13	0	0	8.02%
3.	RGU Central Library	9	0	0	5.55%
4.	TU Central Library	19	0	0	11.72%
5.	CAU Library	5	0	0	3.08%
6.	NU Central Library	8	0	0	4.93%
7.	TU Central Library	19	0	0	11.72%
8.	AU Rabindra Library	8	0	0	4.93%
9.	MZU Central Library	29	0	0	17.90%
10.	SU Central Library	8	0	0	4.93%
Total		162 (100%)			

and duties, work rotation, training, and development and promotion policies, make this evident. Based on the data gathered, we can conclude that most library employees are happy with their work-life balance, wage concerns, recruiting and promotion policies, and library working environment. From the data findings, the library staff are expected to declare their understanding of HR Mas they are a part of one of the reputed higher educational centres' and are projected to have excellent libraries staff with important duties and responsibilities. In addition, it is also revealed that no Library officially has a written human resource management policy. So, the Library staff agrees that training and development are essential for the library staff. By providing ongoing training and development opportunities regarding human resource management, the library can improve the library staff's skills and knowledge, leading to better service delivery and upgraded job satisfaction. training and development programs can help them accomplish their duties in their current environment.

### Conclusion

The university library has seen tremendous growth and development reforms, which has made its daily tasks, responsibilities, and services more difficult. In order to deliver efficient and effective information and library services, it is now more important than ever to have an effective human resource management plan due to the vast development of technological products and the constantly shifting patterns of information search. Planning for human resource management helps in managing and improving the essential requirements of university library staff. Librarians and concerned authorities can make sure the library has enough experts on staff who are qualified and competent to meet the demands of patrons by regularly assessing staffing requirements. Overall, human resource management

contribute an important role in the accomplishment of the university library by providing support and guidance to library staff members, fostering a positive work environment, and ensuring obedience to employment laws. The university library needs to prioritize HR management to better serve its users and maintain a high standard of service.

### References

- 1 Mondal H, Human Resource Management and Its Aspects in Libraries. *Brainwave: A Multidisciplinary Journal*, 1(92), (2020) 134-141. Available at [https://www.researchgate.net/publication/348179133\\_](https://www.researchgate.net/publication/348179133_) (Accessed on 2 August 2024)
- 2 Tayeh NSA, Human resource management practices and their impacts on personnel's performance in Jordanian Public Academic Libraries. *European Journal of Scientific Research*, 47(1), (2010) 118-121. Available at [https://www.academia.edu/50771014/Human\\_Resource\\_Management\\_Practices](https://www.academia.edu/50771014/Human_Resource_Management_Practices) (Accessed on 2 August 2024)
- 3 Kakoli D, A Comparative Study of the Human Resource Management and Development Practices of the State and Central University Libraries of Assam, (2019) Available at <http://hdl.handle.net/10603/288596> (Accessed on 1 August 2024)
- 4 De Dios EER and Lapuz AME, The Relationship between Management Style, Performance Appraisal, and Employee Development of Selected Personnel from an Academic Institution. *Social Science Research Network*, 6(7), (2020) 1-6. Available at <http://files.eric.ed.gov/fulltext/ED606727.pdf> (Accessed on 2 August 2024)
- 5 Evans *et al*, *Management basics for information professionals*, (Neal Schuman Publishers; London), 2000, p. 16
- 6 Alqudah I.H, Penela A.C, and Ruzo-Sanmartín E, 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), (2002). Available at <https://doi.org/10.1016/j.iiedeen.2021.100177> (Accessed on 1 Aug. 2024) (Accessed on 2 August 2024)
- 7 Rafiq M, Batool S.H, Ali A.F, and Ullah M, University libraries response to COVID-19 pandemic: A developing country perspective, *The Journal of Academic Librarianship*, 47(1), (2021) 1-10. Available at [doi:10.1016/j.acalib.2020.102280](https://doi.org/10.1016/j.acalib.2020.102280) (Accessed on 1 August 2024)

- 8 Dios, E.E.R and Lopuz, A.M.E, The relationship between management style, performance appraisal, employee development of selected personnel from an academic institution. *International Journal of Scientific Research in Multidisciplinary Studies*, 6(7), (2020) 1-6. Available at <https://www.researchgate.net/publication/343344326> (Accessed on 3 August 2024)
- 9 Guest D.E, Human resource management and employee well-being: Towards a new analytic framework. *Human Resource Management Journal*, 27(1), (2017)22-38. Available at doi:10.1111/1748-8583.12139 <https://online-library.wiley.com/doi/full/10.1111/1748-8583.12139> (Accessed on 2 August 2024)
- 10 Rahman AIM, Strategic human resources management in the digital library context, 2011) Available at <https://www.academia.edu/15106421/> (Accessed on 2 August 2024)
- 11 Harter JK, Schmidt FL, and Hayes TL, Business-Unit-Level relationship between employee satisfaction, employee engagement and business outcomes: A meta-analysis, *Journal of Applied Psychology*. 87(2), (2002) 268-279.
- 12 Likert R, *The Human Organisation; Its management and value*, New York, Mc Graw Hill, (1967). Available at <https://www.ideals.illinois.edu/bitstream/handle/2142/11441/1/likert.pdf> (Accessed on 1 August 2024)
- 13 Ogunlana et.al, Indicates of job stress job satisfaction among academic librarians in selected federal universities in South West Nigeria, *Annals of Library and Information Science*, 60(3), (2013) 212-218. Available at Doi:10.56042/alis.v60i3.2204 (Accessed on 3 August 2024)