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Research on Staff Pattern of an Indian University Library : A Detailed Case Study

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Abstract: An attempt has been made here to understand the staff pattern of an Indian university library (Jadavpur University Central Library), with a focus on the services this university library provides. The literature review portion of this article mainly emphasizes on the human resource planning part because the present study has its primary focus on the staff recruitment, staff hierarchy and staff distribution among various sections of the library. The objectives, limitations and research methodology have been briefly described for clear understanding. The hierarchical staff pyramid of this library is drawn vividly to represent the administrative and managerial workflow. Drawing a comparison with Ranganathan's staff formula an effort has been made to show the present work and staff ratio of this library, with the desire of depicting the ideal staff structure for an Indian university library.

Key words: Jadavpur University Central Library; Human Resource Planning; Hierarchical Staff Structure; Section-wise Staff Strength; Staff Formula; Placement of the Staff

Introduction:

Employees are the vital resources of any organization. Library being a non-profit service oriented organization is no exception in this regard. For smooth functioning of an organization proper management of the employees or the human resources is really a necessity. A well embellished staff pattern really fortifies the organization and enhances the service standard of the organization. This present study focuses on a particular university library of West Bengal, for a detailed and thorough analysis. In Jadavpur University Central Library, the services of the library get cogent manifestation through the diligent discharging of the duties of the employees. The present study focusing on the staff pattern and work- staff ratio of the Jadavpur University Central Library only emphasizes on the fulfillment of the objectives of the library in terms of the services provided. Depending on the research, conducted on the staff pattern of Jadavpur University Central Library of West Bengal, an attempt has been made to portray a vivid picture of an ideal staff structure for an Indian university library.

Review of Literature:

All organizations have human resources. Regardless of the size of an organization or the extent of its resources, the organization survives and thrives because of the efficiency and

performance of its people. The activities to maximize those efficiency and that performance are necessary regardless of what the organization refers to them as 'Human Resource Management', 'Human Resource Planning' or 'Human Resource Development' or has no formal name for those activities at all. Those activities are the responsibility of all people, irrespective of hierarchy in the organization (McNamara, 2014). In the light of human resource management, this study focuses on the staff pattern and the staff and work ratio in a university library.

The vast majority of resources on this topic have focused nonprofit organizations. There is a misconception that there is a big difference in managing human resources in profit-making versus nonprofit organizations. Actually, they should be managed similarly. Nonprofit organizations often run by unpaid human resources (volunteers), but we are learning that volunteers should be managed much like employees. It's just that they're not compensated with money; they're compensated in other ways. Managing employees in nonprofit organizations (like libraries) is very similar to that of staff of profit making organizations- their roles should be carefully specified, they should be recruited carefully, they should be oriented and trained, they should be organized into appropriate teams or with suitable supervisors or team leaders, they should be delegated to, their performance

should be monitored, performance issues should be addressed, and they should be rewarded for their performance. Also, organizations should consider the risks and liabilities that can occur with volunteers, much like with employees (Zhang, 2004).

The basic aim of human resource management is to get the best employees and their best efforts. Regardless of the nature of the organization, it must identify the most important roles in the organization and then recruit, orient, train and organize people to effectively perform those roles.

C. McNamara describes what 'Staffing' means in the following manner:

Staffing—Workforce planning
Staffing—Specifying Jobs and Roles
Staffing—Recruiting
Staffing—Outsourcing (having services and functions performed by non- employees)
Staffing—Screening Applicants
Staffing—Selecting (Hiring) New Employees
(McNamara, 2014).

A vital part of human resource management is human resource planning which is nothing but "the process of getting the right type of human resources and give them continuous facilities to upgrade their level of performance to achieve current and future needs of organizational growth".

Mainly, to be more effective in the use of human resources, to create better developed employees, to be prepared for facing any unforeseen circumstances and to execute the plans properly without sacrificing the goals of the organization amidst all odds human resource planning is needed (Biswas, Nausheen, & Chakrabarty, 2011). Human resource planning in the nonprofit organizations especially in libraries focuses on the following elements:

- Estimating manpower requirements, quantitatively and qualitatively.
- Recruitment and selection of persons.
- Sound classification and pay plans.
- Induction.
- Deployment.
- Development of knowledge and skills.
- Performance assessment, counseling and coaching.
- Proper communication among management and employees.
- Satisfactory and fair promotion and transfer.
- Adequate provision for retirement etc. (Kumar, 2008).

After estimating the staff requirement vacant posts are to be selected. Then the advertisement in esteemed dailies and in job websites is to be made. After going through various screening and sorting suitable candidates are called for interview before

the selection board (consisting of library experts and other officials). The selected persons should be offered appointment subjected to certain laid down conditions and the staff recruited should go through the probationary period before being made permanent (Kumar, 2008). In this regard the survey conducted by Kannappanavar and Kumbargoudar (2010) is very important. Surveying 20 agricultural science universities of India they have found that out of the total 20 agricultural universities only 7 (35.00%) have full time university librarian. Further, 13 (65.00%) posts of university librarians are vacant. This heart rending scenario regarding staff strength is also prominent in case of other library staff of various Indian universities.

The concepts of job analysis, job description, job specification and job evaluation are highly significant here. Job analysis is nothing but the identification of the components of the job and collecting and studying information relating to the operations of the job. Pay is fixed on the basis of job analysis. What are the duties to be performed, the job identification, result and relationship with other jobs fall within the parameter of job description (Brewerto, 2011; Singer, 2014).

Another important aspect is job specification which tells about the desired attributes of the persons doing the job that is the required qualities and qualifications to perform the job. For example, the university librarian and the deputy librarian must possess Master degree in Library Science (or Library and Information Science). Possession of a Master's degree in any other subject along with the Library Science qualification is also desirable. Along with these concepts for fixing the wage rate the vital concept is job evaluation or job rating. It is a systematic procedure which measures the relative importance and value of each job on the basis of skills, duties, responsibilities etc. It is the expression of each job in terms of money. For selecting right person in the right place, to provide proper services to the users (mainly students, teachers and research scholars in case of a university library) by judging their proper needs and to maintain the working atmosphere friendly without any dispute and unrest the above mentioned concepts are to be followed carefully in an organization especially in a university library (Biswas, Nausheen, & Chakrabarty, 2011; Kumar, 2008; Ramaswamy, 2012; Mittal, 1987).

The university library is the 'heart of all the university's work' especially in regards to its research work. In order to attract qualified and capable professionals the pay scale for different categories of library staff should be at par with the corresponding scales which are enjoyed by the university teaching research staff and their qualifications should be at par with those for corresponding faculty positions (Kumar, 2008).

After the recruitment, the newly recruited library staff must be assimilated with the organization. For this, induction, which is nothing but the physical orientation of the staff with the library and its whereabouts is necessary. Making him or her well aware of the goals and objectives of the library; making acquainted with other employees, making the employee's role clear to him or her and at the same time familiarize him or her with the health, safety related issues and other terms and conditions of the institution fall within the purview of an effective induction programme. In a university library this induction method can uplift the morale of the new employee and can inject a team spirit within him which is a great sign for the benefit of the users (Biswas, Nausheen, & Chakrabarty, 2011; Armstrong, 2006).

Once an employee gets his or her orientation to the organization he or she is placed at the right position which is called deployment. A person who has expertise in classification and cataloguing should be placed at the technical section of the library and an extrovert person should be given the position of a reference librarian (Biswas, Nausheen, & Chakrabarty, 2011).

In a university library in its various sections like cataloguing, serials, reference sections efficient staff are recruited. But still the questions lie here are- Are they (the staff) properly get the orientation? Is the number of employees sufficient to suffice the work load? Analysing these questions, the way for betterment can be easily found out which will definitely uplift the service standard of a university library.

Objective of the Study:

The proposed study is made to draw a picture of an ideal staff pattern for Indian university libraries with thorough analysis of the staff pattern of Jadavpur University Central Library.

To know the staff and work ratio is also an objective of the study.

Finally to find out a way of managing the human resources of this university library in a better way for achieving better services will be the a vital goal of this study.

Scope:

The proposed study has been restricted within the circumference of Jadavpur University Central Library (Jadavpur Campus). The focus is only on the Central Library and its employees (all the professional and non-professional staff of this library fall within the purview of this survey). All the 53 staff (including professional and non-professional) of Jadavpur University Central Library have been included in this proposed study. As the guards, cleaning staff are directly recruited by the University and not as a fixed staff of the

library; they are kept outside the purview of this study.

Methodology:

Can the staff of Jadavpur University Central Library satisfy the objectives of the library in terms of strength and what is the present staff structure of Jadavpur University Central Library? This very research question forms the basis of this survey.

This question was designed to gather information regarding the strength of the staff of this library and to know the staff structure of the library. Simple interview method (interview of the staff) is undertaken to resolve this question.

The observation of documentary sources also plays an import role here.

A questionnaire is also framed to find out necessary information from the staff of the library for conducting this survey.

Past of Jadavpur University Central Library in a Nutshell:

National Council of Education, Bengal which took its offshoot in 1906 actually is the mother of Jadavpur University. However, in 1955-56 under the Jadavpur University Act XXXIII on the 24th December, 1955, Jadavpur University got its formal establishment. At preliminary stage the total number of volume of books in the Jadavpur University Central Library were approximately 14502 and increased to 18077 in the same period. During 1955 bound periodicals were increased from 5170 to 5498. The library issued altogether 70000 volumes during the period. At that time there were altogether 8 staff in the library and out of whom 2 were professional staff, 3 clerical staff, 2 student assistants (part-time) and one duftery. Slowly the staff strength crossed 100 marks during 1980s which bore testimony to the growth of this library. Rupees 80000 were received from the University Grants Commission at that time (1955-56) as books grant. Niranjan Maitra was the first Librarian and the In-Charge of the University Library at that time. During 1958 Chief Librarian's post was created and Ajit Kumar Mukherjee became the first Chief Librarian of Jadavpur University Central Library. After him Dr. Aditya Kumar Ohdedar, Dr. Ajay Ranjan Chakraborty, Krishna Dutta, Ramkrishna Saha, Dr. Binod Bihari Das became Chief Librarians of this organization in succession and finally Mr. Manilal Murmu is officiating the post (Jadavpur University Central Library, 2012).

Documents and Services of Jadavpur University Central Library:

Before discussing on the staff pattern of a university library one should know something about the services of the library because it is the ultimate motto of the staff of the organization to provide proper services to the users. Jadavpur

University Central Library with its prolonged tradition of combined efforts of its staff members is striving hard to meet the pressing demands of the users by rendering various services both through manual and IT based system. Jadavpur University Central Library can boast of possessing a really enviable collection of over 6,15,000 (approximate) books (on record – including those loaned to the 32 Departmental libraries and Schools, Centres under teaching programmes or projects), over 80,000 bound volumes of journals, 8000 theses (approximate) and 8600 dissertations (approximate), and 37000 items of non-book materials such as reports, pamphlets, maps, micro-forms (approximate).

A considerable part of the Central Library's collection consists of gifts from individuals and the institutions; the largest number of books donation having been from Sri Uday Kumar Das, Kumar S. C. Nandy of Cossimbazar, the British Council, USIS, Asia Foundation, the late A. K. Chanda, Sri M. N. Mitra, Sudhindranath Datta and others (old and Rare Collection). The gift collections contain a good number collection of old materials, valuable for research in the humanities and social sciences. Approximate 40000 books are there in this collection and out of which 28000 are prepared for public use.

In addition, the Central Library subscribes about 1159 print and 1448 online journals yearly, both Indian and Foreign. The Library has also access to around 3000 online journals or more through INFLIBNET and INDEST Consortia. In total, the University Library has access facilities to around 12,500 journals (among these approximately 12000 are e-journals). Since 2004 the Jadavpur University Central Library has started procurement of e-books and made them accessible to all members with the establishment of "Centre for Digital Library and Documentation". The University Library has procured 3654 e-books (perpetual) and subscribes the series of LNCS (Lecture Notes in Computer Science –at present 6018 Nos.) and LNP (Lecture Notes in Physics – at present 385 Nos.) [Statistics of 2013-2014]. Thus the University Library users can currently access 10057 electronic books and the numbers are being increased every year. Registered members of this library enjoy the facility to read those e-resources through Jadavpur University web portal – <http://juportal.jdvu.ac.in>. The Central Library procured 26 numbers of databases (print and online + print) for its users which can be accessed on <http://juportal.jdvu.ac.in/biblioBrowseAlt.jsp>. A Learning Resource Centre (LRC) was established in the CDLD (Centre for Digital Library and Documentation) in 2004. In the LRC, there are 60 nodes. Teachers, students, research scholars and academic administrators come to this CDLD (Centre for Digital Library and Documentation) for retrieving subscribed on-line journals, e-books, abstract of Ph. D thesis, full text of master degree

thesis, old question papers from the repository as well as for internet browsing. The hardware infrastructure for archival of rare texts have been installed here. There are three rack servers running constantly in the server room of the CDLD (Centre for Digital Library and Documentation). Besides these the users may also search all subscribed online journals and databases from all the computers connected to the Jadavpur University Network (LAN). The digital library software D-space is used here. Beyond the online facilities provided by the CDLD (Centre for Digital Library and Documentation), 'Digital Library Beyond Campus' has also been introduced to browse online subscribed journals for the registered faculty members and officers of the university. The Document Delivery Request Service is provided as part of the JCCC-UGC (J-Gate Custom Content for Consortium- University Grants Commission) Infonet. Full text or requested articles which are available in the library are delivered to the needed libraries (more than 185 UGC affiliated colleges and universities) according to their requests through this service.

Jadavpur University Central Library uses Libsys library automation software for library automation. Currently the version 7 of this software (known as Libsys 7) has been in operation in this library. Databases of books, journals and awarded theses etc. are being created and updated. The databases are also available at the address <http://203.197.118.95:8080/jopacv11/html/SearchForm>.

Jadavpur University Central Library in a nutshell, provides the following services in pursuit of fulfilling its objectives of satisfying its students, teachers and research scholars mainly, to the best and quickest possible way.

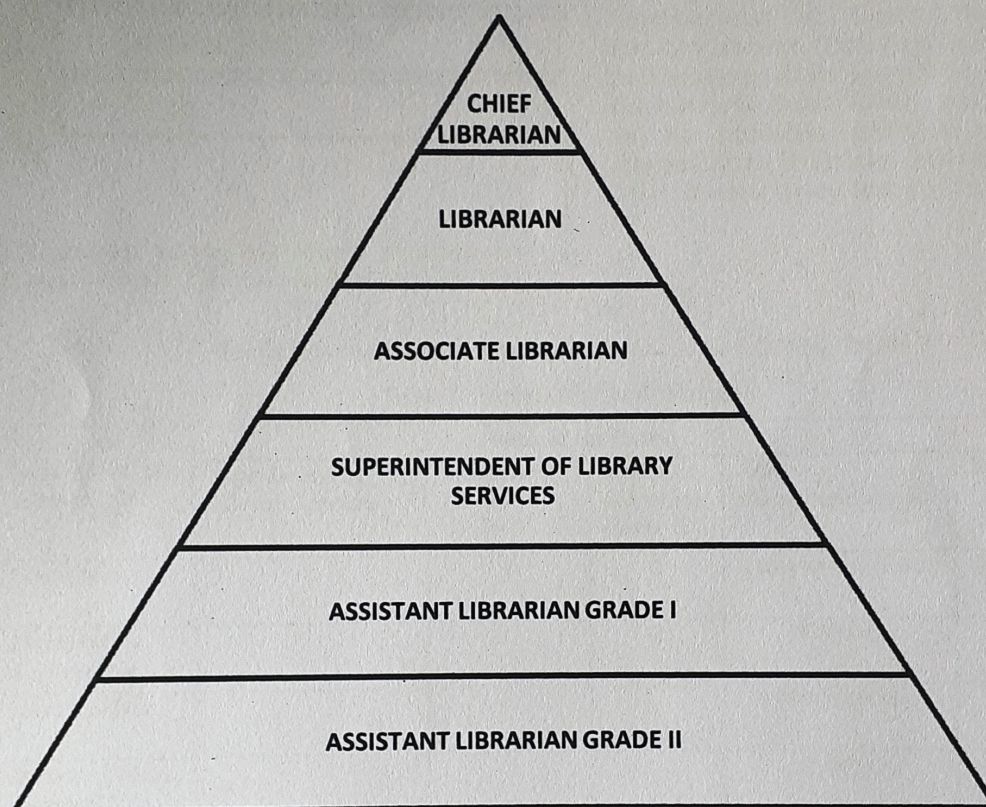
- ❖ Circulation of books.
- ❖ Display of current events.
- ❖ Bibliographic compilation.
- ❖ Reference service.
- ❖ Reprographic service.
- ❖ Computer and printing.
- ❖ Internet browsing.
- ❖ Digitization of resources.
- ❖ Archival of rare text documents.
- ❖ Archival of Ph. D. theses abstracts.
- ❖ Digitization of question papers of the university since 2005.
- ❖ Inter-library loan service.
- ❖ Inlibnet consortia.
- ❖ User orientation/ Information literacy.
- ❖ Uninterrupted power supply / Back-up.
- ❖ Current Awareness Service or CAS (Jadavpur University Central Library, 2012).

Present staff structure of Jadavpur University Central Library

Like any other organization in Jadavpur University Central Library also a hierarchical staff pattern is observed. There are two types of staff, namely professional staff and non-professional staff. Though the professional staff mainly perform the technical activities but at the same time none can deny the indispensable duties of the non-professional staff. At the helm there is the Chief Librarian who is the head of the library activities,

services and administrative decisions. The hierarchy of the professional staff is given in a tree structure. Though there are two Librarians for the Jadavpur campus and the Salt Lake campus but in the present study only Jadavpur campus will be considered. In the following page Figure 1 clearly shows this hierarchical professional staff structure of Jadavpur University Central Library.

Figure 1. Hierarchical Staff Structure (Professional Staff) of Jadavpur University Central Library



The Information Scientist of the Central Library of this Jadavpur campus and Salt Lake campus is one person and the post of the Information Scientist belongs to the same rank as that of the Librarian.

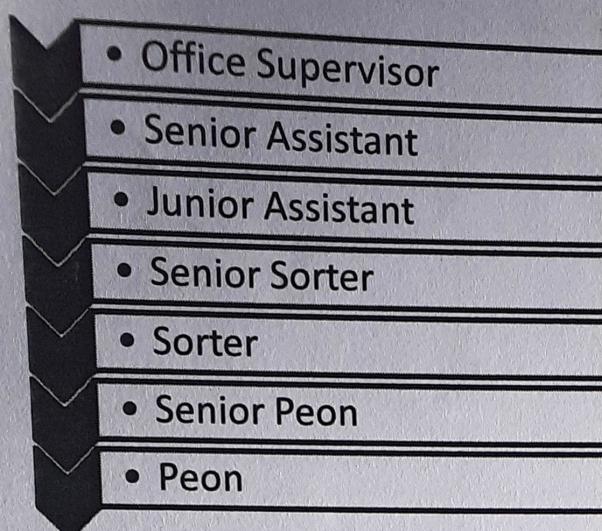
In the Digital Library the staff designation is Project Assistant. They are recruited under the UGC project named University with Potential for Excellence (Phase -II). There are at present three Project Assistants. The posts are contractual. Though they are not considered the professional staff of the Central Library, but they are the chief architect of the digital library services.

Among the non-professional staff there is also a kind of hierarchy which is shown in Figure 2. (Though this hierarchy maintains the order of Library Sorter → Library Attendant → Library Peon, but as this Central Library's total staff strength also includes the office staff of the Chief Librarian's Office among the non-professional staff, so in the following figure the office staff are

also included.) The interview of the library employees and the prepared questionnaires for this proposed study are mainly the main source of preparing these figures.

Figure 2. Hierarchical Staff Structure (Non-Professional Staff) of Jadavpur University Central Library





The cleaners, liftman and security personnel are recruited by the University and so they are kept

outside the purview of this staff structure of the Jadavpur University Central Library.

Staff Strength and Section-wise Placement of the Employees:

At present the total staff strength in Jadavpur University Central Library is fifty three. There are twenty six professional staff excluding three officers of the highest ranks namely, Chief Librarian, Librarian and Information Scientist. The post of the Associate Librarian is vacant. Among the professional staff there are at present three Superintendents of Library Services, eight Assistant Librarian Grade I employees and fifteen staff belonging to the post of Assistant Librarian Grade II in the Central Library. Among the twenty four non professional staff there are one Office Supervisor, one Senior and one Junior Assistant. Rests are senior sorters, sorters and peons.

The section wise staff strength is given below in the following Table 1.

Table 1. Section-wise Staff Strength

Name of the Sections of the Library	Name of the Posts				Total
	Superintendent of Library Services	Assistant Librarian Grade I	Assistant Librarian Grade II	Others (Non-professional)	
Circulation	1	1	2	3 (Sorter) +3 (Peon)	10
Membership Registration			2	1 (Peon)	3
Reading Room		1		1 (Senior Sorter)	2
Bound Volume Journal (Mezzanine Floor)		1		1(Peon)	2
Book Dispatch		1			1
Bound Volume Journal (Annex Building-Ground Floor)		1		1 (Peon)	2
Check Counter				2 (Peon)	2
Office of the Chief Librarian				1 (Office Supervisor) + 1(Senior Assistant)+1 (Junior Assistant) +1 (Sorter) +1 (Peon)	5
Book Selection and Ordering (BKSO)	1	1	3(1 employee partly)	1(Peon)	5
Old and Rare			1		1
Serials	1		3	1(Peon)	5

Name of the Sections of the Library	Name of the Posts				Total
	Superintendent of Library Services	Assistant Librarian Grade I	Assistant Librarian Grade II	Others (Non-professional)	
Binding				2	2
Centre for Digital Library and Documentation				3(Project Assistant) [Not included in the total staff]	3
Document Delivery Request Service			1	1 (Lab attendant) (partly)	1
Cataloguing		1	3	1(Peon) (partly)	4
Labeling				1(Peon)	1
Reference			1	1(Sorter) + 1(peon)	3
Thesis			1(partly)	1(Peon)	1
Total Staff Strength(Including 3 officers) = 50[+3]=53 [Excluding 3 digital library staff] [Part-timer staff (denoted here as 'Partly') not included in Total, because they are included in other sections as main staff.]					

(The interview of the library employees and the prepared questionnaires for this proposed study are mainly the main source of preparing this table.)

What Should Be the Ideal Staff Strength:

Due to some delayed and irregular recruitment procedure (as mentioned by the employees the last recruitment took place during 2011) in Jadavpur University Central Library some sections are facing real difficulties. For example in the Book Selection and Ordering Section one Assistant Librarian Grade II employee has to play a dual role in both this section as well as in Old and Rare Section. Similar is the scenario with the Thesis Section, Bound Volume Journal Section and the like. Many employees have to perform part time duties in other sections suspending the work in their own sections. This is due to lack of staff. For the sake of the organization an employee should perform some other duties some times in exchange of his own duties. But if this goes on regular basis then it can hamper the work flow of the organization as well as necessary services.

This library is a state government organization and seeing the vacant posts the authority gives application to the government for funding and when it is sanctioned a new recruitment procedure begins. First open advertisement is given to the university website and in some popular news papers for the posts of Chief Librarian, Librarian, Associate Librarian and Assistant Librarian Grade II (these posts of professional staff are based on open advertisement and rests (professional) are promotional). Written examination and after that interview procedure is followed to select candidates for the posts. In case of higher ranked posts only interview method is followed. Though it is a state government organization and recruitment of the staff depends on the state

government funding and policies, still the authorities of this organization if become more concerned in this regard in frequently appealing to the good will of the state government for the staff recruitment by citing the immediate need of staff, then the free flow of work and services of this renowned organization will not be hampered and the heavy pressure of work on the present employees will also be mitigated. It will only do well to the organization and the quality of services will also be definitely improved.

What should be the ideal staff strength of a university library is mentioned by Dr. S. R. Ranganathan in his famous staff formula. Though now a days due to the changed infrastructure of libraries, increasing amount of collection and workload and addition of new services, application of digital technologies and many other changes have totally transformed the scenario from that of Ranganathan's days still this formula to some extent can be a standard for measuring the staff strength of a university library and till date there is no other such popular formula to standardize this staff strength. But it will not be very wise to follow this staff formula exactly, keeping the changing scenario of the 21st century in mind. However, in the light of this formula an effort has been made to justify the staff strength of this Jadavpur University Central Library. According to Ranganathan's recommendations in **Book Section** (i.e. Book Selection, Purchase and Acquisition Section) –

$$\text{Number of Staff} = \frac{\text{Number of books accessioned in a year}}{6000}$$

According to the staff of this Central Library's Book Selection and Ordering Section (BKSO) approximately 6000 books are accessioned in this section in every year and so it shows that 1 [6000 / 6000] staff is enough for this section. Five staff are there and so it should not be a big difficulty to handle the work load in that section.

Ranganathan's formula suggests that in the Circulation Section –

$$\text{Number of Staff} = \frac{\text{Total number of gate-hours for a year}}{1500}$$

According to the staff of this Central Library's Circulation Section (and after calculation) the total yearly gate hour is approximately 3096 hours and so the calculation shows that almost 2 [3096 / 1500] persons will be enough to take the work load of this section and the existing staff strength of this section is 10 which is more than sufficient. But again to be remembered that this is 2015 and the types of services and number of users have increased to a great extent. Still if some staff (at least one professional and one non-professional staff) can be sent to the Cataloguing Section of this library then some pressure can be released from the Cataloguing Section's employees because huge amount of books still remain in that section, being unprocessed only due to lack of enough staff. For that reason many users fail to get those copies in spite of being present in Jadavpur University Central Library.

Again Ranganathan's staff formula suggests that in the Periodical Section –

$$\text{Number of Staff} = \frac{\text{Number of periodicals currently taken}}{500}$$

Approximately 12500 serials (both print and online) are taken in the Periodicals Section annually and it means that almost 25 [12500/500] staff are needed but actually there are 5 staff at present and so more employees are necessary clearly for this section but as during Ranganathan's time the serials were mainly printed and now huge amount of online digital journals are processed in this section of this Central Library so this formula cannot be followed exactly in its original shape. But seeing the workload of this section the need of more staff can easily be felt.

The staff formula represents that in the Reference Section –

$$\text{Number of Staff} = \frac{(\text{Number of readers per day} / 50) * (\text{Number of working days in a year} / 250)}$$

From the statistics of Jadavpur University Central Library's Reference Section it gets clear that number of daily users in this section is approximately 15 and the yearly working days are 325 approximately. So, according to Staff Formula this section needs 0.39 staff [(15/50)*(325/250)] or in round number it denotes 1 staff. This section has 3 staff (1 professional) which is sufficient.

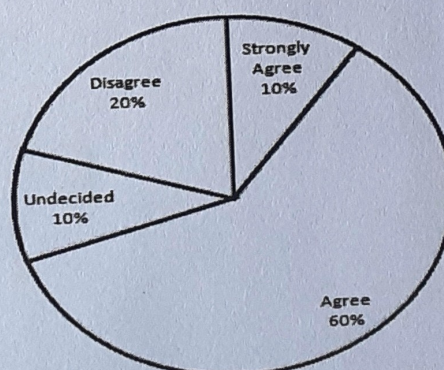
According to Ranganathan there should be one Librarian, one Deputy or Assistant Librarian, minimum one library accountant, one stenotypist and one clerk, one staff (for maintenance of every 6000 volumes added in a year) in a university library. If one compares the situation with Jadavpur University Central Library then it will be seen that not a huge difference is there in the real life situation and this formula is maintained quite effectively. There are one Chief Librarian, one Librarian (Deputy Librarian), (in the office) one Office Supervisor, one Senior and one Junior Assistant as well as one Sorter and one Peon in this Central Library. There is no such separate maintenance section in this library but if the Binding Section can be considered the so called maintenance section then there are 2 staff and every year approximately 5000 books and journals are bound (3000 journals and 2000 books approximately). As it has already been mentioned that this formula cannot be a true justification of today's staff strength of a university library but still to get a broad overview this formula has been applied here (Kumar, 2008).

Placement of the Staff and Suggestions:

While seeking the staff pattern and staff strength related information of Jadavpur University Central Library a vital question was asked to the staff that whether the right person is placed at the right position. From the answers collected from the staff a pie chart has been drawn.

Generally the employees with appropriate degrees and skills are placed at the appropriate departments. For example a staff with a special degree in conservation is placed at the Old and Rare Section where it is needed to preserve some very fragile but valuable old books applying some preservation method. In the Figure 3 opinion of the staff regarding this placement is reflected.

Figure 3. Placement of the Right Person at the Right Position



Whereas 10% employees strongly agree and 60% employees agree to this judicious placement decision of the authority 20% employees respond in the negative and 10% employees remain undecided. It is probably due to the fact that some employees in spite of having some special degrees

and some special knacks in some particular areas of library science do not get proper opportunities to serve their field of likings. Sometimes the authority fails to point out this special field of expertise of the employees or due to heavy work load it becomes impossible to place the staff to the jobs according to their choice. So if the authority of Jadavpur University Central Library becomes more cautious in recognizing the particular likings and expertise of the individual employees and places them at right places then this 20% disagreement may slowly take a positive turn towards agreement and it will definitely do a big favour to the organization because if a person can work according to his or her choice, strength and likings then he or she may really produce his or her master piece.

Conclusion:

From the above study a clear picture of the staff pattern of Jadavpur University Central Library comes to the front. The staff strength of this library

in no way can be considered poor if it not highly sufficient. The section wise distribution of staff also follows Ranganathan's staff formula to some extent. Knowledge, expertise, skill also get eloquent expression through the works performed by the employees of this library. The concern of the authority to a greater extent regarding the recruitment of new staff in vacant places, seeing the ever increasing pressure of services, is the need of the hour. The placement of the staff in right places, keeping an eye on their skill and knack and in a word proper management of the staff or the human resources by the authority can really lead Jadavpur University Central Library to its zenith of accomplishment. However, the picture of Jadavpur University Central Library is nothing but the mere representative of the hundreds of Indian university libraries. If the outcome of this research work can be applied on the staff pattern of other university libraries then doubtlessly the service quality of those university libraries will be improved.

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