HUMAN RELATIONS IN LIBRARIANSHIP

Seminar Papers
XLI All India Library Conference
Vijayawada
January 7 - 10, 1996

Edited by
P S G Kumar
C P Vashishth

Indian Library Association
Delhi

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© INDIAN LIBRARY ASSOCIATION
A/40-41, Flat No. 201,Ansal Building
Mukherjee Nagar, Delhi 110 009

1995

ISBN 81 85216-29-0

Price Rs 500
US $ 40
£ 25

Laser typeset by Imprint, 16 North Avenue, Punjabi Bagh, Delhi 110 026 and printed at Cambridge Press, Delhi 110 006.

CONTENTS

Editor's Note

Section 1

Human Relations in Librarianship: Within the System

Human Relations in Librarianship: Within the System–
Dr V Vijaya Sudha and R S Sastry 1

Empowerment in Librarianship–*Roshan Raina and Biju Varkkey* 10

Total Quality Management in Libraries–*S Sridharan and Sunil Kumar* 17

Application of Management Techniques in Modern Librarianship with Special Emphasis on Human Relations School of Thought–*Abdul Majid Baba* 22

Library Service Excellence Using Human Factors–
Dr V Venkataramana, Dr Mohd Burhanuddin and A Siva Kumar 27

Motivation Techniques in Library Management–*Mohan R Kherde* 32

Conflict: How to Overcome?–*(Mrs) Ally Sornam* 40

Human Relations in Respect of Status of Library Professionals in the Colleges and Universities of Orissa–*Dr Baman Parida* 46

Job Satisfaction of Librarians in Karnatak University Library and its Constituent Colleges–*Dr S L Sangam, Dr PV Konnur and S N Kattiani* 53

Performance Appraisal System: Some Observations–
Dr B U Kannappanavar and C R Bhat 67

Human Relations in Librarianship–*(Mrs) S Kanthimathi* 72

Interpersonal Relationship: Communication and Miscommunication in Academic and Research Libraries–
Dr Mohamed Taher and K Krishna 81

Significance of Human Relations in Academic Libraries–
S K Bajpai 91

Human Relations Among LIS Professionals at Local Level–
K Ganga Raju 96

CONTENTS (Contd)

Human Relations with Special Reference to Dr Babasaheb Ambedkar Marathwada University Library, Aurangabad–*(Ms) Saraswati More* 106

Human Relations Crisis in Library Management–*Dr (Mrs) D Rajyalakshmi* 107

Interpersonal Relations Between Library Managers and Their Subordinates–*Nutan Johry* 108

Human Relations in Librarianship–*S Seetharama* 113

Section 2

Interaction with the Users

Human Relationships in Librarianship: Interaction with the User–*(Mrs) Padma V Upadhya* 119

How User Friendly Are We–*Dr Mohamed Taher* 124

Human Factor in Library Management–*Keya Basu* 140

Five Laws and User Services: An Evaluation–*Dr M Kanakachary* 148

Human Relations in a Public Library System: An Overview–*Dr N N Sharma* 156

Users' Perception of the Attitude of Library and Information Professionals–*Samyuktha R and Prof K S Raghavan* 163

Winning the Heart of the Reader–*(Ms) B S Swaroop Rani* 168

A Thing That Duty is a Joy For Ever–*C P Pharande* 176

Public Relations in Public Libraries–*Dr B U Kannappanavar, C G Mathad and M Vijayakumar* 181

Treatment of Users: Some Issues–*Shyama Rajaram* 182

User's Reaction to Library Services with Special Reference to Military Libraries of Mhow Station–*Dr Sonal Singh* 189

Human Relations Between Library Professional Staff and Users of Dr V S Krishna Library, Andhra University, Waltair: A Survey–*K Sugatri Devi* 199

CONTENTS (Contd)

The Relationship Between the Effectiveness of Library Service and Library Use by Post Graduate Students in Two Agricultural Universities–*Dr Harpal Kaur* 209

User Education in College Libraries of Greater Guwahati: Interaction with the Users–*(Mrs) Dipika Chaudhury* 216

User Studies: Autonomous *vs* Non-Autonomous College Libraries in Madras City–*K T Dilli and Dr (Mrs) Manorama Srinath* 223

Interaction with the Users–*A Kaliammal* 227

Librarianship and Human Relation with a Bias to Agricultural Librarianship–*Shyamoli Chatterjee* 229

Information Requirements of Scientists & Technicians in Central Institute of Agricultural Engineering, Bhopal: A Survey–*K L Mahawar and Hemlata Gotherwal* 231

User Education in Libraries of Assam with Special Reference to K K Handiqui Library, Gauhati University– *Dr R K Barman and B Goswamee* 240

Use Patterns of Physics Periodicals in a Large Academic Research Library–*Golam Ambia* 246

User Studies in India: A Review–*D B Ramesh, B K Dalai and R J Sahu* 250

Thus Spake the OPAC User: Quantitative Analysis– *Dr B Ramesh Babu and K Kaliyaperumal* 255

Users Need Electronic Media for Information–*S K Sharma, Dr Ashok Kumar and Mrs S Ganju* 266

Section 3

Outside the Working Environment

Human Relations in Resource Sharing Among Libraries– *Dr M Bavakutty and K Sudha* 269

Resource Sharing Among University Libraries in Karnataka– *Dr S R Ijari and Dr B U Kannappanavar* 273

Haryana Experiment in Cooperative Procurement of Periodicals–*Balwan Singh and S P Goyal* 278

Centralized Purchase of Books in Tamilnadu: A Critical Approach–*Ve Thillainayagam (Vethi-1925)* 280

Section 4

Human Interface to Technology

Agricultural and Farm Information Network for Kerala–*R Raman Nair* 298

Impact of Automation on Library Management Techniques–*K C Dabas and Sheela Dabas* 313

Developing Man-Machine System in Libraries and Information Centres–*Shankar B Nelogal* 324

Human Relations in Librarianship and the Human Interface to Technology–*G Thamarai Selvi* 332

Impact of Information Technology on Library Management Techniques and Staffing Structure–*Dr Sangita Gupta* 337

Thinking Human Side of Library Automation : Case of a University Library–*Sukhdev Singh* 344

Human Factors in the Context of Library Automation–*Dr B S Maheshwarappa, Ms Anupama N Joshi and P G Tadasad* 351

Staff Reaction in Library Automation–Need for Training and Educators' Role–*Amit Kumar Bandyopadhyay* 360

Impact of Automation on the Employees of Engineering College Libraries–*K Nithyanandam and Dr Manorama Srinath* 371

Man-Machine Interaction : Attitude Towards Automation–*Dr M N Khan* 379

Efficient Information Management Through Effective Communication–*Dr Mohd Burhanuddin, Dr V Venkataramana and C Pradeep* 380

Section 5

Professionalism

Role of the Professional Associations in Building Up the Human Relations–*Ms V Chaya Devi* 384

Relative Index–*Sushma Gambhir*

EDITORS' NOTE

This year ILA has chosen a theme quite different to the topics centring round information technology. Many senior professionals were in fact critical on our choice of technology related themes. Thanks to Dr Taher who came out with this theme. ILA Council and General Body has approved this theme gladly. When the dead line for submission was nearing we were much worried because only two papers were received till a week before the last date. We were made to think whether we did a mistake in the choice of the theme. But to our surprise and satisfaction about 50 papers were received within 10 days. A few more papers were received thereafter.

Out of the 5 facets we enumerated (A Interaction within the system; B Interaction with the users; C Outside the working environment; D Human interface to technology; and E Professionalism) most of the papers were on facets A and B. Next we had more papers on facet D. There were few papers on facet C and F.

Facet	*Theme*	*No*
A	Interaction within the system	17
B	Interaction with the users	20
C	Outside the working environment	5
D	Human interface to technology	9
E	Professionalism	1

Theme 'A' covers relationship between superordinates, subordinates and among equals; Human relations in job performance; Conflict between norms and humanitarian considerations; Confrontation and resolution of crisis etc; and Problems of gender. There are a few papers which tried to cover all these aspects in a general way. There are very few papers that dealt with a specific aspect. Some of the authors discussed at length on modern management techniques as applied to human resource management, which is a welcome addition. Aspects like excellence, motivation, job-satisfaction etc though not explicitly stated in the facets, these were also covered by some of the authors which is most gratifying.

Facets under theme 'B' were: Treatment of users; Attitude of service; Handling problem users; Perception of needs; User education; Personal rapport with users, etc. Large number of papers were falling under this group. Apart from these aspects Communication problems; Human relationship issues in a specific kind of library; Area (geographical) studies were covered.

Under the theme 'C' we proposed to cover inter-Library relationship; Cooperation; Resource-sharing and Networking. Unfortunately, not many papers were received on these subjects. Even those that were grouped in these sections are out of focus. The human element of the theme are missing.

The facets under 'D' were fairly covered by the authors. Major areas proposed were on man-machine interaction; Attitudes towards automation; Impact of new technology on library personnel; Changing management techniques due to automation etc. All these aspects were fairly discussed by the authors.

Professionalism, the last area wherein we expected to cover Role of associations; Role models; Library educators; Role of media in building human relations, etc, could not find favour from the authors. The lone paper dealt with professionalism and library associations.

By and large, this compendium presents various facets of the theme thoroughly discussed. Some of the papers made an exhaustive study based on surveys, interviews and own experiences.

We are glad that we could gather various ideas on the less discussed yet more vital theme "Human Relations in Librarianship".

Delhi
25 December 1995

PSG Kumar
C P Vashishth

CONFLICT: HOW TO OVERCOME?

(Mrs) ALLY SORNAM*

The paper discusses what, why and types of conflict. Elaborates on occurrence of 'conflict' in Libraries. Suggests ways to resolve such conflicts.

0 INTRODUCTION

Seeking to understand and predict human behavior is one of the most challenging task for any one who is ever interested with people. Organisations are basically associations of human beings. Maximizing the efforts and contributions of human beings is the major problem today. Since human behavior decides the efforts and contributions, those responsible for managing the organisations must understand the way human beings behave.

Library, being a non-profit organisation is basically a people's organisation. Librarians as Library Managers have dual role of understanding the behavior of their customers and also their superiors and subordinates.

Katz and Mann have proposed three skill typology of managerial skills. They are

(*a*) Technical skills,
(*b*) Human Relation skills, and
(*c*) Conceptual skills.

Of the three skills, human relation skills are important for establishing effective relationships with subordinates, superiors, peers and outsiders. Unless a Librarian is sensitive to the attitudes, feelings and needs of people, he cannot estimate how they will react to what he says and does. The important human relations are not only those related to achieving the organisations' objectives, but those related to maintaining the organisation's objectives, but those related to maintaining the organisation's internal system. Among the killers of interpersonal relationships, conflict is a very influential one.

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1 WHAT IS CONFLICT?

The term Conflict means different things to different people. It may be regarded as a disagreement or hostility between individuals or groups in the organisations.

According to Pondy[1] the term conflict is used in the literature to describe:

1 antecedent conditions of conflictual behavior such as scarcity of resources or policy.
2 affective state of individuals involved such as stress, tension, hostility, anxiety, *etc.*
3 Cognitive state of individuals ie., Their awareness of conflictual situation.
4 Conflictual behavior ranging from passive resistance to over aggression.

Conflict is a part of organizational behavior. Conflict may also be defined as the condition of incompatibility of values and goals or interests of one individual with those of other individuals or organisations.

11 WHY OF CONFLICT

Despite the best of managerial practices in acting and communication conflicts occur. A total absence of conflict would be unbelievable and a strong indication that such conflicts are being suppressed.

When the needs of human beings meet the needs of organisation conflict often occurs. It is quite essential for the manager to examine the fundamental motive of the human resource, integration of these resources in organisations, coping with the inevitable conflicts and ensure the various mechanisms.

Lack of understanding between interacting individuals is the root of interpersonal conflict. When human beings set goals that are actually unattainable, conflict occurs. The completely unrealistic expectations of one self or others lead to conflict. Conflict reflects the inner frustration and tension of individuals.

12 IS IT GOOD OR BAD

Conflict is part and parcel of every organisation. Hence, the management should crèate congenial atmosphere in which it does not grow or it is directed to constructive one. Boulding[2] views that some

optimum level of conflict and associated personal stress and tension are necessary for progress and productivity. Conflict poses the following positive aspects:

- more concrete views are taken
- innovation and new ways of working created
- brings cohesiveness in groups
- used as a device to overcome frustrations
- it indicates the short-comings in the organisation thus overcoming them.
- provides a challenging working environment. It also has the following dysfunctional aspects:
  (*i*) It may lead to organizational disequilibrium.
  (*ii*) It affects contribution-inducement relationship.

13 TYPES OF CONFLICTS

Based in their level of existence conflicts can be grouped as individual, inter individual, inter individual and group conflicts.

Conflicts occurring at individual levels are categorized as role conflict and goal conflict.

14 ROLE CONFLICT

A role conflict arises when the individual is expected to play a role but is unable to fulfil the role expectations due to social, organizational and impersonal compulsions. According to Sarbin[3] role conflict occurs in three situations:

(*i*) When the individual occupies a role which is not consistent with the image, needs and expectations of the self;
(*ii*) when the individual is biologically inadequate to fulfill the role expectations;
(*iii*) When the person fails to perceive accurately the expected behaviors associated with the role.

Goal Conflict: It refers to a situation where an individual is confronted with more than one mutually exclusive goal and is forced to make a selection.

Interpersonal Conflict: It has several forms such as hierarchical conflict, functional conflict and professional conflict. In general conflicts occur between superior and subordinates (vertical conflict) or among persons at the same hierarchical level (horizontal).

Group level conflicts also occur, they may be within the group (inter group) or between groups (inter group).

2 CONFLICTS IN LIBRARIES

Libraries which are peoples' Institution cannot escape from the clutches of conflicts. The Library Manager or Librarian should identify the areas of conflicts in a Library. The areas may differ from library to library depending upon the nature of the library, type of users served and the objectives of the Library. The following are some of the general areas where conflicts could arise:

- When authorities insists on more service and satisfy more number of readers with minimum resources.
- When a change is introduced either in the infrastructure or in the pattern of services inside the library the subordinates resist exchange in the working time or introduction of computers.
- When the authority or Librarian fails to recognise the special efforts taken by subordinates to improve the out-look of the library.
- When allocation is very much limited but readers demand better service.

When the Librarian or the authorities fail to be aware of conflicting conditions a hostile relationship is established.

How to identify conflicts in Libraries

The first step in the resolution of conflicts is their discovery and exposure. The following procedures are generally adopted. Librarian can choose any one of the methods suitable for him:

Grievance Procedure

Individual submits a complaint to the superior for discussion. Hiding behind the complaint is usually a suppressed conflict.

Direct Observation

Librarian should be sharp enough to note the change in the attitude and behavior of the individual towards his superior and working environment.

Suggestion Box

Anonymity may provide courage to submit a dissatisfaction which will otherwise go unnoticed.

3 HOW TO SOLVE CONFLICTS OR CONFLICT MANAGEMENT

Conflict Management is the extent to which the superior or Authority restrains subordinates from fighting and arguing, encourages them to resolve conflicts in a constructive manner and helps to settle disagreements between the individuals.

Conflicts can be resolved or managed in the following ways:

- Personal approach
- Participative decision making
- Better understanding and co-operation
- Creating trust

Setting a personal example of behavior, integrity of the superior, a feeling by the subordinates that their legal interests are safeguarded and delegation of powers would lead to mutual trust.

Apart from the above the change in the structure of the organisation or some part of it reduces conflict. Such organizational changes should debit in the removal of obvious differences in the status symbols, between hierarchical interest groups and opportunities to subordinates in completing tasks and sharing in organizational rewards.

31 TECHNIQUES OF CONFLICT RESOLUTION

The following are standard measures considered as Conflict Resolution Actions.

1 *Problems Solving:*, This is considered as the most effective positive technique for conflict resolution. This is applied where conflict is based on misunderstanding of the parties concerned. Instead of accommodating their different perspective the groups are made to realize the common goals of the organisation.

2 *Avoidance:* Concealing the incompatibility on withdrawal from the conflict by both the parties. This method may try to avoid conflict but will not solve conflict.

3 *Compromise:* It is well accepted technique, yielding neither a definite loser nor a distinct winner. The conflicting parties, arrive at some compromise which is usually the mutual give and take situation. The outcome depends primarily on the relative strength of the groups.

4 *Confrontation*: This strategy may result in win-lose situation. The two groups settle their score by applying their strength against each other. High performing organisations often use confrontation techniques. This technique may be used for increasing the development and effectiveness of organisations.

Librarian's choice of the above methods depends very much on his personal traits and the kind of problems he has to solve. Self introspection provides the real understanding of conflict.

Conflict in some degree is part and parcel of virtually very part of human life and Libraries are not free of it. It is an aspect of organizational functioning. Librarians, who are in the business of information dissemination, should identify the causes of conflict and take necessary actions to resolve them. This needs a special knowledge of human behavior and interpersonal skills. Developing them would yield fruitful results in their area of work.

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EMPOWERMENT IN LIBRARIANSHIP

ROSHAN RAINA*
BIJU VARKKEY**

Discusses the concept of 'Empowerment', Examines the relative marrits of the new techniques in Library environment. Concludes by saying 'managers have nothing to loose in the real sense'. It only increases managerial success by allowing subordinates to take responsibilities for their jobs and allowing them to contribute to the organizational goals.

'In a hierarchical organization, bosses do not do much... They just preside and take all the credit. It is criminal. A lot of good people are buried down there, and the bosses are happy to keep them buried.'

Michael H Walsh CEO, Tenneco Corporation New York Times: Jan 1, 1993

0 INTRODUCTION

One technique which is prominently highlighted as a vehicle for successful management of organisations is the attention to be given for Human Relation oriented management process. This carries no two opinions. It is now an established fact that for achieving organizational goals, efficient people management is mandatory and the technique(s) choosen has(ve) to match with unique needs of people.

Over the years, the term 'people' in the organizational context has grown out of the internal group of employees to encompass shareholders, customers, suppliers of resources, the community around and even family members of the those employed. The essence of 'total quality management' is rooted in this paradigm of 'relationship orientation' towards people who are associated with the organization. Naturally, in this paradigm, the customer was put first but the organisations were cautioned not to ignore the internal group (employees) who were responsible for providing the required customer service. 'Employee' as used here refers to all members of the organizational hierarchy ie from the Chief Executive (CE) to the

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lowest level. The same framework could be applied in the departmental context, with the department head taking place of CE (Librarian in libraries) and even deducted further down. In the text, the words 'employee' and 'staff' are used with the same meaning.

While discussing about managing people, the concept 'Human Relations' is not to be mistaken as a new theory which is suggested as a one shot solution for all problems. It could only be summarized as a popular school of thought in management, which emphasizes on recognizing the inherent worth of individual employee and acting accordingly. In sharp contrast, classical school of people management stressed only on the outcome of the assigned task without bothering about the emotional and social side (the human side) of employees.

On the part of managers, the Human Relations approach requires developing a distinct mindset. Human beings are to be viewed as the ones who are cooperative, adaptive, responsible and who are influenced by the surrounding environment. The managerial stratergies, styles, etc have to match with these basic preconditions, if ever this approach has to give desired results. 'Empowerment' is a dynamic concept which is being widely discussed in the organizational context, with a lot of leanings on the Human Relations approach. Success stories are reported widely based on the same. So are the cases of failures. The objective of this paper is to examine some underlying concepts behind empowerment and discuss the results of an experiment conducted in a library.

1 WHAT IS EMPOWERMENT?

A management technique which increases the managers success by giving power to other people (Stewart 1994). At the outset, this might sound very disturbing. Traditional bureaucratic systems are inclined towards control from the top. In such a system a manager's ability to influence (defined as power) is, to a large extent, derived from position in the hierarchy.

One could ask that 'Is Empowerment sharing of ones work load of moving further to something like delegation'?. While 'Delegation' of responsibility is another technique suggested for managerial success, 'Empowerment' goes beyond delegation. It virtually hands over power to the employees or, in other words, apart from doing the job the concerned employee is allowed the liberty to make independent decisions with responsibility for consequences either good or bad. It is rather making the employee 'own the job'.

11 WITHOUT EMPOWERMENT, WHAT?

Another normal question which may come up is stated above. Sure, 'Empowerment' is never a one shot solution for managerial panaceas. But experiments indicate that 'Empowerment' prepares the organization for facing the future, ultimately resulting in satisfied customers and employees.

Libraries are organizational entities which belong to the service sector of the economy. Unlike the manufacturing sector, here customer satisfaction depends not only on the end product but on the mode of service delivery. It also means that attention should be given to several factors related to the product. Like the assuring smile of airline cabin crew making the journey pleasurable or the prompt encasement of a negotiable instrument by the bank clerk which retains a customer, it is the users' satisfaction which justifies existence of the library.. And empowered library employees can contribute much towards the same. This concern for the user is the epicenter of Total Quality Management, which is being practiced by several organisations.

For managers of libraries, what will 'empowerment' provide? From the experience of IIM Library, Lucknow, pre empowerment days for the librarian were devoted to fire fighting on a daily basis. All this was done at the cost of library development and, more significantly, staff development. 'Empowerment' was rather freeing the manager of various mundane tasks. It resulted in making available time and environment to concentrate on goals of higher order like staff development, automation and providing value added services.

12 PROCESS OF EMPOWERMENT

'Empowerment' will never happen overnight. Neither will it be effective in all kinds of environments. Some basic ground work needs to be done to make it happen. Empowerment happens in an environment which provides the following:

1 Supportive managerial mindset;
2 Climate of trust;
3 Defined systems; and
4 Staff development.

121 Supportive Managerial mindset

First and foremost, the basic assumptions regarding people discussed in connection with the 'Human Relations' approach has to

be internalized by the manager. A positive outlook regarding the capabilities of people and respect for the individual should be a part of the mindset. Gone are the days of the barely literate library worker joining at the lowest level, moving upthe ladder through hard work and obeying orders. Our libraries today employ qualified professionals, who are aware of the latest happenings in the profession and are in a position to form independent opinions. Their needs, outlook and opinions could vary from that of the earlier generation. Managers who are up to empowering, should realize these factors and act accordingly. In a multidisciplinary area like 'Management' there is a chance of the librarian in person getting involved in very elementary tasks like finalizing a class no, subject term or rendering style in the case of slightly out of the way titles in spite of standard tools being used. While developing stipulations could resolve major portion of the issue, empowering allows the concerned staff member work out suitable solutions for still problematic cases, of course within the norms and standards prescribed for the purpose. Empowerment allows the counter staff to decide immediately on temporarily increasing borrower entitlement, without bothering to wait for the librarians approval. Inbuilt in the package comes the same person's responsibility to regularize the records next day or directly calling back the book if the prescribed library norms have been violated.

122 Climate of Trust

Empowerment can work only in an organization (department) where the climate of trust between the manager and subordinate exists. The intensity of trust is tested against the manager's ability to tolerate errors made by the subordinate, of course if, in good intention. It also requires the managers to allow room for taking initiatives and risks, in pursuit of organizational goals. In the process, there will be diverse opinions and voices of descent, which have to be managed and not pushed under the carpet. An open system, where two way communication between staff and manager, without fear has to be built up.

123 Defined Systems

If empowerment has to yield desirable results, apart from determination it should be supported by well defined systems. This is expected to take away ambiguity from work place and create space for optimum utilization of skills and knowledge.

In the absence of adequate systems, there is a general tendency for librarians to get involved with trivial matters often related to the service areas. Examples include: attending to library members/ visitors, extending assistance in locating documents, deciding on temporary increase in the borrower entitlement or retention period, attending to routine queries *etc.*

A 'Library Staff Manual' usually provides an answer to this problem. Designing and developing a detailed manual covering (*i*) job descriptions (*ii*) role elements (*iii*) responsibility structure (*iv*) role relations (*v*) tools and techniques related to each job etc, should relieve the librarian from getting involved in routine matters.Library staff would have obtained sufficient clarity regarding 'who is to do what' and the system takes care of all routine issues. A question which might come up here is the relationship between properly defined systems and empowerment. In spite of having a library manual, matters may not be smooth. While the manual just states the facts, a driving force is very much required to convert the specifications into action. Empowerment of staff members ensures that not only the prescribed systems get operationalised but also necessary corrections/adjustments take place automatically. The services of librarian are called only for resolving issues which might require policy decisions.

124 Staff Development

Empowerment will give desired results only with a group of staff sufficiently trained to handle the higher levels of responsibility with confidence. The managers strength lies in identifying the training needs of the staff in relation to the task envisaged and evolving suitable action plans. The training plan should never be restricted to formal class room type, like sponsoring the employee for a programme. Often the manager has to get directly involved, by devoting time and energy for personalized coaching. Opportunities for sharing knowledge with fellow members in the group/ department should also be encouraged. In short, creating a learning environment is a prerequisite for empowerment to be successful.

In our libraries staff members by virtue of prolonged exposure are in a position to take care of routines. But faced with a complicated problem (many a times, frequently), default support from the librarian is sought. The pre-empowerment rules and regulations often stand in the way of a staff member from applying discretion. When properly trained, the staff member will be in a position to take

independent decisions and with empowerment added to the job is in a position to operationalise the decision without loosing time and sacrificing customer satisfaction.

2 AFTER EMPOWERMENT, WHAT?

Empowerment does not have any magic in it which takes it to the desired results once given a green signal. On the contrary, this is a step by step process of organizational learning and individual development. Due to the above preconditions being left unfulfilled, in many cases the experiment fails at the take-off stage itself. The unwillingness on the part of managers to let control go off from the jobs of the staff is one major factor which stands in the way of empowerment. Another factor is that the mere idea of asking the subordinate to be in charge gives the manager a feeling of insecurity. Even beyond that, managers foresee a scenario of 'role erosion' and begin to think 'What will I do when subordinates take care of every thing?'. This thought, pulls back managers from empowering staff and getting the best out of them.

During the starting phase of the empowerment process managers are primarily required to concentrate on sustaining the environment created for this purpose. The staff members are to be given timely feedback about their performance and assisted to make necessary improvements. (It never means that all staff members are empowered together. Depending on the complexity of tasks and capability of the individual the period required varies. For example time required for empowering the counter staff to make exceptional issuals and the technical staff in terms of deciding a difficult class number might differ. However, managers should never overlook the need for the general environment needed for empowering. It should be created within the department covering all staff members.)

Managers ought to realize that once staff are left to themselves, their role as managers also changes. The manager can no longer expect to be consulted for all decisions and actions are taken only with prior approval. Instead, an internal information system is required to keep the manager informed of the happenings at periodic intervals. Managers should devote their skills on developing and refining such a system. This information can be used to encourage the staff by providing required feedback and ensure user satisfaction. Further, managers are left with time to plan innovations within the existing system which will provide value addition to the user.

Staff development is another area to which managers can devote more attention. Unfortunately, this is an area which is left unattended in many of our organisations, including libraries. The focus here is to groom the empowered subordinates to take up higher positions or levels of responsibility. This would require the librarian to identify possible avenues for a subordinate to grow and allow growth in that direction.

Encouraging young library staff to acquire professional qualifications, sponsoring them for seminars, helping them to articulate their experiences/views either individually or jointly, motivating them to learn new skills (for example computers) etc are worth experimenting with.

3 CONCLUSION

To conclude, with empowerment in action, managers have nothing to loose in the real sense. It is only increasing managerial success by allowing subordinates to take responsibility for their jobs and allowing them to contribute to the organizational goals. Apparently manager's control over routine is lost. But in the process, the manager is ensuring satisfaction of both internal and external customers. This makes the managerial job more challenging.

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HUMAN RELATIONS AMONG LIS PROFESSIONALS AT LOCAL LEVEL

K GANGA RAJU*

Underlines the significance of 'Human Relations' at Local Level. Gives a resume of the survey conducted of the Library professionals in Visakhapatnam city.

0 INTRODUCTION

The contemparary Library and Information system, being complex and multidimentional organization, needs dynamic professionals, who can accomplish the overall mission and goals of the sytem effectively. Such professionals require to update their knowledge and skills, sharing of ideas, motivation etc, which can be achieved through interaction or relation with other professionals, internally and externally. Traditionally human relations are being established and maintained through communication. Owing to its importance in contributing to achieve interaction among professionals and integration of tasks in the library, communication became central to organisational activity. H A Grace[1] identifies the following purposes of communication:

(*a*) Communication as utility
(*b*) Communication for communication safe
(*c*) Communication for creativity
(*d*) Communication for motivation

Moreover, the experiments conducted to measure the effects of communication reveal that communication (*a*) increases production (*b*) affects group performance and (*c*) develops among the employees the will to do as they understand work environment and the relation of their activities. According to a statement of Association of Research Libraries.[2] Organisation is "a means of balancing and coordinating work effort and for channelling internal and external communications and relationships".

Generally, internal communication is being established by official channals, which may be written or oral. These channels run up, down

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and across the library, thus maintaining human relations internally. The basic purpose of maintaining such relationship is to inform, to convince, to reinforce, to coordinate the activities of the library manpower. The means may be used to pass on information, orders, ideas or opinions. The means adopted for it may include spoken communication, staff meetings, group discussions, circulars/notices/ memoranda *etc*, staff manuals, newsletters, brouchures *etc*. The internal communication has drawn sufficient recognition from authorities and is being implemented through a network of internal relationships within the libraries.

However, the complex nature of the present day Library and Information Systems demands for interaction among professionals external to their place of work. To increase the performance efficiency, top priority should be given to create an environment in which Library and Information Science Professionals work together constructively in a congenial partnership at local level. Such an idealistic organization can be expected only through he establishment of healthy human relations among professionals within the proximity.

Further, in the present day information society, no library can stand in isolation and meet the information requirements of its users. Resource sharing is an inevitable and viable alternative, which has to be established at local, national and international levels. Such a network of Library of Information systems presupposes the interaction among Library & Information Science professionals.

1 NEED FOR INTERNAL HUMAN RELATIONS AMONG PROFESSIONS

The external Human Relation facilitates the following functions:

1 Interaction among Library & Information Science Professionals which helps to focus and direct the talent and energies of professionals and deliver services effectively.
2 Motivation of professionals
3 Sharing of Professional ideas[4] to share the resources of Libraries in a particular locality thus achieving economy.
4 To have effective information retrieval system and thus achieve user satisfaction.
5 To coordinate activities such as cataloguing etc, and thus avoid duplication of work.

Hence, external human relations have a significant contribution in the success of Library & Information Systems in this 'information revolution' era.

OBSTACLES

However, inspite of its importance, establishment of human relations is difficult due to one or more of the following obstacles:

- Character of organisatin and style of managing
- Existing staff relationships
- Patterns of inner motivation of professionals
- Personal goals *vs* team work
- Training and performance appraisal
- Changes in career (mobility)

How do our librarians maintain human relationships with their counterparts in overcoming these obstacles is a matter of interest.

2 LIBRARIES OF VISAKHAPATNAM CITY–A BRIEF INTRODUCTION

The Visakhapatnam city has a unique speciality of being an industrial as well as academic centre. It has to its credit, industrial organisations like Visakhapatnam Port Trust, Hindustan Shipyard, Visakhapatnam Steel Plant, Bharat Heavy Plates & Vessels, Hindustan Petroleum Corporation Limited, Hindustan Zinc Limited, Coromandal Fertilisers *etc.* It is the headquarters of Eastern Naval Command with a number of its organisations. It has a University with its extension centres, affiliated degree colleges, 2 Engineering, 3 Law and 1 Medical Colleges. Besides the libraries attached to industrial and academic libraries, there exists a network of Public Libraries. The scope of the study includes all types of libraries.

3 ANALYSIS OF DATA

The first block of the questionnaire has been identification block. The acutal questions have been framed to ascertain the opinion of Library & Information professionals about the importance of human relations among themselves at local level; how well they are maintaining interaction within the professional community; what methods they have adopted for the purpose; and to seek their suggestions for the improvement of the same, if necessary.

31 NEED FOR HUMAN RELATIONS AMONG LIBRARIANS AT LOCAL LEVEL

The sample has been asked for their opinion on need for Human Relation at local level and 100% positive reply has been received emphasising the necessacity. When they were asked further to indicate the reasons for their option, the respondents gave different reasons that are tabulated in Table 1.

TABLE 1
Rank Order Showing The Resons for Human Relations At Local Lever

	1	%	2	%	3	%	4 & above	%
(a) Exchange of Professional information	12	(20.0)	11	(18.3)	16	(26.6)	21	(35.0)
(b) Communication of current development	7	(11.6)	22	(36.6)	16	(26.6)	23	(38.3)
(c) Stimulates professional Zeal	5	(8.3)	9	(15)	6	(10.0)	40	(66.6)
(d) Co-ordination of service among local libraries	5	(8.3)	6	(10)	8	(13.5)	41	(68.3)
(e) Co-operation among local librarians	18	(30.0)	7	(11.6)	4	(6.6)	31	(51.6)
(f) Better services to users	18	(30.0)	6	(10)	5	(8.3)	31	(51.6)

32 METHODS TO DEVELOP HUMAN RELATIONS: PRIORITIES OF PROFESSIONALS

The next aspect of study is to find out the priorities of professionals regarding the methods to be adopted for maintaining Human Relations at local level. The responses have been tabulated in Table 2.

TABLE 2
Showing the Priorities of Professionals

	1	%	2	%	3	%	4 & above	%	Total
Informal meetings	27	(45)	13	(21.6)	10	(16.6)	10	(16.6)	60
Study circles	14	(23.3)	16	(26.6)	14	(23.3)	16	(26.6)	60
Services/ Conferences/ Workshops	24	(40.0)	11	(18.3)	13	(21.6)	12	(20.0)	60

The Table reveals that cooperation among local librarians and better services to users have been ranked as the reasons for

supporting Human Relations at local level as the figures 30% and 30%, respectively, indicates. These have been followed by the reason'. Exchange of professional information' and 'communications of current developments'. It can be interpreted that the professionals are interested to have cooperation and resource sharing at local level and thus accrue the advantages of it.

It is obvious from table 2 that professionals prefer 'Informal meetings' and Seminars/Conferences/Workshops to develop healthy human relations as the figures 45% and 40% indicate. It is an already recognised fact that informal communication has a major role in Scientific Research, Managerial activities etc. Once again the importance of informal methods in the establishment of human relations has been emphasised by respondents.

33 ACQUINTANCE AMONG PROFESSIONALS OF THE CITY

The acquaintance among librarians working in a city, may be at different levels, is a common feature. Hence the professionals were asked to indicate the level of such acquaintance, so as to find out the existing interactions among professionals. Results are given in table 3.

TABLE 3
Showing Acquaintance among professionals

Good	19	(31.6%)
Fair	16	(26.6%)
Poor	25	(41.6%)
Total	60	(99.8%)

It is startling to note that 41.6% have poor relationships with their counterparts in the city and only 31.6% have good relationships though they have in principle agreed to the importance of human relations at local level. This indicates the need to take steps to improve the situation.

34 PARTICIPATION IN PROFESSIONAL ACTIVITIES

Seminars/Conferences/Workshops/Refresher courses etc provides a forum to professionals to share their ideas, to find out solutions to certain practical problems, to interact with experts, and to update their knowledge. The results thus obtained have been provided in Table 4.

TABLE 4
Showing the extent of participation is professional activities.

	Yes	No	Total
Seminars/Conferences/Workshops	17(28.3%)	43(71.6%)	60
Refresher courses	24(40%)	34(56.6%)	60
Professional meetings	9(15%)	51(85%)	60

The Table 4 reveals that participation of professionals in professional activities is not encouraging as majority have not participated in Seminars Conferences (71.6%) Refresher Courses (56.6%), Professional meetings (85%). Hence there is a need to find out the reasons for poor participation and motivate the professionals for higher rate of participation.

35 IMPACT OF PROFESSIONAL ACTIVITIES ON LIBRARY SERVICES

The professionals were asked whether attending to professional activities such as seminars/conferences/workshops/professionals meetings etc, helps them in providing Library services effectively. Their responces are tabulated in Table 5.

The response, as revealed in Table 5, is not too democrative as 56.6% have expressed that their participation in professional function helps them to serve the users while 43.3% negated it.

36 IMPACT OF PROFESSIONAL COORDINATION ON USER SATISFACTION

The professionals were asked to give their openion on the effect of professional coordination at local level in achieving more user satisfaction,

TABLE 5
Showing the Impact of professional activities

Yes	34	(56.6%)
No	26	(43.3%)

TABLE 6

Yes	58	(96.6%)
No	2	(3.3%)

Table 6 clearly indicates that in view of the professionals coordinated efforts it will bring in effective service to users and thus to achieve user satisfaction. It can be inferred from the above that professionals have recognised the need for coordinated efforts in the present day information society characterised by the exponential growth of literature and impact of modern technologies.

37 VISAKHA LIBRARY ASSOCIATION

A salient feature of Library Information Science profession in Visakhapatnam is the establishment of Visakha Library Association (VLA) in the year of 1993 with an objective to gather the professionals in the city and facilitate sharing of ideas, to find solutions to practical problems through coordinated efforts, and also to resolve problems of local librarians through an united approach. It has organised a workshop, and felicitated experts and talented professionals besides organising informal meetings. Hence, in the context of development of human relations, there is a significant role being played by Visakha Library Association. The professionals have been asked whether they are members of Visakha Library Association and to what extent they have participated in its programmes.

However, the response is not encouraging as only 19 out of 60 respondents were found to be members of the Visakha Library Association. This indicates that professionals are not active in their professional relationships, because, inspite of the existance of a local professional association they have not taken membership.

Regarding their participation in Visakha Library Association programmes, a significant finding is that some of the members have not participated, while some non-members have participated in these programmes. The results are provided in Table 7.

The table reveals that though the professionals participate in the programme of Visakha Library Association, it is not upto the level of expectation.

TABLE 7

Seminars/workshops	14	(23.3%)
Feliciatations	16	(26.6%)
Study circles	Nil	–
Informal meetings	7	(11.6%)

Further, 42 (70%) of respondents are with a positive view regarding the contribution of Visakha Library Association in the development of Human Relations at local level. With such a positive mind, the professionals are expected to participate actively in the professional activities at local level.

38 THE DEPARTMENT OF LIBRARY AND INFORMATION SCIENCE

Andhra University has a history of 60 years and has the credit of producing thousands of Library & Information Science professionals through the ages. Majority of Library & Information Science professionals in Visakhapatnam are the products of this Department. The sample was asked to indicate whether the Department organizes any programmes to develop human relations among professionals. 51 (85%) have replied that department has not contributed for human relations through its programmes. When asked to suggest the activities they expect from the department in the development of human relations the respondents gave different options. The details are tabulated in Table 8.

TABLE 8

	1	%	2	%	3	%	4 & above	%	Total
Alumini register	3	(5)	2	(3.3)	1	(1.6)	54	(90)	60
Study circles	10	(16.6)	11	(18.3)	4	(6.6)	38	(63.5)	60
News letters	20	(33.3)	14	(23.3)	4	(6.6)	22	(36.6)	60
Informal meetings	16	(26.6)	5	(8.3)	9	(15)	30	(50)	60

Newsletter, was given first priority by 33.3% of respondents followed by 26.6% suggesting informal meetings. Conducting of study circles was also prefered as 1st (16.6%) and 2nd (18.3%) priorities.

The last question was open ended asking for suggestions from the professionals for the development of human relations at local levels. Some of the suggestions given by senior professionals are as follows:

1 Department of Library and Information Science should take initiative to start a professional association of Andhra University for bringing all the professionals of Visakhapatnam on one platform. The Association should organise group discussions once in a month and also arrange lectures by eminent professionals. The Visakha Library Association is not yet registered. Even the members of Visakha Library Association do not know the objectives and bye-laws of the Association.

2 To develop human relations among Library & Information Science professionals in Visakhapatnam, there should be an association. Though there is an association by name VLA (Visakha Library Association), but it is not functioning properly. It should organise periodical meetings (i.e., once in a month or at least two months), to develop human relations among library professionals, and should also help to share the experiences, ideas. Every professional of LIS in Visakhapatnam city must enrol by paying prescribed fee fixed by the association. VLA should maintain ALUMNI register.

3 The development of human relations among LIS professionals in Visakhapatnam is necessary. The coordination among librarians within the city will help achieve user satisfaction and provide effective library service. The human relations among LIS can be developed by conducting seminars/ conferences, workshops, informal meetings within the city so as to enable the professionals to participate and to get acquainted with new techniques.

4 The Visakhapatnam Library Association has to take active steps in conducting seminars, professional meetings, group discussions and other development programmes in order to improve human relations among professionals.

4 CONCLUSION AND SUGGESTIONS

In spite of the recognition for Human Relations among Library Information Science professionals, significant efforts have not been made for its fulfillment. To establish effective and healthy human relations at local level the following suggestions may be considered:

1 The professionals have to participate frequently in seminars/ conferences/workshops/refresher courses etc, to update their knowledge.

2 The professionals have to maintain good relations to have co-operatin and coordination of efforts and serve the user to the optimum.

3 Self-motivation is essential for library and information science professionals as they have to work alone in a special library or college library.

4 Visakha Library Association has been founded in right urnest. However, it has to make a membership drive and thus bring all professionals in the city into its fold.

5 The Department of Library & Information Science, Andhra University is not contributing to maintain human relatins among its products. Though it organises seminars/ conferences, meetings etc, they do not have any significance in the context of development of human relations. Hence the Department should take-up activities like ALUMNI meetings, study circles, group discussions etc, to motivate professionals. Being responsible for professional course, the Department can't cease its responsibility after giving a degree, but it has a role to play in taking the profession to higher levels.

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HUMAN RELATIONS CRISIS IN LIBRARY MANAGEMENT

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The importance of human factor in interpersonal relationships and interaction can never be neglected in corporate, personal, social and group goals. Efficiency in achieving various goals in time leads to further enthusiasm and desire to take up new and tougher objectives. The whole process is interactive and leads to an organizational and social achievement, ultimately building up the national image.

This depends on several environmental and extraneous social factors, but certainly there lies a great merit in creating a climate of high achievement orientation within a division or in a group. In general people at large due to conditioning of centuries historical exposure turn out to be more interested in competing with each other than together against the competition. As a result professionals either loose heart or turn to greener pastures where assimilation and team work become even harder.

Unfortunately the most neglected aspect of library management is effective communication and positive human relations. Like most traditional organizational setups Library System fits in to a typical bureaucratic hierarchy. Hierarchy in library management cannot be run down since chain of command is necessary to achieve the objectives. It is the hierarchy conscious that destroys the individual initiative and tends to make an average employee to shift the responsibility.

Experts in the field of Librarianship state constantly that the libraries and the profession itself is passing through transition. Personal relationships within in the library remains to be deteriorated and so also with the outside environment. Consequently the libraries in India are suffering from grave misallocation and underutilization of scarce resources, including manpower. Then for library managers what are the simple rules to achieve the goals? Motivate peers, subordinates, infuse and sustain enthusiasm and make employees to gain confidence and self esteem in the process. The answer lies in being aware of corporate vision and mission, plying down the ego and removing hierarchy consciousness in day-to-day operations, encouraging matrix system of organization where line reporting and responsibility give way to functional interaction and promote team work spirit to develop the art of time management to achieve the library targets.

The paper discusses the above aspects to bring to the forefront the existing crisis in human relations in Library Management.

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HUMAN RELATIONS IN LIBRARIANSHIP

S SEETHARAMA*

1 HUMAN RELATIONS

Human Relations (HR) can be defined as "a phenomenon of organized human activity directed towards the promotion of cooperative and happy work relationships." In other words, "HR is getting work done by people with their hearts in the job."

Webster's Third New International Dictionary, however, defines HR as the social relations between human beings; and/or a study of the human problems arising from organizational and interpersonal relations, especially with reference to employer-employee relationship and the interaction between personal traits, group membership and productive efficiency.

According to Sanford, HR deals with the creation and development of our environment in which individuals are motivated to accomplish organizational objectives because of the need satisfaction such environment offers. Echoing similar views, some theorists contend that HR is an art and managers should practise this art for their own success as well as the sucess of their organizations in which they function.

As a matter of fact, discontented and disillusioned with the economic man concept of traditional theorists, focus of scholars and practitioners shifted to the human dimension in organizations, resulting in the emergence of HR movement which emphasised on the importance of individuals as human beings and not mere factors of production. In other words, the HR movement de-emphasised the economic man concept and pointed out the importance of work environment to the betterment of workers and to organization.

However, it is difficult to define clearly the boundaries of Human Relations Movement and Behavioural Science approach. The latter is considered as a broader extension of HR movement and is inter-disciplinary in nature. Consequently, one can see as components of

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HR-individual behaviour, group behaviour, interpersonal behaviour and human behaviour in the cultural context, with inputs coming respectively from psychology, sociology, social psychology and cultural anthropology.

Lippith has listed the influence of non-economic factors: motivation, leadership, communications and change processes, group dynamics, personality studies, individual behaviour, intergroup relationships, social system approach to organizations, decision-making processes as some of the major areas of contribution under the HR or Behavioural Science Movement–all of which are quite relevant and applicable to library and information environments. In other words, one can see that the HR school while it recongnized the principle of division of labour (scientific approach), paid special attention to the feelings and attitudes of the workers–a humanistic approach, if one may say.

2 PUBLIC RELATIONS AND PROMOTION

In the context of HR, two terms that seem to be related are Public Relations (PR) and Promotion. While *Promotion* (involves getting the word that the library is offering this program or is making that resource available to its patrons and includes advertising, publicity, in-house displays, regular features in the print and electronic media, and even "word of mouth" campaigns, etc) is more of a monologue where the library simply articulates what it is and what it is doing, Public Relations (PR) is more truly communication in that it is a *two-way process* depending on feedback in both directions and is dialogue with the library community.

PR functions include: Counselling based on understanding of human behaviour; analysing future trends and predicting their consequences; a search in public opinion, attitudes, expectations and advising a necessary action, attitudes, expectations and advising a necessary action, establishing and maintaining two-way communication based on truth and full information, preventing conflict and misunderstanding, promoting mutual respect and social responsibility.

Thus, one can see considerable overlap between HR and PR functions, with emphasis or focus on people-orientation/customer satisfaction/customer involvement. Perhaps, these two terms along with Promotion of Marketing are complementary to each other.

3 CHANGES IN THE WORK PLACE

Major changes are taking place in the society in recent times which have greatly altered the world of work. The introduction of new technology, economic instability and intense competition has had an impact on all organizations. Libraries and Information Centres like any other organizations can no longer afford to ignore the psychological, technical/technological, sociological, economical and political changes taking place both in the external and internal environments of their organizations. Consequently, the work of library and informa-tion professionals has become increasingly complex with the rise of new technology, changing information needs, increased demand coupled with reduced government support. As a result, considerable pressures have been exerted on librarians in planning, organiz-ing resources, motivating staff and evaluating their achievements.

In addition, technological, social and educational change has affected the attitudes to work among library and information staff. They have high material expectations and are less tolerant of working conditions marred by poor standards of health and safety, high levels of boredom, and authoritarian management styles. They want to have a say in shaping of their working environment and are less prepared to accept decisions made without consultation by management, ie, they would like to participate in the decision-making process.

Nevertheless, we are better prepared today to deal with the problems in library administration because we not only have the basic work of management theories, but also staff who are better educated and more interested in participation. As people are the most important asset an organization like a library can have, a humanistic approach based on the work of Maslow, Herzberg, McGregor and other motivational psychologists will provide an ideal framework for considering the complexity of forces which are having an impact on library administration of all kinds. But, to practise good HR, one must be familiar with the concept of human behaviour as people/staff/users have different needs, motives, values and expectations. These differences cause dissimilarity in human behaviour and a good manager will do well to understand his staff and develop an appropriate strategy to get the best out of them and to achieve the desired level of performance and productivity that the organization had set itself to, in the beginning.

4 HUMAN RELATIONS WITHIN THE SYSTEM

41 PEER RELATIONSHIPS

In spite of the fact that it has been well realised and recognized that healthy human relations in libraries result in efficiency, effectiveness and productivity and that unhealthy relations result in low morale, low commitment and low productivity, it is ironical that interplay of HR is the most neglected aspect of librarianship. In a library context, HR can be focused on three components, namely, library context, HR can be focused on three components, namely, library staff, library management/authority and readers/users of the library.

Among the three components mentioned above, the need for good peer/staff relationship is most obvious as they individually and collectively are striving to achieve the objectives/goals of the library by constant interaction, firstly, among themselves and secondly, with the management and users. This aspect has become all the more important in recent times due to the radical changes coming into play and which have an impact on the organization of libraries and delivery of information services. Further, as it is people who have to work together to achieve success in the changed environment, it has become ncessary for information professionals to acquire new skills as also to work with groups, including desparate groups to fulfill their mission of information delivery.

In other words, the success of any organization depends on the people, their calibre and their attitude to succeed and out-perform. It may be said that human resource appreciates (barring some or many!) with age and experience, unlike machinery that gets depreciated with time and age. However, this is possible when people are developed and kept satisfied on a continual basis. This is easily said than done as human beings exhibit a variety of traits and characteristics and are basically different from one another, ie, there is no uniform pattern of behaviour amongst all staff members-professional and non-professional-working in a library. In other words, each individual psyche is different, and an understanding of the same is a pre-requisite for a healthy relationship and consequently a fruitful interaction. On the other hand, the commitment to work may be dependent on the role or influence work has on one's own life–the more they have work or job satisfaction, the more committed they become.

To illustrate, if an information professional is gregarious in nature and is interested in meeting and interacting with users, he may be

suitable to man the circulation or reference desk. Put him in a technical processing section where he is away from people, his psyche suffers and also his commitment to work as it gives little or no satisfaction, or, rather, dissatisfaction resulting in poor performance and productivity. Perhaps this could have been avoided if proper selection and placement strategies based on the needs of work position and that of the worker recruited were considered.

Slater's research in the context of industrial and commercial libraries has thrown up an interesting observation that negative customer perceptions relate more to the staff than the technical system. This may be a result of the way in which the service is organized or the level at which it is resourced (staff too busy to help; assitance, if any, too generalised or superficial); or due to the capabilities of an individual staff member (ignorant and ill-educated; willing, but not competent; lacks communicative and interpretative skills; misfit); or a lack of enthusiasm indicative of a poor sense of group affiliation and team spirit.

The last mentioned, namely, team spirit, is the mainstay of any successful library and lack of it may be due to problems with "the boss"–absentee boss, who is either "always out at meetings" or is unavailable most of the time and is therefore, remote from the day-to-day reality of service delivery; the uncommunicative boss who does not share information with the staff and does not explain why; the burnt-out boss who does'nt seem to care much and operates with a *laissez faire* management style; the incompetent boss who does not have the competency required of the position; over-enthusiastic boss who has unrealistic expectations and sets impossible targets; the bandwagon boss who leaps, erratically, from one passing fahsion to another without ever following a coherent set of objectives; the threatening boss who exercises power but does not inspire thrust; and the over-burdened boss who has not learnt how to delegate work.

On the other hand, there is an equally lengthly checklist in regard to problems of working with peer colleagues or with those who are subordinate in the organizational hierarchy–refusal to do something ie, that's not my job attitude; doing something grudgingly; lack of commitment; laziness and/or lack of thoroughness; unwillingness to change, absenteeism and bad time keeping; a "prima donna" attitude; people with poor interpersonal skills, people who lack confidence in themselves; people who express boredom and/or frustration with work; incompetence, etc.

In other words, despite best efforts of all concerned, conflict problems are inevitable in any organization because of diversity of interests, objectives, needs and personality types which exist among people who work together. In addition, conflicts develop when status hierarchy is bypassed. A certain amount of conflict is necessary and useful if an organization is to be creative and forward looking, since acceptance on every matter would only lead to stagnation. However, conflict situations should not be allowed to prevail as it would cause tension, anxiety and frustration, often leading to a breakdown in relationships and a deterioration in job performance. Therefore, a strategy consisting of (*i*) recognition (or being sensitive) to potential conflict situations at work; (*ii*) reflection on possible ways out of the situation; and (*iii*) responding assertively needs to be worked out in dealing with conflict.

42 SOURCES OF CONFLICT

Within libraries and information centres, there are many sources of conflict-organizational structure where different departments have different time horizons, values, goals and management styles; uncertainly and complexity in external environment; Material technology, which determines interdependence and independence of departments, professional terminology; policies; role expectancies of subordinates and managers; competition between parties for scarce resource or where one group gains at the expense of the another; personal interest of individuals or groups; physical separations and dependency of one party on another (Jo Bryson).

In resolving work conflicts between management and staff, three techniques are used-*Win-lose methods* where the manager of supervisor inevitably wins and the employee loses; *Lose-lose methods*, where no one is happy (The method may be a compromise, or involves side payments or exchange of favours or submit the issue to a neutral third party); *Win-win methods* provide a solution which is acceptable to all. In addition and/or substitution, managers use different styles-avoidance style, smoothing style, forcing style, compromise style, collaborative style–in managing conflict.

43 PROBLEMS BY GENDER

While little or no work has been initiated in India regarding Gender and Librarianship, it would be correct to infer that the situation of women is similar to what prevails in the West. Not many

occupy senior posts, which is, perhaps, in conformity with the culture of Indian society which subordinates women to men through an institutionalized status system whereby men are accorded greater prestige and which perceives women as less interested in career development than men. To a certain extent it may be true as women seem to be less active and visible than men in the "profession". While dynamism, aggression, decisiveness are perceived as qualities attributed to men and considered to be appropriate for management, it should be recognized that qualities of caring and nurturing attributed to women contribute to team building and the sort of supportive culture which helps people "feel good" about their work. In other words, each of the two sexes can contribute in their own way for the efficient and effective management of libraries.

5 INTERACTION WITH USERS

In an information-intensive society, the libraries necessarily have to fulfill the most basic as well as other information needs of the users. However, it is ironical that in spite of tall claims, the users remain a neglected component. But, this situation has changed considerably in recent times and more attention is being given to the study of users–their needs, attitudes, behaviour, etc–with the objective of providing appropriate services at the right time. In orhter words, interaction between the library staff and users has increased in considerable measure.

Nevertheless, it has been observed that in situations where the collections and service are developed simply in response to expressed demands, low expectations become a self-fulfilling prophecy–reasons being: expectations of self-service due to indoctrination that use of a library is largely a self-service process, attitudes of librarians, users' insecurity, lack of trust due to the commonly held perception that users' problems are so complex that the library staff could not possibly understand them. To add to the complexity is the fact that the psychological state of the users who are apathetic/indifferent, sophisticated, hostile, critical, etc. It is also quite likely that the same user assumes different roles at different times. The types of users one encounters in Libraries may be categorised as apathetic/indifferent, sophisticated (where the user asumes he knows as much if not more than the staff), hostile (to the library staff, his ideas etc.). critical users whose orientation is rational, logical, scientific and thought-centred, credent users who place credence on the library, its staff, its communication etc. While the above mentioned roles have been

treated separately, it is also quite likely for one and the same user to assume different roles at differnt times. Therefore, it is necessary that the staff be aware of the different psychological states and capabilities of the users/readers and orient themselves in such a manner so that a fruitful and useful interaction results.

On the other hand, negative perception and reactions of the users to the library and its staff may be tackled successfully in designing and developing user education programmes, that highlight the potentialities of libraries in information transfer. However, these programmes can be effective only if it is given at the time of need and is relevant and problem-oriented; if there is recognition of the level of the user; when emphasis shifts from teaching users how to use the library to challenging and helping them to learn on their own; when the reference and information services adopt a more aggressive approach than a "Respond-when-asked" approach; when there is user involvement in the programme; when there is a continuous feedback from the users; and when there is continuing research in integrated library instruction. In other words, a humanistic approach should be adopted in user education programmes which may be direct, indirect, or a combination of both methods. Whatever be the method adopted, it should result in an interaction leading to desirable or favourable results. In summary, it means that interactions should facilitate building up of personal rapport with users. While this is by no means an easy task, efforts in this direction are worthwhile.

6 OUTSIDE THE WORKING ENVIRONMENT

In view of the fact that no library can be self-sufficient as far as its information resources are cncerned, resource sharing/networking activities have assumed considerable importance. This means entering into partnerships with other libraries for facilitating access to information in whatever form and wherever located to users–an implication of Ranganathan's Five Laws of Library Science. The role of Human Relations, in this context, is obvious as resource-sharing will surely demand from librarians and library administrators more time, skill and patience than are presently required of them. In addition, it would require change in the attitudes of the librarians and library staff to find ways and means by which one can help one another and in turn provide the best kind of access to information which users need. This necessarily requires deeper understanding of users and their information seeking behavior. On the part of the users also, there is a

need for change in attitudes if resource-sharing/networking arrangements are to be successful.

In effect, it would mean greater interaction between fellow information professionals (wherever they are located), the objective being better utilisation of information generated, collected and organised in libraries by librarians. In the process of building up information resources, the informtion professionals have to deal with publishers, distributors, dealers, booksellers, etc necessitating interaction with them and consequent development of realtionships which need to be ethical as otherwise it can lead to disastrous consequences. Perphaps, it is here that professional bodies can evolve a code of professional ethics which covers among other things relationships not only between information professionals, but also between professionals and non-professionals within and outside the system. This would serve as a guideline for professionals especially the new entrants, all the time and thereby improve the image of librarians.

7 HUMAN INTERFACE TO TECHNOLOGY

Information Technology (IT) can be used in libraries in the context of Ranaganathan's Fourth Law "Save the time of the Reader/Staff" for supporting clerical functions associated with acquisition, technical processing, and circulation work, information storage and retrieval, and information dissemination services; management information services; enhancement and maintenance of service; and cooperation in the sharing of resources through the operation of such schemes as shared acquisition; shared cataloguing and interlending agreements.

It may, however, be observed that full exploitation of IT in developing countries is beset with obstacles, namely, lack of trained personnel; inherent resistance to technology among operating staff and potential end-users; lack of stable power supply, conservation and automation allergy; computer illiteracy, etc. Therefore, it becomes necessary for librarians to consider the approach for the introduction of new technology. While Planning involves consideration of costs, benefits and operational satisfaction in the preliminary phase, implementation chiefly involves management of human relations and the adoption of systematic approach to change which takes account of the wider implications of altering current practices.

The implications of microelectronics revolution for stafffing library and information services are not yet clear though certain tendencies

are becoming visible. One realisation has been that the machine cannot replace librarians. There is now an opportunity for professionals to be free from routine tasks to concentrate on Human Relations, both with users and other professionals, and recognise the support that can be derived.

However, one impact–negative, if I may say so–would be that the content of library jobs invariably changes with automation and may well affect job satisfaction. For example, the technical processing staff may not be taking decisions regarding cataloguing codes and classification systems, but only will be checking and manipulating centrally produced records leading to job impoverishment instead of job enrichment and job enlargmenet. Another problem would be in relation to train existing staff in computerisation. There would be resistance from them, especially, those who have had professional education long time ago. Thus, one can see that technological revolution can result in personnel unrest and major interruptions. Consequently, as is often the case in Human Relations, the attitudes and personalities of the people involved have as much influence on the effectiveness of the service as the procedures one defines.

Another point that merits attention is in relation to design of information systems–most of the information systems seem to have been designed for use by information professionals rather than users ! It becomes necessary now, in the light of IT, to design national information systems for use by the problem-solvers (end-user), the primary client. In other words, there is a need for re-orientation in the design and development of new information systems/services/ products.

On the question of knowledge and skills of an information professional in an IT-based environment:- he should have knowledge on micro computing, marketing, communication, technology and its applicability, information seeking behaviour, societal issues that develop from IT, such as, copyright, privacy, database security, information management and economics of information in addition to knowledge of traditional subjects. On the other hand, skills required includes: skills in communication, systems analysis, human/interpersonal relations and financial planning; managerial skills for technology management and application to library and information work; advocacy skills, a greater sensitivity to social and political forces and an increased ability to define and articulate values and value

systems. In addition, the librarians should develop useful attitudes, such as, flexibility, a sense of humour, patience, persistence, sensitivity and an inquiring mind and must be future-oriented, positive opportunistic and people-centred.

On their part, the users need to change their attitude and behaviour in realtion to information systems/services/products and their use. It may be useful, as mentioned in an earlier section, for librarians to design and apply appropriate user education/sensitisation programmes to bring about this change.

8 PROFESSIONALISM

A few lines about professionalism in this context would be in order. More than ever before, the professional associations have a role to play. Apart from formulating objectives for promoting library education, library movement, etc, the associations need to pay special attention to Human Relations in librarianship by organising continuing education programmes on this subject as well as impressing on Library Schools to include HR as a component in the curricula of Bachelor's and Master's programmes in Library and Information Science. The study circles forming part of the associations can organise lectures and colloquia on the various facets of HR as applicable to librarianship.

Coming to Library Education, the question is how does one teach Human Relations to students and what should they be taught? Perhaps, they should be taught about the importance of group dynamics, task force assessments, problem-solving skills,, supervisor-employee relationships, and peer evaluation, human communication theories, processes and practices and upon the social environment, within which a library functions. This should form the most important part in any curriculum. It has been suggested that these aspects can be taught by employing the case approach which involves several tools, such as, simulation of actual situations, in-basket exercises, role playing, and, of course, case studies *per se*. Whatever approach is adopted, it is necessary that library schools ensure that students should recognise and understand the importance of such human relationships.

The last aspect I would like to touch upon is about the media in building human relations. It is heartening to note that some effort has been put in this direction. While recognising that Information Science can contribute a great deal to the recognition of differences among

human beings as positive resources to be shared and mutually explored, it has been suggested that by co-ordinating multi cultural messages of multimedia formats, it will be possible to design effectively information systems capable of responding to human rights and human relations informations needs. Cornell University Interactive Theatre, for example, has used latest techniques of multimedia interactive video on CD-ROM in their Human Relations training programme–which explores how people can work together effectively and openly in the work place.

9 CONCLUDING REMARKS

So, we have talked about almost all the facets of the theme "Human Relations in Librarianship". In conclusion, it may be stated that there is a widespread impression that human issues are ignored-probably, because is a lack of knowledge of what human issues really are. This is evident from the three general criticisms that recur in the literature of librarianship which relate to the human/social dimension:

* that the primary focus of librarians is on internal processes and materials.
* that the needs and perceptions of customers/users/readers are consistently disregarded.
* that librarianship lacks leadership or perhaps, it is conspicuous by its absence.

Therefore, as McKee puts it "...a major challenge for managers at all levels within librarianship is to shift the focus away from institutions and hierarchies and towards people and tasks; to motivate individuals and build team spirit; and to create structures and cultures by which people can satisfy personal aspirations in achieving organisational objectives".

In this context, the following practical suggestions to improve Human Relations offered by Martin Bruce, a psychologist, are worth considering:

1 Improve your own general understanding of human behaviour.
2 Accept the fact that others do not always see things as you do.
3 In any differences of opinion, consider the possibility that you may not have the right answer.
4 Show your employees/co-workers that you are interested in them and that you want their ideas on how conditions can be improved.

5 Treat your employees/co-workers as individuals; never deal with them impersonally.

6 Respect differences of opinion.

7 As far as possible, give explanations for your/management actions.

8 Provide information and guidance on matters affecting workers security.

9 Make reasonable efforts to keep jobs interesting.

10 Encourage promotion from within.

11 Express appreciation publicly for jobs well done.

12 Offer criticism privately, in the form of constructive suggestions for improvement.

13 Train supervisors to be concerned about people they superwise, the same as they would be about merchandise, materials or equipment.

14 Keep your staff up-to-date on matters that affect them.

15 Stop rumours and provide correct information.

16 "Be Fair".

To conclude–what is needed is a sence of purpose and professional commitment to Human Relations. While the two major functions of education are to enlighten the mind and to illuminate the heart of an individual, most of the (library) educational institutions today seem to educate the "heads" and "hands" of young people but not their "hearts"! Finally, when librarians and teachers in Library and Information Science remain in the ivory towers they have built round themselves, Human Relations in Librarianship also remains there locked up. It is time we come out and start doing something. Perhaps, the organisation of this seminar by the Indian Library Association is a step in the right direction. Nevertheless, it must be remembered that good human relations may not be the answer to every problem.

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HUMAN RELATIONS IN LIBRARIANSHIP: WITHIN THE SYSTEM

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Defines human relations and mentions the details of characteristics that should inform relations between superordinates, peers and subordinates within the institution. Discusses reasons for conflict and possible methods of solution. Identifies methods of obtaining maximum output. Suggests inclusion of human relations in library education curricula.

"If you dig very deeply into any problem, you will get to PEOPLE" (J Watson Wilion Quoted by K Davis)

1 INTRODUCTION

It is to emphasize the obvious when we say the library is a social institution serving a socially useful purpose. The term "Social" implies people-working through and for people. Ranganathan (1952) listed out 24 different shades of meaning for the word "social". At least 10 of them directly discuss people and their interactions as central to the meaning of the word. Others seem to refer to them a little indirectly. So the word 'Social' basically talks of people and interactions between them.

All work in a library deals with establishing communion between graphic records of human society with people by a team of professionally trained persons involving intimate interactions between people and working for people at large. Therefore, it should follow that the success of operations in a library revolves essentially around such interactions otherwise known as 'human relations'.

2 WHAT OF HUMAN RELATION?

Evens (1983) describes human relations in library as working through people and with people. Defining the term as employee human relations Davis (1967) records, that it is a study of human behavior at work and an effort to take action in operational situations

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in order to produce better results. He also defines it as human behavior in human interactions, and the integration of people in a work situation that motivates them to work together productively, cooperatively, securing economic, psychological and social satisfactions for the staff.

The World Book Encyclopedia (1993) stipulates that human relations "deals with group behavior" in "achieving desired goals with a minimum of conflict", ensuring "human dignity and respect for the individual".

Human relations, therefore, can be taken to comprise the following components:

(*i*) Group behavior at work;
(*ii*) Work together cooperatively;
(*iii*) Securing economic, psychological and social satisfaction;
(*iv*) Avoiding conflict; and
(*v*) All work tending to achieve desired goals.

According to Davs (1967) "human relations" focus essentially on

(*i*) People;
(*ii*) Work in an organizational environment;
(*iii*) Motivating people;
(*iv*) Team work *ie.*, to work together towards set objectives;
(*v*) Need fulfillment;
(*vi*) Organizational objectives; and
(*vii*) Effective results with minimum inputs into outputs *ie.*, productivity at minimum cost for each unit of output.

Human relations within the library could mean working with:

(*i*) Professionals and others;
(*ii*) Grouped into different departments of the library;
(*iii*) Motivating them to put in their best;
(*iv*) Work together to achieve specific objectives set for them from time to time;
(*v*) Encouraging them to work cooperatively as a team;
(*vi*) Effectively coordinating the work of several departments;
(*vii*) Ensuring achievement of the ultimate objective of the library; and

(*viii*) At the same time, consciously obtain for the subordinates the satisfaction of their needs.

In other words the end product of all activity within a library, *ie* satisfactory service to the user depends upon how best the librarian handles human relations in his/her interaction with juniors. In short, human relations is an integral element of library management.

3 SUPERORDINATES, SUBORDINATES AND PEERS

In the library scene seniors will have to concentrate on arousing the sensitivities of all juniors towards working together for achieving the library's objectives. They have to sensitize them to the implications of the over arching raison d'etre of the institution viz., service to the different sections of society, which will unobtrusively draw the best of initiatives from all participants. At the same time they should create a more desirable ambience of work climate and working conditions, in which juniors would willingly and ungrudgingly adopt the organizations goals as theirs and team-up to strive for greater productivity. Seniors will also have to keep in mind the basic needs and expectations (material and psychological etc) of juniors with a view to satisfying them as far as possible. Seniors have to tread warily where the sensibilities of junior professionals are concerned. Any hurt or injury in this area would upset the dynamic balance and adversely affect the even tempo of service. Similarly, junior professionals will have to defer to the cumulative benefit of long experience and intimate knowledge of the over all working of the institution of the seniors. They should also accept seniors as members of a coherent group working unitedly towards the institutional goals.

Discussing the characteristics which should inform juniors in a library, Evans (1983) identifies the following:

1 Initiative: Juniors to take initiative. In taking such initiative he/she should not appear overly ambitious, aggressive or power hungry.

2 Readiness to accept responsibility: He/she should be ready to accept his/her mistakes with good grace.

3 Effective communication: Communication (both ways, i.e seniors to juniors and vice versa) should be free, clear, unambiguous, brief, and to the point.

4 Sharing of work and responsibility: Staff at the junior level should be ready to share work and responsibility. It should be done openly not secretly or for personal gain.

This should be backed-up by frequent reviews to remove misunderstandings.

5 Honest hardwork: Juniors should be devoted in their work.

6 Cooperation: It saves on the time and energy of both the seniors and junior professionals.

7 Coordination: It ensures progress of business in an accepted sequence and the smooth and effective functioning.

8 Courtesy and politeness: Between seniors, peers and juniors dignity and respect and the requisite courtesy and politeness should form prime elements. In resolving conflicts, considerable tolerance for the other's point of view is to be exercised.

9 Loyalty to the organization, to the profession, to seniors: Loyalty to the objectives of the organization is a basic perquisite. Equally all professionals have to be loyal to the objectives and the professionals have to be loyal to the objectives of the profession at the same time. In working together in an organization, people (juniors or seniors) normally develop friendships and loyalties to each other. These would be carefully nurtured.

10 Recognise that the top man is a human being: The juniors should always remember that the senior is also a human being with the same feelings and frustrations as themselves. Enough consideration has to be given to this aspect in evaluating relationships with the top man. It should also be remembered that he has more and higher responsibilities to share and to that extent he expects better satisfactory performance from his juniors, so that he has time and feel free to attend to other responsibilities; and

11 Practice of ethical means: Every professional shall conduct himself on principle of justice and fairplay and be guided by a code of ethics adopted by the profession. Senior professionals shall also present high visibility in this aspect and reciprocate these characteristics in their interaction with juniors. Meticulous observance of the above characteristics individually by members of staff and in their mutual relationships would help greatly in furtherance of the objectives of the library.

4 CONFLICT SITUATIONS AND RESOLUTION

In any institution members of staff have to function in accordance with certain prescribed norms, apportionment of work load, resources (men, material and money) and facilities *etc.* However,

conflict may arise because of junior professionals' resistance to accommodate with rigid and fixed norms. In such cases every care has to be taken to ascertain the underlying causes for such resistence, some of them genuine, some presumed.

Varma and Aggarwal (1991) identifying the underpinnings of such conflicts observe that many of them arise out of personal discontent or dissatisfaction. Elaborating the point, it is pointed out that they could arise out of

(*i*) Differences of opinion;

(*ii*) Any rigid stand taken by a group;

(*iii*) Unsatisfactory working conditions;

(*iv*) Denial of opportunities and facilities; and

(*v*) A notion that agreed policies are not being applied uniformly.

In handling cases of conflict seniors are expected to appreciate the difficulties involved, more positively. They are also expected to persuade reluctant members of staff to more clearly perceive their significant role in achieving the institutional goals.

Hersey and Blanchard (1990) identify the following as possible methods of resolving conflicts:

(*i*) Emphasize contribution to total goals (of the institution);

(*ii*) Increase frequency of communication and interaction between different groups;

(*iii*) Develop a reward system for groups to help each other;

(*iv*) Individuals should be given experience in a wide range of departments (within the institution) to broaden their base of empathy and understanding; and

(*v*) To raise individuals' trust of each other and frank and open sharing of ideas and information;

5 PARTICIPATIVE MANAGEMENT

For resolving conflicts, participative management is also suggested as a fruitful method. Its central element is involvement of person(s) in a group situation which encourages him to contribute to group's goals and share responsibility. Davis (1967) mentions the following three basic components of participative management:

1 'Participation' means mental and emotional involvement rather than mere muscular activity. A person's self is involved rather than just his skill. This involvement is a product of his mind and emotions.

2 It arouses 'motivation' of persons to contribute to the situation. They are given an opportunity to release their own reserves of initiative and creativity towards objectives of the organization; and

3 It makes people to accept 'responsibility' in their group's activities. It is a social process by which people become self involved in an organization and want to see it work satisfactorily.

6 EXTRACTION OF WORK

Taking work from junior professionals is a delicate issue. It involves operations beginning from job analysis, wage structure, recruitment of the right person(s) for the right job, motivating them, delegation of authority and powers, periodic evaluation of exercise of authority, superintendance and control and above all an uncanny sense of work judging people attracting them, making them work for the team and coordinating the work of different groups. In short, they involve qualities of leadership. A harsh but efficient leader may infuse fear for a time but may indirectly build-up resistence in the long run. A soft and ineffective leader may be able to produce results. Therefore, getting optimum output from colleagues involves striking a harmonious balance between different qualities of a leader.

7 GENDER PROBLEM

The world has come awake to the problem of gender injustice only in recent years. The very fact that representatives of government and non-government organizations from about 189 countries travelled across the world to Beijing to discuss different facets of the problem is conclusive proof of the fact.

The problem of women in developing countries like India is more deep going one of denial of individual liberty, human rights, basic economic viability, educational opportunities etc, of obtaining a little more living space and of breathing a little more freely. It is still enveloped in prejudice and superstition. The problem is compounded by factors like:

(*i*) Female literacy being around 39-40% well below the national average of over 52%;

(*ii*) School admission for girls at primary school level lingering around 40%;

(*iii*) Percentage of dropouts at this level being as high as 75-80%;

(*iv*) Opportunities for higher education greatly limited. This is more so in the rural sector;

(*v*) Job opportunities for educated girls being restricted;

(*vi*) Even where they find work, they get confined to routine and repetitive functions;

(*vii*) Opportunities to prove their mettle in more challenging and decision making levels (exclusive positions *etc*);

(*viii*) Prevalence of female, child labor, infanticide *etc;*

(*ix*) Lack of proper nutrition and health facilities; and

(*x*) Exploitation for money to economic reasons.

It is only recently that we established a National Commission for Women to attend to their problems.

The overall forbidding climate casts its shadow on gender problem in society-librarianship. Here again we notice that:

(*i*) Intake of woman students in schools of librarianship at undergraduate and higher levels is meagre;

(*ii*) In work positions, women often find themselves confined to routine functions;

(*iii*) In schools of librarianship, representation for women on the faculty is little;

(*iv*) In decision making positions such as Boards of Studies, staff selection boards, Boards of Examination *etc,* women find hardly any place;

(*v*) Women rarley find opportunity to occupy top managerial positions, upward mobility in service seems relatively less in the case of women. It is only in recent years that we find a few women occupying positions as university librarians, college librarians *etc* and some middle level managerial positions in other; and

(*vi*) The position in other organisations is less encouraging.

The position needs to be corrected urgently. The ILA and other professional associations have to exhibit greater initiative, drive and enthusiasm in correcting this gender injustice in the profession.

Creating a women's forum to handle problems exclusive to women as part of the ILA's national organizational set-up and at the state levels may help in the process.

8 TRAINING AND EDUCATION

Focus on human relations in librarianship in explicit terms can be said to be of recent origin. Borrowing the concept from industrial/ business management, it is only lately that these principles have attracted attention. The concept does not in the circumstances find a prominent place in the curricula of old and established schools of librarianship. Librarianship and its orientation in terms of human relations has, therefore, to be inscribed as an integral part of the curricula in library schools. Students of librarianship should be systematically initiated into the basics of human relations.

Apart from the principles being taught in library schools, they have to be practiced as part of pre-service internship programmes. In addition, as members of the profession keep meeting with a variety of people in new and changing environment with every passing day, principles and practice of human relations have to be constantly updated for serving professionals, through carefully drafted continuing education programmes. Some of the methods discussed by Davis (1967) In this context are:

(*i*) Lecture and discussion;

(*ii*) Conference, symposium, seminar-group discussion;

(*iii*) Case method, discussion of real life situations;

(*iv*) Coaching;

(*v*) Written assignment;

(*vi*) Supplementary reading etc;

(*vii*) Laboratory training-role playing, gaming, sensitivity training (understanding, self, understanding others, insights into group process, understanding influence of culture and developing behavioral skills); and

(*viii*) Small group interaction under stress in an unstructured group-people become sensitive to one anothers feelings to develop responsible group activity.

91 CONCLUSION

With the invasion of computers, information technology & space technology *etc*, the personality of the library may undergo a radical

change. Technical devices may more and more replace the print media and library practices may have to undergo drastic changes. Men may be replaced by machines more and more. With all that human beings and their skill to manage machines and media will still continue to be in demand. The following observation of Evans (1983) is a striking response to the evolving situation of the future:

> *First it is obvious the 'knowledge explosion' will continue. It may take place less frequently in the print forms, but whatever the vehicle, people will continue to want information. Perhaps not too many years from now, collections of books and serials will be considered museum pieces; most people will secure needed information by electronic means in their homes or places of work. Even if this happens, the need will remain for persons to compile collections of material and organize it for use. Managers will still exist, and the basic skills needed to manage will remain almost unchanged.*

Human relations in this context will come to occupy a centre stage more and more in the future. Cultivating "Human Relations" and creating a climate of friendship, cooperation and coordination in working together in a library forms the essence of librarianship leading to higher productivity and increased utilization of available resources. The following observation of John Hanson, former Director General of British Council in India conveys how wholesomely human relations should permeate all activities in a library:

> *"You have to relate to the people, become a part of the fabric. You do it by forming friendships that are genuine friendships. You share conversations, share aspirations, talk about your future together as you would with anyone else".*

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HUMAN RELATIONS IN LIBRARIANSHIP

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Sytematic investigations in service organisation have revealed that though individually our workers are as knowledgeable and efficient as their counter parts, their collective efforts often fall short of corporate expectations. It may be due to the contribution of management policies and practices in relation to human relations. The key clements in this human-relations are that of values, attutudes, general orientation, understanding and behavioural skills.

Library professional owes certain obligations to the library's public and its books, the library professional organisations and to himself. It is necessary to integrate the professional know-how with the behavioural skills in Librarianship to maximise quality in both direct and indirect library service to its clients.

Applying behavioural skills to library situations can be divided into three parts. They are understanding the self, staff, governing bodies and clients, and studying their attutdes. The third one is the psycholigical commitments and to carry out these commitments effectively and sincerely. These commitments design the pattern of human relations in librarianship.

It covers the human relationship in job-performance, Human relationship between superordinates and subordinates, human relationship among equals and problems by gender and atlast the lovely human relationship.

0 INTRODUCTION

One of the most talked about subjects in corporate circles in recent times, is how to optimise the contributions of Human Resources and Human Relations in achieving organisaional goals and objective. An efficient and satisfied work-force is the most significant factor in organisational effectiveness and managerial excellence. Systematic investigations in industrial and service organisations have revealed that though individually our workers are as knowledgeable and efficient as their counterparts elsewhere-their collective efforts often fallshort of corporate expectations. While part of this short fall may be due to inadequate commitment and motivation, environmental pressures, attitude of trade-unions etc, the contribution of management policies and practices in relation to human resources is

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no less significant. Despite swearing by the importance of human-relations, man-management problems in these organisations seem to attract much more attention in times of crisis than during peace.

1 HUMAN RELATIONS

The contribution of human relations is significant and profound compared to that of other factors but this vital factor is mostly neglected even in these days of human relations approach. This vital aspect has received only scant attention of the researchers so far. Academicians, politicians and statesmen say that the days of treating the man as a commodity or a factor of production have gone and write that approaches towards human factor have also been shifted from commodity approach to human relations approach and to human resources approach. Human factor is eqaully significant in both the organised and unorganised sector. It is the main capital in determining the nature and level of intellectual and economic activity in any sector. It is the crucial resource in converting the imports into output. In essence, the difference in the level of intellectual and economic development of the countries is largely a reflection of the difference in the level of intellectual and economic development of the countries is largely a reflection of the differences in quality of their human factor. The key elements in this Human Relation are that of values, attitudes, general orientation, understanding and behavioural skills.

The experimental studies, in human relations referred to as the Hawthorne experiments, which have had a great effect upon the whole human movement, were conducted from 1927 to 1932. Mayo in his analysis, insisted on research and experimentations to discover the best ways and means to solve each problem of human resources management. Further, these problems are such that no-ready made solution can be found. They should be understood as basically human problems with groups and as well as with individuals.

2 LIBRARIANSHIP

Librarianship is a noble and exalted profession. Service for mankind is its motto. Librarians are the persons who have to be vigilant and conscientious to keep existing high ideals alive. B M Hedicar defines library profession as body of people who carry on their duties in accordance with rules designed to enforce certain standards, with two main-objectives-the better protection of its members and the better service to the public. Dr Ranganathan says Librarianship is a noble profession. He/She derives his/her joy seeing

the dawn of joy in the face of the readers helped by him/her to find the right book at the right time.

The essence of this profession is that, although people enter it to gain a livelihood, the measure of their success is the service they perform. It may be the intellectual operations & Human Relations coupled with large individual responsibilities.

The great success of the service basically depends on the "Human Relations" with the superordinates equals, subordinates and finally with the readers. A standard conduct is based on courtesy, honour and ethics which guides the practitioner in his Human relations with clients and colleagues. A Library professional owes certain obligations to the Library's public, its books, the professional organisations and to himself.

21 INTEGRATION OF TECHNICAL KNOW- HOW WITH BEHAVIOURAL SKILLS

It is very necessary to integrate the professional know-how with the behavioural skills in Librarianship to maximise quality in both direct and indirect library service to clients. Actually, professional know-how and behavioural skills require integration. Only Technical know-how is not enough. Nor do interpersonal relations skills alone suffice. The wide range of Library situations involving staff, clients and governing bodies illustrate the intregration of behavioural skills and technical practice. The conscious, delibrate formation of psychological or attitudinal commitment toward self, self and clients can lead to behaviour that enhances one's professional relationships.

22 APPLYING BEHAVIOURAL SKILLS

The application of behavioural skills based on well thought-out psychological commitments to oneself and others can improve chances that others will find it easier to choose responses conducive to the building of more effective professional relationship.

Applying behavioural skill to Library situations can be broadly divided into three parts. The first and foremost thing is understanding the self, clients and govering bodies. The second one is studying the attitudes of the same. The final and the third one is psychological commitments to oneself, staff and clients etc. and in carrying out the psychologcial commitments. So the HUMAN RELATIONS IN LIBRARIANSHIP progresses from understanding through attitudes to skills. How to co-ordinate the clientele, the trust-ees, the Library staff and the community groups all into harmony? It is a challenge! It

is the interpersonal relations directly relating to the library profession. Interpersonal communication is a major component of interpersonal communication. It is a communication involving two or more individuals.

It is very important to note that the intra-personal variables might constrain the range of outcomes or the whole work. It is not very easy. How do we organise myriad behaviours involving fantasy, comedy, tragedy, obscenity, heroism, forgiveness, smallness, bigness, honesty, meanness, confusion, self-betrayal or loyalty to the self in one to one cause and effect relationship with heredity, environment, attitudes, values, motives, temperament, closed mindedness, open mindedness, personality, circumstances of the moment, humiditytide, emotional problems, ability, capacity, ulcer, menopause, culture, race, sex divorce, grief, expectations, predictablity, unpredictablity, self-knowledge, self-concept, goals, interests situational needs or wants. The search for understanding human nature continues.

3 WORKING RELATIONSHIP IN JOB PERFORMANCE

What are the levels and patterns of mis-understandings possible in a relationship? Complications resulting from mismatching expectations are one of the primary factors in disturbed relationships. Library working relationships centre on role expectations along with expectations or lack of them-for adequate rewards 'Role' in Librarianship today-is problematical particularly for administrators. 'Role' refers to specific forms of behaviour associated with given tasks. Roles are made up of a cluster of norms or behavioural guidelines, that deal with procedures, pattern of decision making and library institutional customs, 'Role' strain may interfere with library working relationships.

'Role' strains between librarians and clients may be alleviated through adoption by the "Librarian of the Helping Role" fundamental to any profession. Tannenbaum and Schmidt list inputs useful for analysis of library working relationship, formulation and development for managers to consider when diciding how to communicate appropriately with personnel.

The dynamics of working relationships in librarianship are fuelld by each individual librarians's on-going active responses to various inputs into the relationships. These include communication characteristics of the individuals involved, role expectations, physical environments, norms by which the profession advances and by which

an individual library's objectives are furthered and the organisational structure of library.

Those who are parties to relationships in Librarianship can step back and assess what is taking place in a relationship. They can ascertain how the parties may be perceiving the input variables. An individual can intervene in a relationship toward overall improvement of Library situation. Once the librarian grasps these insights into working relatioship, he or she is better prepared to form psycholigical commitments with himself/herself, staff and clients, he/she is sure to achieve success in his/her field of work.

4 EVALUATION OF CONFLICT BETWEEN NORMS AND HUMANITARIAN CONSIDERATIONS

Norms may be fomal or informal depending on the degree to which written regulations and systematic reinforcement are involved. Norms may be static or dynamic depending on the ease with which change can be implemented.

The most important point which is worth consideration is the system of promotions. Sometimes seniority is determined by the date of joining service and not by the efficient work and higher qualifications. When promotions are made by seniority and not by qualifications, it naturally affects the efficiency of the work of a library and there is a constant grouse between those with long experience but with less knowledge of the theoritical concept of running libraries and the persons with better qualifications and experience working in large-well-organised libraries.

Another point which affects the human relations is the library training at various levels. It also indirectly creates some types of personnel problems. Suppose there is a senior library worker who holds only a certificate and in the same library, better qualified personnel who hold higher degrees in Libarary Science, are recruited, they generally do not see eye to eye. This conflict leads to perpetual tussle among them, which disrupts smooth working of a library.

There is a perpetual conflict between the trained and the untrained personnel as well. If the staff members of the staff who entered the profession fifteen to twenty years ago, when there were meagre facilities for training for Librarians, happen to work under qualified staff, there is always, ample scope for conflict of all types. In some Libraries, this factor has led to some very serious problems. Such problems should be handled tactfully. Here also the Human Relationship plays a vital role.

The last but not the least important point which either directly or indirectly reflects seriously upon the personal problems in libraries, is the adoption of various schemes of classification. It has been seen invariably all over the country that the followers of different schools of thought while supporting their benefactors, continue to launch perpetual struggle against each other. Such kind of fruitless race for power has, resulted in chaos and serious conflicts in various Libraries in our country.

In the interest of readers and smooth working of libraries, it is therefore, recommended that the libraries all over the country should decide once for all to adopt a scheme of classification which is easily understood and followed by the users of all types of libraries. If they find that the scheme of classification which they have already adopted, is difficult, they must change it cover to some easily understood scheme of classification in the interest of the readers.

5 HUMAN RELATION WITH THE SUPERORDINATES

There must be a clear line of formal authority running from the top to the bottom of every organisation. Getting work from other persons is more difficult than doing a particular job by oneself. The Chief Librarian should have the qualities of a leader so that the subordinates derive inspiration from him.

To keep the higher authorities in good terms he has to inform about the progress and regress of his work. To perform this duty efficiently, the executive head, has to keep himself and his subordinates informed about thier jobs and performances through research, records and inspection based on Human Relatioship. Such a report should be a factual one based upon actual and faithful statistical data. As the head of the library he has to ensure best quality and maximum quantity of work from his workers. In order to achieve that he has to control his subordinated effectively. If he is not having good Human Relationship with subordinates, he will not be able to control effectively and efficiently. Unless the workers perform their jobs willingly and conscientiously, the aim cannot be achieved. They must be made to realize that if they work more, they will get rewards for the same.

6 RELATIONSHIP AMONG EQUALS

To maintain the best human relationship with the equals, every librarian should try to help his professional brethren in whatever small way he can. He should try to inculcate fellow feeling amongst

his fellow librarians so that the intellectual and material well being of Librarians is vouchsafed.

7 RELATIONSHIP BETWEEN SUPERORDINATES AND SUBORDINATES

The members of the staff of libraries come from varied walks of life and different backgrounds. Thus they form the heterogenius mass. Naturally they reflect their background and personality in their work and some times they create problems. The Librarians concerned should be very careful in dealing with such subordinates and make use of their help and talent.

Each member of the staff should be regarded by the Librarian as a colleague and should be encouraged to realize that his work, however menial it may appear, is essential for the smooth working of the work establishment.

The service conditions have also great deal to do with the human relations problems of personnel and the smooth running of Libraries. Here maximum efforts should be made to provide service conditions "as favourable as possible with the best and cordial human relationship."

The harmony and efficiency of the staff depends upon the personal qualities and human relatioship of the chief librarian. He should be capable of performing his duties as a leader. It implies that besides possessing knowledge, he should be able to boost up their moral. He should be an example/model to be followed by his subordinates. In other words, he should not be frustrated with his job. Rather he should do his job with great zeal and good human relatioship. He should be ready to sacrifice his personal comforts for the sake of the Library work and and library staff–both the equals and the subordinates. He should prove an ideal leader by dint of his hard work and sincere human relations for the staff welfare.

8 PROBLEMS BY GENDER

What about the forces of sexual distruction ? How do men view women ? And how do women regard themselves ? Some believe that women have been conditioned to deal with competition through indirect tactics, withdrawal or other types of responses unproductive in achieving organizational and interpersonal goals. Kay Deaux cites research indicating that women exhibit consistent patterns of negative self evaluation where as men tend toward self-enhancement. Women

in the research study attributed their success to effort while men to ability.

Hennig and Jardim, in the *Managerial Women* state that there is truth in the stereotype expression that women have difficulty in managing their emotions. Thus under pressure or attack, it may well be that women could get upset to the point of breaking down in tears.

One of the problems, that needs serious consideration & human relations of the profession is the entrance of ladies into it. If we look at the statistics of admissions of the various library schools in India, we will find that more than 50% candidates are ladies. Library profession is mainly the female profession. They perform their job more effectively and efficiently and at the same time they pose some problems of various types. After having interviewed many lady workers, with regard to their problems, and their version of the problems, it has been concluded that these problems are so acute that even the ladies have no control over them. Availing of 3 to 6 months maternity leave is the most serious problem that they pose.

The version of the male Librarians about the ladies is that since Libraries are generally kept open for 12 hrs and they are run in 2 shifts, ladies invariably won't like to work in the second shift. Besides, they are very feeble and reluctant ot take up jobs which require hard labour. Naturally, such an attitude on the part of ladies leads to complicated problems in Libraries. Since this is a delicate subject it needs careful considaration and human relation by the Librarians all over India.

On the contrary, there is no doubt that female library professionals are performing their work more effectively and efficiently and not less than their male counterparts.

9 CONCLUSION

While concluding, I have to submit that the Human Relatioship is the basis for all the various sections of the inter-related library work, which runs in a chain and if any of the links is weaker, the whole process topples down. Sincerity to service, devotion and dedication to work and unflinching loyality to the institution one serves are essential qualities of persons to constitute a good staff. If one takes the job very lightly, does not perform his/her duties in right earnest, does the work half-heartedly, it affects other members of the staff. Neglect of duty is infectious and affects others.

Another important reason is that no amount of threats or demand of explanation or tightening up the procedural mehtods can take work

from unwilling workers. Therefore, from the very beginning in our library schools, we should infuse such things in the minds of would be librarians that they should not prove a failure in life, or to the institution where they go to serve. We live in the land of problems and libraries form a part of this land. We cannot solve the the personnel problems of librarians until we solve the problems of our society.

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INTERPERSONAL RELATIONS BETWEEN LIBRARY MANAGERS AND THEIR SUBORDINATES

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Study defines organisational human relations as human behaviour at work. Highlights the work relationships between library managers and their subordinates. Findings show that lack of mutual confidence, discrimination by seniors, personal grievances and lack of appropriate work culture have depraved the inter-personal relations. Highlights the importance of interpersonal communication. Human relations competencies of library professionals are also discussed. Suggests few ways to promote sound human relations in library organisation.

0 BACKGROUND

In an organisation many persons are working in various capacities. By virtue of formal organisation, they are formally related to one another. All of them in an organisation are working towards the objectives of the organisation. Hence much of the interaction takes place in work organisations itself. This interaction is concerned with how individuals react to one another, with the conditions under which they work and with their wants.

Hence Keith Davis says 'the human interactions that develop in an organisation are called employee human relations or organisational human relations. Employee human relations, therefore is the study of human behaviour at work and an effort to take action in operating situations in order to produce better results".

In a library–there is Librarian/Director or Library Manager who belongs to the upper managerial level and is the central figure of the library activities. All others acting under him/her represent several technical and non-technical sections of the library. Library Mangers spend most of their time in communicating to people face to face, over the telephone or through written communications and carry out their job functions by interacting with others: superiors, subordinates, peers, suppliers and customers. This paper deals with relationships

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between library managers and their subordinates.

1 WORK RELATIONSHIPS

In the Indian situations, the quality of relationships between the managers and their subordinates gets affected by cultural norms and values. Interactions between them are governed by certain conventions and guidelines. Library Managers treat their subordinates, who are senior in age, with respect and politeness. The women subordinates mixup with their male superordinates in accordance with cultural norms and occupational limitations in order to improve the working conditions of the library. Usually library managers have friendly relations with their subordinates but at the same time they keep a reasonable distance from their subordinates. The general apprehension is that if the managers become friendly with their subordinates they would neither be able to get the work done from them nor could they exercise authority over them.

At the beginning of a relationship, manager's cognitive processes produce a categorisation of each subordinate. On the basis of this categorisation, the manager forms expectations from the subordinate, which in turn affect the manager's behaviour towards the subordinates.

Subordinates maintain their relations to the library managers in accordance with their technical and non-technical roles they play to gain the attention and confidence of the managers. However, the relative positions of the subordinates in a library organisation may depend upon his or her degree of closeness to the managers. Some times an efficient worker fails to get recognition from the top boss due to some reasons, like communication gap, intervention and misrepresentation by middle managers, on the other hand, those who are not that good in their work get all the recognition because they are quite close to the top boss. Consequently, a sincere worker is hardly rewarded, while a shirker is hardly ever pointed out. Non-professional activities have replaced the professional activities for personal advancement. Researches show that job satisfaction among library employees are higher when they derive recongition, personal growth and a sense of achievement from their work. It is also enhanced when the organisation climate is supportive, when lines of communication between bosses and their subordinates are open and clear and when subordinates have input into decision-making.

Library organisation expects the manager to give a patient hearing to the problems of the subordinates. Even though bosses keep their

doors open for their subordinates but latter do not speak freely at any time to some bosses because they wait until some time when the bosses are in good moods to hear everything from them.

The subordinates are expected to express freely their points of view to their superordinates. But sometimes subordinates hesitate in expressing their views before their bosses because they feel they are quite juniors; they donot want to displease their superordinates. Usually subordinates obey the orders of the library managers.

Library managers want to solve the work problems of their subordinates but they feel helpless in certain circumstances because the solutions are beyond their control. Library Managers act as intermediaries between superiors and subordinates for the good of the organisation and try to patch up the differences.

2 INTERPERSONAL COMMUNICATION

The two way system of communication is an asset in establishing good human relations. Interpersonal communication within the library is a powerful management tool. Conroy and Jones outline the principal reasons of communication within the library.

* To inform: convey both information and understanding;
* To gather information: collect input from others to help make decisions and solve problems;
* To motivate: change or reinforce behavior, prompt specific action;
* To persuade: "sell" ideas, products, or services to others;
* To instruct and/or train: enable another to carry instructions, tasks, or procedures appropriately;
* To coach and/or discipline: foster growth and prevent disciplinary action, help another learn how to do a specific task better, improve attitudes or hebavior;
* To counsel: help someone with a personal problem that affects work productivity or morale;
* To mentor: help someone with a personal problem that affects work productivity or morale;
* To mentor: help another succeed, usually by imparting better understanding of organisational policies, practices, or politics;

* To develop staff: guide staff progress and growth with performance appraisals and goal-setting sessions;
* To build teams: help work groups establish interpersonal rapport, build esprit de corps, and develop cohesion.

Staff communication is an aspect of everyday activity which many library professionals take for granted. It is important that library professionals appreciate the significance of staff communication and make a conscious effort to consider, evaluate and modify communication process and content. Since it is a continous process, subject to change and environmental influences, such effort should not be made simply on occasions when something goes wrong, but continuously.

Library Managers must build a network through which all members of the organisation can exchange information, develop ideas and support one another. Information can no longer be stored and abstracted at the top level. Unfortunately, the library organisation often suffers internally from information malnutrition. Information must constantly flow to all people within the library explaining what is to be done, how it must be done, and why it must be done and above all information must flow up the line as recommendations and suggestions.

The boss and subordiantes could dispel their doubts, difficulties and misunderstanding about any issue, if they could succeed in establishing a system of communication which is also essential for good team work. The ability to accept blame and criticism without accusing others is a reliable sign of intrapersonal growth.

3 HUMAN RELATIONS COMPETENCIES

Library professionals should have the following human relations qualities:

- Clarity in instruction;
- Accepting superior's directions without hesitation;
- Rapport to superiors;
- Ability to project good things to superiors;
- Good interdepartmental relations;
- Effective communicator;
- Direct approach with other departments for information;
- Informing superiors of his decisions; and
- Understanding the stages and skills of negotiation and compromise.

4 SUGGESTIONS

The sound human relations could be promoted by

* Conducting efficient group meetings and discussion programmes between superordinates and the general staff;
* Developing a resource exchange through bulletin board, suggestion box and by get together parties;
* Issuing a weekly single page newsletter from the library manager which hightlights the week's schedule and priorities;
* Tour the building periodically for interaction with the staff;
* Providing a regular staff newsletter with alternating staff members as contributors;
* Equalizing the satisfaction or euphoria of serving patron with serving staff.

Human relation skills have to be imparted through various training programmes.

5 CONCLUSION

For higher organisational effectiveness, machines, technologies, procedures and systems are no doubt important, but, what is more important is the quality of the individual behind them and his/her motivation and morale. The personnel have always been the key resources in any organisation. To get the best out of them it is essential to treat them as decent human beings with abilities and aspirations.

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INTERPERSONAL RELATIONSHIP: COMMUNICATION AND MIS-COMMUNICATION IN ACADEMIC AND RESEARCH LIBRARIES

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Good human relations in library are important for functioning and development. All relations in a corporate body have a mechanism. Few facets which are significant but remain concealed and once these are identified and acted upon will benefit both the employee and the employer. Exchange of ideas, availability of communication channels, etc. are important means in developing and sustaining human relationships for long. Interaction develops by training and motivation. Library image is boosted by staff who are best in communication skills and interporsonal relations.

There are many channels for communication between the staff. This can be among equals, superiors, subordinates and colleages. We may have to consider in this discussion dealings with staff who are dull, smart, normal, abnormal, and of the least the irritating colleagues. The discussion also deals with issues relating to gender, and all the human charecteristics and traits, etc.

0 INTRODUCTION

Interpersonal relatioship deals with individual to individual, individual to group, and vice versa. All relationships are for mutual coexistence, and all communication is for building a healthy working condition. This discussion, however, does not overlook the human tendencies to get into stress, strain, boredom, ego, and other physiological, psychological and behavioral issues and forces. It also takes care of the intricacies of relatioship between the professionals and the support staff, or the paraprofessionals. That is to say, interpersonal connections are not examined here in isolation. It is also important to note that job satisfaction and library environment are interlinked with the performance of the individual and the productivity of the library. The topic is first concerned with the self

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and then refers to the other. Hence, this exercise is in introspection and not at criticising the world at large. While much of the following is general and common sense, it is applied to the library situation and the profession is brought into discussion as a central foci.

Transactions between the equals: The motivation, devotion and commitment of the staff to the fulfilment of the objectives and goals of the institution is the primary purpose of library personnel. In dealing with humans, however, the individual identity gets more prominent and hence creates a problem in fulfilling these goals.

Transactions with the superiors and subordinates: Relatiosnhip with the superior can be considered in two different perspectives, like direct dealing and indirect dealing with the subordinates. Direct dealing brings a human touch which mars or promotes the objectives, and this is the crucial factor.

Within the organisation everyone agrees that there is a need for good communciation but few only acknowledge the number of obstacles which come in the way. "...Management generally underestimates staff's desire to be informed and staff generally overestimates its own need to be informed" (Euster: 1981: 6). Not everyone need to know everything. Even if there is non-confidential material the management may not like every staff to use office time on it, since this amounts to wasting time and in terms of loss in production and service. Then there is another managerial strategy, that is premature disclosure of uncertain "informaton" results in unnecessary anxiety and stress.

Relationship builds mainly with communication media, whether it is written, verbal, or electronic. The communication will work well if the communicator and receipent are in the same level and in such a case they can develop good understanding for interpersonal relationship.

1 INTERPERSONAL RELATIONSHIP

In the organisational hierarchy the interpersonal relationship is top to down but cooperation and communication is required from either ways. Empathy and sympathy are a must for the progress of the individual and the institution. Human relations demand that there is an understanding for the other, irrespective of the fact whether it is homogenious group or heterogenious. Diversity is a complex issue and requires serious consideration of all its dimensions and perspectives.

A recent survey conducted by "Studies at Florida State University, Michigan State University and the University of Minnesota demonstrated that the average person remembers only 50% of what he/she heard immediately after hearing it. Two months later only 25% is remembered. The difficulty of effective listening stems from the fact that we think far faster than we speak. The averge rate of speech for most Americans is 125 words per minute. The brain can process the language of our thoughts at a much higher speed" (Albritton: 1990: 106). That is, communication is an art and a skill, which if done in proper fashion will have definite results.

Feelings of an individual are also to be considered for development of interpersonal relationship. Describing one's feeling helps other person's understanding how one feels, so that others can respond to it. These feelings may be comfortable, pleasent, emotional, and angry. If the feelings are specific and comfortable to receiver the communication helps in improving relationship, otherwise miscommunication may result.

Behaviour also effects interpersonal relations and communication. Describing one's own behavior and observing others behavior leads to improvement of personal relations in any organisation. "Rude or brusque behavior to faculty, students, fellow staff, and other members of the community simply cannot be tolerated. Because no administration can afford to permit staff to damage the library service's image, the search for a consistently patient and tactful attitude among applicants forms an important part of the search panel's research and line of questioning" (Veaner: 1990: 269). Obviously, the main factor in interpersonal relations is function of the words employed and the actions manifested.

That is, words and actions are the basics within which this exchange of ideas and communication takes place. "Despite the various analyses which have been made, these verbal and nonverbal behaviours serve as the currency of group dynmaics as well as the operational contexts within which much small group research has been conducted" (Penland: 1973: 228). While it is essential that the individuals have their own pshychological and behavioral demands and limitations, it is also true that a group must have a psychological bond strong enough to contain its divergent tendencies. We can find in the literature the variables which constitute this bond, and the list includes: size, composition, structure, cohesiveness, tasks, culture and effectiveness.

A large group may have complications like over motivation, different prespectives, and so on.So also variations in the composition of the group like personality, intellectual and demographic factors, effect the performance of the group. Structure of the group is the pattern in which the individuals relate to one another as part of the system, and not the hierarchy of the managerial type. This can be illustrated by the point that an individual who has a central position in this communication structure, would be sometimes important role player in other structures like, power, friendship, etc. Cohesiveness is a factor which relates to congeniality, loyalty and receptivity and this is an important variable in interpersonal relations. Task is a determining factor on the types and amounts of interaction and communication within the group. Interaction helps in establishing the social reality of group culture and norms. The culture of group is composed of its values, beliefs and goals. The group has its own overall behavior which the individuals must relate themselves to and accept the group behavior as a basic survival strategy.

This interpersonal relatioship will not be constant. It keeps changing from situation to situation. Environment also influences communication process, it improves or worsens.

2 COMMUNICATION PROCESS

Staff meeting can be both formal and informal. Meeting of the staff is definitely a useful exercise for all libraries, and such meetings can be general staff meeting or professional meeting. Meetings provide good oppurtunities for the communication and interaction, for exchange of ideas and to learn from informal opportunities. Regular meetings give an opportunity to report on problems and achievements, and other issues can be discssed. Lack of meetings reflects on the administration's uncaringness, unwillingness to share information and may build miscommunication all over. Such meetings can be called business sessions. Informal meeting, other than the business and decision meetings, are also called grapevine. Such get-togethers are inexpensive, practical,enjoyable and encouraging. The informal meeting must not become a discussion policy decision session. It is sometimes possible that a business meeting can become informal, but it is not always the other way round.

Exchange of ideas between staff take place in study circles, discussion groups, and in programmes meant to develop personality of individuals, wherein staff form discussion group and prepare for a workshop or debate on topics of mutual interest. These topics can be

professional, social, or academic but will definitely enhance the information base of the participating teams and the other staff who share and exchange ideas.

Oral/written communication is an equally significant factor. The art of writing is a skill which can be developed at any stage. Written communication may vary between staff to staff, in terms of quality, ability to express the idea, preciseness, *etc.* "Writing quality among librarians varies enormously. Despite the fact that the very essence of academic librarianship is communication, startingly large numbers of persons in the field have difficulty in writing coherent, articulate prose. Some of these people are totally unaware of this deficiency. Submissions from staff frequently need considerable reworking before they can be passed on to others or incorporated into proposals and reports. In a large library, one might have an editor, secretary, or other officer to do this; in the smaller institution the chief librarian obviously has to be the editor" (Veaner: 1990: 269).

Written word must be able to convey the message, brief or long, to the audience intended. Obviously, certain matters must be written and documented. This has many advantages and also some disadvantages. Memo is a brief communication and reduces the need of lengthy documentation. Long notes or too many memos produce frustration and waste time and supplies. Written communication sometimes hinders direct and open discussion. In performance appraisal a lack of written communication does more harm than good to the staff.

Staff bulletins, newsletters, circulars, and bulletin boards (in the e-mail) are some important means of written communication. These cover business, social and staff matters. Editing these, in turns, provides a good oppurtunity for staff development.

Every library service is ideally oriented towards user friendliness and all library education is to train librarians to be able to find the right things at the right time, which directly relates to the ability to communicate. Communication is an essential skill and requirement for a librarian if he or she has to link the document with the user. It is not that all librarianship is behind the screen, it is a fact that the major part of the professional role is played in the public, where the maximum time is spent in interacting with the users and the documents. It is essentially a communicatiosn skill that the library training must provide to the would be librarians. If one cannot communicate and attend to the information behavior of the user, that

person deserves to be called a semi-professional or non-professional library worker. Whereas a para-professional or an 'untrained' library worker who is good at communication skills can be upgraded as a library professional.

What is then essential in a professional, irrespective of the position one holds, is a capacity for fluent, tactful, oral and written communication. A librarian has to deal with all people and ability to communicate and skillfully handle all situations is a must for successful professional performance.

Social interaction skills is a "generic term for the exchange of meanings between people...all the various ways in which people can and do express themselves in face-to-face meetings" (Berelson: 1964: 326). This then is simply the ability which librarians must have to be social and extrovert. If the staff lack this skill, they can be trained through direct observation and participation in actual events. A simple method of developing a working relationship among the colleagues is by a model (Allen: 1971: 86) which includes:

1 build interpersonal competencies and social interaction skills in individual staff members,
2 strengthen the ability of the staff to work effectively as a collaborative team on organizational problems, and
3 initiate the managerial mode of democratic decision-making and provide a basis for its continuation.

Whether this is applied in a laboratory method or on the job training programme, it is also noteworthy that it can be a part of the regular education, or continuing education, but it does require some specialists to orient it to the best desired goals.

3 ROLE OF STAFF ASSOCIATIONS

Some institutions support and encourage staff association for the purpose of social, educational or welfare. This is not to be confused with trade unions. A staff association can arrange for a talk, or debate, or seminar, or visit to other libraries. This may ease some of the departmental rivalries in large libraries. Educational exchanges and visits in such a forum will have positive effect of enhancing oppurtunities for continuing development. This does not effect the daily routines and still provide the chances for interdepartmental and interpersonal training. Furthermore, shared training and joint involvement can have better results and much more benefitial.

The management of good interpersonal relations also calls for time management, and an understanding of the importance of others time. There are time wasters, gossipers, chatters and all types of colleagues. Who can tell them that they are not paid for all this extra curricular activities ? It is their own individual upbringing and conscience which should caution them on these. Time management also requires that staff know when they can have discussions, group meetings, and the like and when they cannot. Similarly telephone interruptions and drop-in visitors are also a problem in interpersonal relationship. The callers do not know or do not have the sense of responsibility and create a problem for the colleagues as well as for the management.

4 SKILLS REQUIRED

Then the skills required for interpersonal relationship are many, and a list cannot be exhaustive. These include: be proactive, good listeners, confident, articulate speakers, keep cool in all situations, active in professional activities, unembarrassed by failure and willing to fail, willing to delegate both authority and responsibility, willing to share ideas, spontaneous in expression, have a good sense of humor, capable of accepting criticism, decisive (not necessarily impulsive or stubborn), convincing and persuasive, goal and achievement oriented, willing to encourage others, honest and dissembling, technically competent, above the gossip levels, develop ability to communicate, *etc.*

There is a lot of work done by specialists in human relationships, group dynamcis, sociometry, and so on. Powell's (1949) work is very important in this context, as it has a humanistic orientation to the benefits of group work and to ways in which discussion techniques can work effectively. In the context of group behavior, it is pertinent to note that "the best way to preserve individuality is to give each individual the knowledge and skill necessary to diagnose and withstand the forces toward confirmity in modern life and at the same time learn how to express his individuality constructively" (Penland: 1973: 210).

To sum up, it is important to note that "As librarians we function within an organizational structure wherein there exists an ongoing social process without colleagues and clients. To be more effective we need to develop our human skills in order to better understand ourselves, others and our organizations" (Allen: 1971: 90).

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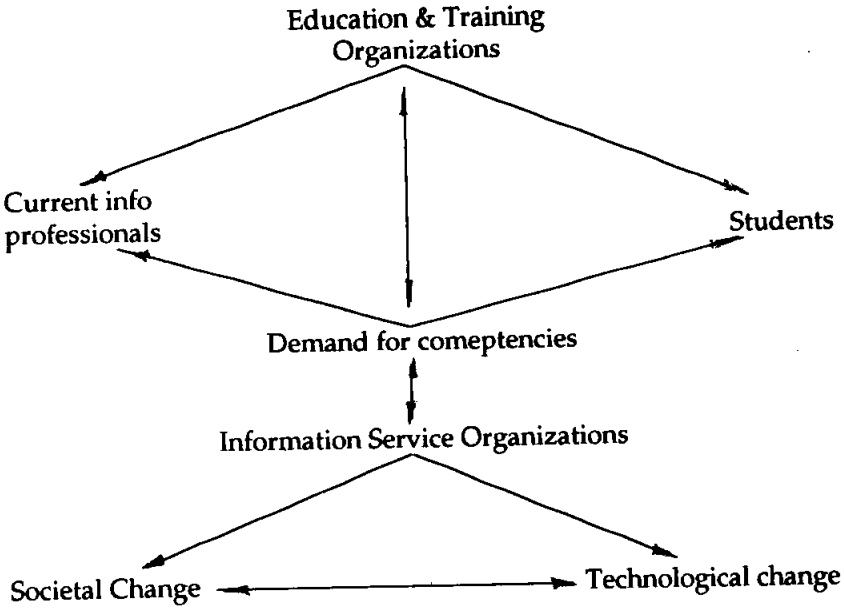
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Appendix I

Competencies required for library professionals: Current communication channels



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LIBRARY SERVICE EXCELLENCE USING HUMAN FACTORS

Dr V VENKATARAMANA*
Dr MOHD BURHANUDDIN**
A SIVA KUMAR***

Discusses the problem of motivation among library professionals. Talks about remedial management and discusses various other avenues of growth. Considers work environment and interaction as the contributing factors in motivation.

0 INTRODUCTION

Libraries in India need to begin collecting data on the patron library interface so that internal progress toward improvement might be measured. Those libraries that are able to collect reliable data demonstrate high quality service based on the data collected. This at some point serve as true 'bench marks' for the library profession. The benchmarks are yet to be established in the academic and special libraries in India. Qualitative measurement of customer satisfaction provides much better organizational health.

1 PROBLEM OF MOTIVATION

'Promotion' used to be a fairly regular thing for most employees who performed well. How then does one keep employees motivated when promotions are not available. This problem will likely to be a staffing dilemma. Quality employees are increasingly difficult to find. When we find them, there are always other libraries and organizations trying to entice them away. They demand more money and promotions to stay. All too frequently these inducements are lacking and the library environment does not seem to attract the motivated staff in India.

Many professionals are usually striving for the upper levels of the pyramid in library's hierarchy. There are quite a few professionals

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who reached their ceiling long before and are about to retire but no promotion in sight. Although virtually all employees career advancement will stop some where short of the top, but their growth within their job need not stop. The real difficulty will be to keep these plateaued employees contributing when they can no longer be stimulated by the promise of a promotion or new career opportunity. Fortunately, there are ways that reinvigorate their work. People do not leave their organization because of lack of promotion but because of lack of growth.

In order to keep plateaued employees motivated, in a library setup 'plateauing' should be a concern of the entire organization and not just the department in which such employees work. If the plateauing problem is to be resolved, what's required is a joint effort between management, the library and the individual employee.

2 IMPORTANCE OF MANAGEMENT TRAINING

In given setup, managers are responsible for the growth and development of their staff. The key is to help employees feel challenged, nurtured and growing no the job, even when the possibility of upward movement no longer exists. In order to keep their employees challenged, however, managers have to know what stimulated them. Of course, each employee is different. A good first step for managers is to have individual career conversations with their employees to learn what motivates them the most in their present position. But library managers need the necessary training on the pattern of questioning and other related techniques. This would enable to determine the talents of individual employees very effectively.

Communication of skills and training of library managers in this aspect forms the emphasis of any successful organization. This means, listening to individual employees draw better understanding and enables the management to assess the talents, values and special interests. This would help the bridging and identifying the better job figment. The chief cause for plateaued employees is the inaccurate and insufficient communication of the past events. Accurate feed back helps to ascertain the job requirements and organizational life.

3 REMEDIAL MANAGEMENT

The supervisory staff should have management training to see different ways. They can help other employees grow within their current jobs. Temporary remedial measures to classify employees will

not generate the real organizational environment. It is necessary to ensure that employees are able to learn while at work. The ideal situation is to learn more on the job training. The present library environment in India shows that a number of employees never take advantage of training programes and the most projected reason is 'lack of time'. This barrier in the management channel can be overcome by offering a number of in-house management training programes.

4 AVENUES AND MOTIVATION

In addition to the advantages of the training opportunities the employees can also avail other avenues through

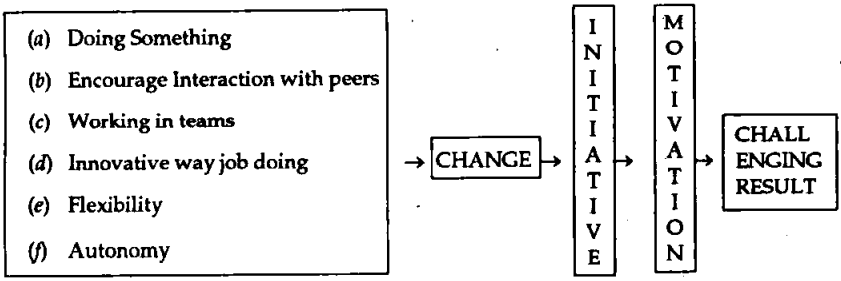
(*a*) LATERAL TRANSFERS = for broadening skills experience

(*b*) JOB ROTATION = for better exposure

(*c*) CROSS UTILIZATION = for increased responsibilities

(*d*) ASSIGNMENT = for short time projects

These opportunities enable motivation and a sense of accomplishment in employees. Maintenance of congenial atmosphere through the feel of something new and challenging is essential in an organization. It gives the employees the sense of:



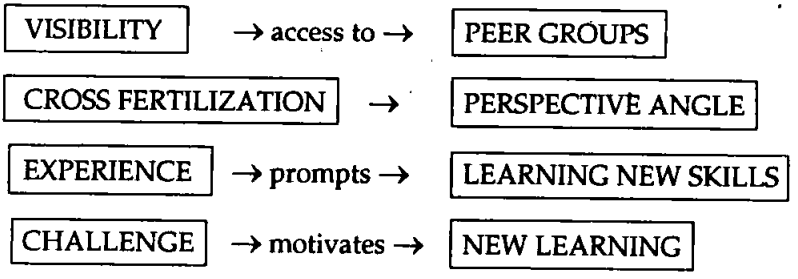
5 WORK ENVIRONMENT AND INTERACTION

Employees, when they feel that they are doing meaningful and challenging work, are more likely to be motivated by the work itself. Variety in working environment is the real key to generate interest. Change brings in the desired levels of innovative products. Employees should never be underutilized or misused and complaining against such issues should be resolved through the

assessment of individual skills and put them to better use. Technical library studies of this sort of management are yet to be initiated in the Indian academic and research environment. Recent library studies in United States show that employees enjoy 'participating in cross functional task forces'. Working on a team with people from other departments gives employees a chance to use problem solving skills. Interaction is also possible with outside people.

6 BENEFITS THROUGH PARTICIPATION

Participation on cross functional teams enables several benefits to the employees. These are



7 CONCLUSION

Finding solutions to the plateauing problem is a critical issue in the western world. It is the same in India, though the problems are very rarely examined, analyzed and solved. No institution can afford to dispense with the good employees just because promotions are not likely. The size and shape of the libraries should not stand in the path of developing their own people. The library management should in any case distract from the development, training and education of its employees. The management should ensure that their employees feel they can make changes and grow irrespective of their position in the hierarchy. Motivation through congenial environment should become the prospective step to ensure justification to the work culture and service satisfaction.

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MOTIVATION TECHNIQUES IN LIBRARY MANAGEMENT

MOHAN R KHERDE*

For effective implementation of plans and programmes of the library, the top level management must be co-operative and encouraging. In such a situation the library staff will be satisfied with the management which would be very helpful to increase the enthusiasm and morale of the staff. Motivation becomes the corner stone of library management. Various techniques of motivation formal–or informal–as are discussed in this paper. Some guidelines for librarian to apply these motivation techniques have also been given.

1 MOTIVATION

The term 'Motivation' is a Latin word which means 'to move'. According to Dubin 'motivation is the complex of forces starting and keeping a person at work in an organization'.

Motivation represents an unsatisfied need which creates a state of tension or disequilibrium, causing the individual to move in a goal directed pattern towards restoring a state of equilibrium by satisfying the need.

With the help of motivation the condition can be created for the employees to work with zeal, initiative, interest and enthusiasm. In such circumstances the employees can achieve the target very effectively with a sense of responsibility, loyalty and discipline and also with pride and confidence.

11 TECHNIQUES OF MOTIVATION

Techniques of motivation can be classified into two broad categories—monetary and non-monetary. Though library is a non-profit organization, librarian as a manager can motivate his employees through both the techniques to run library successfully. Some of the monetary and non-monetary motivation techniques proposed by various thinkers are discussed below.

111 *Monetary Technique*

The basic need of the man is food, cloth and shelter. To achieve these essential needs money is the essential factor. Therefore, to motivate

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the employees, thinkers proposed money as a strong motivator.

Salary is the major component of the monetary system. There should be sufficient salary to the employees so that he can meet out the essential needs of his family. If he is satisfied about these needs he can contribute his skill, experience in the work. Salary should be according to the education and experience of the employees. Employees' prestige, recognition, status largely depends upon the salary. Every one wants some status in his society and librarian should take care about this while handling employees. Promotion can be given to the employee after examining his skills, interest and also considering his experience to motivate him. Besides salary, promotions, there are other motivations like bonus, pension, gratuity, provident fund, awards, incentives which deal with the personal development of the employee. Librarian has to consider all the techniques of the monetary system to develop his employees' personality. It is not so easy as it is seen. Librarian must have the quality of leadership, experience, knowledge of qualifications, psychology for recognizing the needs requirements of his employees in advance.

112 Non-Monetary Techniques

Apart from the monetary techniques, librarian can also motivate staff through various non-monetary techniques such as:

(a) Job Securaty

When any staff is appoinfed in the library he first thinks about the security of his job. Once he is sure that his job is secured or permanent he can devote his mind, interest, efforts towards his work. Therefore, librarian must pay his attention towards the security of job of the employees working under him.

(b) Job Satisfaction

Along with the job security job satisfaction must also be there. Job satisfaction is an attitude which reflects an individual's likes and dislikes regarding work experience or it can be defined as it is the satisfaction which one gets from his work. Two employees may be satisfied or dissatisfied from their job for different reasons. Librarian has to study his employee's liking in different dimensions. Employees may be satisfied with their jobs because of good pay scales, physical working conditions, management styles, promotions etc. This reasons comes under the extrinsic job satisfaction. Whereas challenge, personal freedom to plan, participation in important decision making

etc. come under the intrinsic job satisfaction. When the employees of the library are satisfied by their job, then they can do their job very forcefully, effectively and efficiently, which results in improvement of the library services. For that librarian's duty is to provide the suitable job to the suitable employee. He must have the study of the employee's interest, which type of job satisfaction he wants–instrinsic or extrinsic. Up to some extent librarian must provide the facility to his employees and motivate them.

The care should be taken that the facilities provided to the employees must be upto a limit, otherwise it may be harmful for the library administration. That shows the positive correlation between the job satisfaction and the productivity of the library. Productivity is a concept related to production or output. In library context production means the 'satisfied user'.

(c) Working Environment

Alongwith motivation, librarian should pay his attention towards the atmosphere or environment of the library. He can motivate the staff by maintaining the good atmosphere. Atmosphere can be created by providing good, comfortable furnitures and the specious work place to the staff. Good looking layout of the library and the arrangement of the furnitures in reading room, circulation section, reference section etc. provide inner satisfactions to the staff and attract users towards the library.

(d) Appreciation, praise

When employees of the library do their work well, the librarian must appreciate them. When he appreciates a job that is well done, it acts as a strong motivator. Librarian may appreciate by giving them an honour through the certificate, plaques or entering their names on honour board. It helps in improving the service quality of the library.

(e) Status

Every individual has a status within the organisation he serves. Library is one of the organisations and every employee of it has his own status. Facilities should be provided as per the designation of the employees. Persons working in similar position like Assistant Librarian. (Periodical Section)., Assistant Librarian (Reference section) *etc* in the library should be provided with same facilities.

(f) Participation

Poor performance of the library work and services may be due to

lack of involvement of the employees in the decision making. Physical as well as mental involvement of the employees must be required to improve the services of the library. Recent theories of management emphasize the need for participation by subordinates for effective services. There are so many benefits claimed for the participation of employees:

(1) Increased co-operation from the staff.
(2) Increase in acceptance of the librarian's ideas.
(3) Reduction in complaints from the staff as well as the readers.
(4) Improved attitude of the staff towards the library.
(5) Improved services of the library.
(6) Good relation between librarian and other staff.
(7) Staff can enjoy the given job.
(8) Job rotation

Job rotation means shifting of an employee from one job to another. This can be possible for the employees of same designation/ post. Assistant librarian of periodical section may be shifted to reference section and vice versa. The objective of job rotation is not only to increase job satisfaction for the staff but it also serves to give staff a wider knowledge of the library system. This method helps to improve the quality of the operations and reduces the boredom and dullness. Job rotation is one of the restructuring process of the system. Therefore, while shifting the employees from existing job the librarian has to consider the skill of the staff. Otherwise whole library system may get disturbed. Its bad effects can be observed on the services.

(g) *Job enlargement*

In this process employees are responsible for carrying out number of operations. They are involved in the operations of a particular section such as reference section, periodical section, computer section *etc.* According to Strauss and Sayles "in job enlargement instead of assigning one man to each job, a group of men can be assigned to a group of jobs and allow to decide for themselves how to organize the work. Such a change permits more social contacts and greater control over the work process". Librarian can provide an opportunity to the staff to make greater use of their mind and skill, so that they get satisfaction from the job and automatically the effective service can be provided to the users to make them satisfy. Job enlargement allows the staff to participate in the planning and evaluating the results of their efforts.

(h) Delegation of authority

Most of the staff members will be willing to accept additional duties or new challenges, if the librarian is willing to allow them the authority. This is one of the important technique to motivate the staff. There are so many advantages of adopting this method *eg.*,

- responsibility is shared.
- operator can design the plan without consulting the authority.
- operator can prove his ability.
- if misused by the staff, it can be withdrawn.

(i) *Job enrichment*

The purpose of the job enrichment is to make a job more meaningful, challenging and interesting. It provides responsibility, autonomy or freedom and opportunity to develop the personality of the staff. It implies the deliberate upgrading of responsibility, scope and challenge. In this motivation technique the staff has to work as a manager/librarian. After implementing the technique it is observed that the quality of the services has increased. It also results in increased morale because staff gets satisfaction of doing the job well, repititive work is removed by it. Herzbery feels that, job enrichment would provide an opportunity for the employee's psychological growth.

There are so many techniques other than discussed above to motivate the staff of the library. Librarian should know that a single technique can not motivate the staff. Also, the same technique can not be useful for all the staff. Librarian has to decide which technique is useful to a particular staff member or group. The main objective of the motivation is to improve the library work as well as the services provided to the users.

2 GUIDELINES FOR MOTIVATING THE STAFF

(1) Librarian should let his staff know that he considers them valuable and capable.

(2) Librarian should keep in mind that without his subordinates he can not achieve the goal.

(3) All techniques should be applied for motivating the staff.

(4) Subordinates will not show interest to improve the library services and also will not care for satisfaction of users, if librarian fails to motivate them.

(5) Librarian should know his staff very well that is their interest, capacity etc.

(6) After providing the responsibility to the particular staff or group of staffs, there should be careful watch on their activities, response and the result of it.

(7) Librarian must have the knowledge of the motivational theories, systems and tools so that he can use right kind of motivational tool in the right situation for the right staff or group.

3 BENEFITS OF MOTIVATION

There are many benefits of motivation. Some of them are given below in brief.

(1) It provides means of satisfying the needs of the subordinates.

(2) It helps boost the morale of the group.

(3) It develops the good human relations between librarian and subordinate staff.

(4) It increases the productivity of the subordinates.

(5) It improves the image of the library.

4 CONCLUSION

Human relation is a process of effective motivation of individual in a given situation in order to achieve the required target. Motivation techniques are utilized to develop the growth, confidence, knowledge, decision capacity *etc* of the employee. Once it is developed in the staff members, the library work and services are automatically improved and make the users satisfy by providing good services and fulfilling their requirements. Dr S R Ranganathan developed the five laws of library science. In satisfying these laws, the motivation plays an important role.

McGregor has presented two opposite theories–theory x and theory y for motivation of human behaviour. Theory x assumes that most people dislike work, they are not so ambitious, avoid the responsibility, self centered, resistant to change etc. While theory y assumes that people are self controlled, ambitious about their future, ready to take responsibility, exercise self direction etc.

In discussion, this paper the author has considered only that staff which comes under the theory y. But if the staff comes under the theory x, he can also be motivated by punishment.

Librarian must study the nature of the individual staff and then decide that which motivational theory should apply to the staff for improving the library work as well as the services.

Taking into consideration the existing atmosphere in Indian Libraries, there should be the perfect blend of x and y to achieve meaningful and effective motivation.

Motivation is a tool and it depends on the Librarian, how to utilize this tool. If it is used effectively, the fruitful results come otherwise it is harmful for the whole organization. Whole operations of the library can be disturbed, if it is not used properly.

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PERFORMANCE APPRAISAL SYSTEM: SOME OBSERVATIONS

Dr B U KANNAPPANAVAR*
C R BHAT**

Performance appraisal definitions are discussed. Its objectives, purpose have been highlighted, standard for performance appraisal and library performance appraisal have also been discussed. Types, advantages and disadvantages of performance appraisals too have been discussed.

0 INTRODUCTION

Performance appraisal (PA) is a completely integrated system, involving periodic planned discussions between two people, with the primary objective of comparing present performance against predetermined goals, catching and counselling in areas requiring corrective action to improve overall performance for the benefit of both the employee and the total organization. It is one of the most under used technique in LIS field despite its obvious advantages in ensuring the efficient and effective running of any organizations.

The majority of libraries seem reluctant to such a training tool, perhaps because it carries overtones of Big Brother and a high degree of control over staff. It cannot be denied that organizations can use staff appraisal to control their staff, indeed it is most powerful tool in controlling its resources and go on to suggest that by linking appraisal schemes to selection, training, career planning and record structures, an organization has the potential to control employee behavior and organizational directions.

1 DEFINITIONS

There are various definitions on performance appraisal. Some of them gave been discussed below.

Dougherty and Heinritz have defined it as "a means of measuring the quantity of work produced by a person working at a normal pace under normal conditions

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Randol and others have defined it as "Any procedure which helps the collecting, checking, sharing, giving and using of information collected from and about people at work for the purposes of adding to their performance of work".[2]

According to *Dictionary of Business and Management* performance appraisal is "A methodical review of an employee's performance on the job to evaluate the effectiveness or adequacy of one person's work".[3]

According to *Encyclopedia of Management* 'Performances appraisal or merit rating is the process of evaluating the performance and qualification of employee in terms of the requirements of the job for which he is employed, for purpose of administration, including placement, selection for promotion, providing financial rewards and other actions which requires differential treatment among the members of the group as distinguished from actions affecting all members equally."[4]

2 OBJECTIVE OF PERFORMANCE APPRAISAL

M L Monga[5] has listed the following objectives of PA:

(*a*) Monitor efforts of individual
(*b*) Integrate and co-ordinate individuals efforts into a co-operative endeavor.
(*c*) Provide protection and feed back to the individual
(*d*) Provide means of correcting or commending the efforts of individuals.
(*e*) Provide an equitable and consistent basis of distributing rewards and penalties.

3 PURPOSE OF PERFORMANCE APPRAISAL

Again Monga has identified purposes which are follows:

1 Administrative decisions *ie.*, promotion, transfers and allocation of financial rewards etc,
2 Employee development, *ie.*, identification of training needs, performance feed back etc,
3 Personnel research, *ie.*, generation of Manpower information for salary and wages determination, career planning, man-job matching promotion, helping supervisors to know their subordinates and helping subordinates to know their achievements and failure etc.

4 STANDARD FOR PA

For the development of performance standards, several methods have been suggested. They are:[6]

1 Production records
2 Work sampling
3 Time study data
4 Standard time data
5 Subjective standard based on the production of fastest worker, group action or personal interview with worker.

While each of the above mentioned methods has its own advantages and disadvantages, the most reliable standard, would be those based on time study data. In India Dr S R Ranganathan was a pioneer in this filed. In 1938 he made a systematic study of library work and services. His book *Library Administration,* contains systematic work, job analysis routines etc. On the basis of this, he formulated his famous staff formula. This formula has been used in academic and special libraries with a few modifications.

5 LIBRARY PERFORMANCE APPRAISAL

In the context of Library and Information centre, a plan for performance appraisal calls for the followings.

1 The definition of the work or job to be performed. There is a need for clear demarcation of the jobs.
2 Wherever amenable, we should establish acceptable performance standard in terms of specific measurable desired behavior. This calls for defining units of job, the time taken for doing the job, the modes of doing these jobs.
3 Identifying the present performance level of the library staff, again interms of specific measurable behavior considered to be desirable or acceptable.
4 Clearly identifying the needed improvement in library staff behavior consistent with the objective of library services.
5 To provide a basis of feedback for the performance of library staff in differences.[7]

6 TYPES OF PERFORMANCE APPRAISAL

There are broadly two types of performance appraisal:

1 Cost centered Appraisal
2 Objective centered Appraisal

Cost centered appraisals are applicable for profit making organisations. Since Library is a non-profit oriented organization, so this type is not applicable in library context.

7 ADVANTAGES AND DISADVANTAGES

71 ADVANTAGES OF PA

1 It opens up another channel of communication between employees and allows for information about both performance and organization itself, to be passed up and down the organization.

2 By involving employees in making decisions about their own jobs, and their role with the organization.

3 It provides an opportunity to review the contents of job within an organization and to assess their relevance.

4 It provides a method of detecting the need for, and of Managing change and it should result in any organization being aware of an existing pools of skills ready and willing to take on new challenges.

5 The best P A schemes concentrate on the person in a particular job rather than a comparison of one person in particular job with another, or the assessment of personal qualities.

72 DISADVANTAGES

1 Many Managers are simply not capable of appraising their staff and lack the necessary skills to ensure an effective interview.

2 Because of this lack of training many staff may feel aggrieved at their staff appraisal interviews. Those staff who receive a well-structured and a positive interview may well antagonize their less fortunate colleagues.

3 Appraisal is always open to subjective opinion, particularly if trait ratings are used. It is impossible to rate something like 'drive' objectively, one person's positive assertiveness may be another open aggression.

4 Self appraisal, which is becoming more common, can lead to unrealistic predictions of performance. Employees either grossly overestimate their performance depending on what will be the outcome of the staff appraisal interview.

5 Staff appraisal can become a sterile exercise owing more to the demands of administration than to the continuing development of individuals.

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SIGNIFICANCE OF HUMAN RELATIONS IN ACADEMIC LIBRARIES

S K BAJPAI*

Emphasises importance of 'Human Relation' in academic libraries. . Considers training of para-professional staff essential to improve library services. Gives a list of points for strengthening 'Human Relation'.

0 INTRODUCTION

Having visualised and achieved much in the direction of personalised library and information services to its users, e.g. CAS, SDI, CCS, etc., it is a pre-requisite to ensure that the Library Staff and Library users have cordial human relations in order to make Library services more effective and meaningful. Such an atmosphere could be attained only if the members of library staff are cautious about their behaviour while dealing with them. The behaviour among the Co-workers is also equally important in order to achieve the excellance in Library.

As we know that the temperament varies from person to person thus consequently causes problems in dealing with the users and library staff. Users expect to be provided with the document without any loss of time. More and more learned people possess less and less passion to wait. Since the library staff deals with students, teachers and research scholars they must have to develop a habit of being helpful to the users by knowing the principles of human relations while serving the educated/educating community. We also find that the users feel shy by virtue of their nature and temperament. This problem is more prone to advocate the necessity of suitable human relationship with them.

1 HUMAN RELATIONS

One of the most significant developments of the past decade has been the increased importance of interpersonal skills in almost every type of work setting. In the minds of many employers, interpersonal skills represent an important category of "basic skills" the worker is expected to bring to the job. Technical ability is often not enough to

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achieve career success. Studies indicate that many of the people who have difficulty in obtaining or holding a job, or advancing to positions of greater responsibility, possess the needed technical competence but lack inter-personal competence.

As we look back over the history of human relations, we see three different approaches to it. First came the intutive approach of a few "natural leaders", who knew how to work with people but were unable to conceptualize their skills to pass them on to others. Then came the "happiness boys" who wanted to cover the conventional autocratic cake with a frosting of hapiness. Finally, we have the mature leaders, who use research based knowledge and developed skills to support employee growth and fulfilment. Neither their knowledge nor their skills are exceptionally proficient, but they are making progress.

A few people still exist who think human relations was only a fad and now that the fad is dying, the whole subject is on the way out. Its focus will change as new knowledge unfolds, but the subject is here to stay because it concerns that great organizational variable and source of strength-people. "By this time even the hand-bitten industrialist, the anti-taxtbook personnel agnostic, and the Teddy Roosevelt type of natural leader are ready to admit that human relations...helps get the job done".

Some times human relations is viewed as a programme to weaken management authority, to obstruct production, or to give employees control of operations. On the contrary, its real aim is to intregate the employees so that their ideas contribute to goals in order to necessary authority and direction to be more effective with people. As Harbison and Myers have pointed out in their international study of economic development. "The excersice of authority by management is indispensable to industrial development....Indeed, management is ineffective as a resource unless it can operate effectively as a system of authority in industrial society.

While some think human relations weakens management, others claim that it weakens unions. It is fashionable to assume that the central purpose of human relations historically has been to keep unions out, but this is mostly a rewriting of history. There is no evidence that those who developed human relations were opposing labour. They were simply dealing with reality as it was and within that reality trying to increase production, develop cooperation, and reduce the prodigious labour turnover of their day. Human relations is neither a capitulation to employees nor an attack on them, rather, it

seeks a fusion of both individual and organizational goals for effective organisational life.

A more significant criticism is that human relations can be used to manipulate people, to make of man thing subject to control by others until its practice really becomes "inhuman relations". It can lead to amateur psychiatry and unwarrented manipulation of groups by autocrats of rabble- rousers bent upon achieving their own selfish goals. Human relations ideas can be used to run down people of freedom of speech used to destroy freedom; however, his presence of malpractice should not block acceptance of human relations for the many beneficial results it can bring.

2 HUMAN RELATIONS: PHILOSOPHY AND GOALS

Although the philosophy and goals of academic libraries in general are well defined. The climate of a specific organisation derives originally from the philosophy and goals of those who join together to create it. Each person brings his own psychological, social and economic wants. In joining with others it impresses certain group of people also. The institution has its own organisational purpose, as it reflects the needs of society and interests of its clientele. All of these special interests come together for integration into a working social systems. The climate for each organisation is achieved within an operating system of work controls. Out of these controls comes each person's motivation to work productively. The factors which have most influence on climate are called basic human relations factors.

In order to build morale in employee A, it is not necessary to take it from employee B, in order to build satisfaction in department C, one does not have to take from department D. Likewise a climate of human dignity can be built without taking it from anywhere. Rather than a limited this much of good human relations, there is enough to go around, because it is created within people rather than allocated to them.

There are exceptions, of course, because human relations in an organisation is involved indirectly in all that goes on, much of which is allocative. In the main, however, human relations is incremental. There is enough morale for everybody. In fact, some groups have achieved high morale, cooperation, and satisfactions for every member.

3 PROBLEMS IDENTIFIED IN ACADEMIC LIBRARIES

A service organisation like educational libraries organise its services utilising various sources with long drawn efforts by the

senior professional staff and thus the libraries are made usable. As soon as the function of acquisition and processing is over, the major job of rendering library services is entrusted to para-library staff.

Majority of library users in an acedemic institution come with a programme to do the library work regularly as required as per their studies. Since most of them do not have knowledge of stacks arrangement and library catalogue, they look at the avilable service staff for help. By virtue of being semi-skiled this staff feels partially concerned about the proper service concet. Moreover, the lower level staff, those who get promoted to library from different non-library set up, make the situation alarming. Their priorities are all together different. They generally have all the sympathies with others except their library users. Due to their ignorance about the library service concept even if we talk of general human relations it goes into air. My experiences as college librarian has witnessed some incidents which compelled me to think in this direction. We all know that readers rush to libraries with querries in their minds and this class of library staff generally prefers to stay away instead of helping them. Consequently, the readers sometimes go without consulting the library. Such action leads to ill-marketing of library services.

'What do para professionals want? Most likely, I think, respect, trust, collegiality, just compensation and a future_-in short a career'.

Larry R Oberg observes it in American libraries, whereas it is reverse in our country. They prefer comfort rather than to work. They want to come late and go early almost every day. Generally, they have least dedication to their jobs at present.

Several forces have contributed to recast the library job-distribution in the academic libraries. This redistribution of library work-load has created a new and unique class of library workers. It has also resulted in overlap in tasks performed by the both groups. The task overlap has created a confusion for lazy co-workers and opportunist staff of the library.

The above problems draw our attention to do something in order to educate them in library dealings.

4 TRAINING TO PARA LIBRARY STAFF

The library professional associations through out India have been doing so much to refresh and update the professional knowledge of qualified library professionals since a very long time. The similar efforts are needed to design some short-cycle/service oriented

courses for in-service junior level library staff separately. It is hoped that if the junior level staff attends some refresher course in library dealings, the situation will certainly improve in the libraries in due course.

5 SOME SUGGESTIONS FOR IMPROVEMENT

In order to be friendly and develop better relationship with the users of the library, the library Incharge should work out a plan with the following points for the promotion of library services as well as to strengthen the human relations with users:-

1 Publication guides/brochures/subject bibliographies should be made available regularly to encourage the users.
2 Signs, posters, graphic etc., on library building be provided to make the atmosphere "Welcoming' for the users.
3 Orientation tours be organised with the help of co-operating libraries.
4 Information sessions may be organised by the library staff for their users from time to time.
5 'Library friends' groups can be formed on the basis of various subject fields of clientale and those may be used to mobilise the close personal relationship with library users from time to time.

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TOTAL QUALITY MANAGEMENT IN LIBRARIES

S SRIDHARAN*
SUNIL KUMAR**

Describes the concept of TQM (Total Quality Management). States increasing roles of Libraries. Describes the application of Qakland Model of TQM in Libraries and enumerates the necessary steps to implement the same in Libraries. Makes a comparison between TQM approach and Traditional approach of Library management.

CUSTOMER ORIENTATION

"A customer is the most important visitor on our premises. He is not dependent on us. We are dependent on him. He is not interruption on our work. He is the purpose of it. He is not an outsider to our business. He is a part of it. We are not doing him a favor by serving him. He is doing us a favor by giving us an opportunity to do so."

Mahatma Gandhi

0 INTRODUCTION

The concept of Total Quality Management was preached and practiced by Indians some centuries ago but the focus was the upliftment of social and personal life which was expected to boost economic life too; but, later, institutional support system to do that, was not sufficiently operating and newer and newer institutions have arrived to promote/support various socio-politico-economic-scientific culture and development. But today's approach to TQM in industrial houses would not produce much result unless personal commitment to quality is forthcoming from each individual. To build such a disciplined mind and personality, some institutions should make well planned effort. As library is an important institution for character building, we can make libraries to spread Total Quality culture among individuals.

1 INCREASING ROLE OF LIBRARIES

The Modern World libraries are expected to cater to the needs of

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variety of users (customers). A well organized big Library would have the following types of customers:

(*i*) Students
(*ii*) Teachers
(*iii*) Business Consultants/Officials/Scientists/Professionals
(*iv*) Business Men
(*v*) Social Workers
(*vi*) Politicians
(*vii*) Sportsmen/Artists etc.

The type of customers seeking services of a Library varies according to the type of service focus, location, size and accessibility to different users.

The range of Library size and style of management in terms of building, staffing, administration and atomisations etc is very wide. For example a News Paper Club, called as Library in a small form, may not have a full time man to monitor or control the premises; where as big central libraries and highly specialized libraries not only have professionals in Library Science but fully automated system with sufficient back up staff. Because, the Modern Management Stresses "It is not sufficient that an organization control over men, materials, methods and money but should equally he effective in management of informations, with sufficient database, documentation and retrieval system". So it is high time that an exclusive management focus is given to Libraries.

2 THE NEED FOR TQM IN LIBRARY MANAGEMENT

Success of any service is the smiling face of customer after receiving the service. That is customer's interest and need to be met and even they should get delighted after getting the service.

Gone are the days that you fix a standard of service level which you can accomplish and see how much you have accomplished at the end. In today's world you should know in advance the customers' needs, perception and unrealized needs to delight them while delivering service, where as the price you charge them is a secondary.

One would ask a question whether quality of a Library could be improved by adding computers, documentation services, new reference materials, more professionals etc. The answer is certainly a 'No', You can't improve the quality of a service/work by just automising and upgrading technology *etc.*

That is

- Quality cannot be improved by high investment in technology alone.
- Quality comes from people
- Quality is the result of attitudes and values
- Organizational climate and culture decide the quality of products and services.

This clearly says just because a Library is well equipped with advanced equipments. Professionals, lot of supporting staff, etc, quality of service (and pride of being in the service) is not bound to improve, unless the work culture, commitment and communication of those work/operate improves on a continuous basis with a proper feed back system.

3 THE APPLICATION OF OAKLAND MODEL OF TQM IN LIBRARIES

The Oakland Model of TQM states while every organization (here Library) has Systems, Teams and Tools (STT). The total quality of its service or product improves when the persons engaged in using systems, teams and tools are able to promote a higher order work culture, communication and commitment with full understanding of each one's role in each process of work as a supplier to meet the need of internal customer i.e, his own colleague. That is, in a work place internal customer-supplier chains are there where each one takes the role of a supplier as well as a customer and in the ultimate analysis the external customers' needs are not only met but exceeded benefits are passed on to the customers which is a total quality approach.

4 STEPS TO IMPLEMENT TQM IN LIBRARIES

If a Library is a part of big organization it requires the personal attention or care of top management to instill confidence among functionaries of Library on TQM by encouraging the system of self evaluation, own standard performance targeting, and rewarding system. That means, every functionary (Library official) knows his/her role, organization's goal and User's (customer's) needs. With proper feedback system, the increased higher order work culture, commitment and communication would bring up the total quality oriented work culture, commitment and communication-on the same line of thinking and action. Ideally, to improve the quality of services one can adopt the following procedure:

(1) Encouraging/Improving Leadership qualities

(2) Encouraging team work
(3) Open feed back system
(4) Improving Communication Skills
(5) Trust
(6) Focus on problem solving
(7) Recoginition
(8) Quality consciousness
(9) Training

To implement TQM in any service organization the following three steps are to be taken:

(*i*) Formulate a quality policy.
(*ii*) Establish well defined objectives
(*iii*) Qualify Planning

As policies, objectives and effective planning are needed at all levels in an organization, it is important to establish avenues in which a quality programme differs from other business areas and from the organization as a whole. Library can act as a Role Model in terms of character building, team building etc.

Let us start TQM at Libraries.

Let Library become a Role Model for other Institutions of society as a whole for Total Quality Life.

LIBRARY MANAGEMENT

	TQM Approach	**Traditional Approach**
Beliefs	There are no Seniors no Juniors only team members.	There are seniors and Juniors not a common team members.
	Employees join voluntarily to look at problem	Employees participate-on not seriously considered.
	Involvement not participation, is the keyword Involvement means participation plus commitment plus pride	Participation not deep involvement.
	Address Organizational needs, especially those meeting customer requirements.	Primarily addresses the welfare needs of the employees

Behaviors	Integrated, cooperative style.	Conflict win-lose style
	Employees are empowered and do what is right.	Each fights on who is right.
	Family oriented relationship where everyone gives his best.	Economic relationship where everyone gives only as he gets.
values	Openness Trust Discipline Patience Respect	Secretive Distrust Lack of discipline Short sightedness Hatred

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A THING THAT DUTY IS A JOY FOR EVER

C P PHARANDE*

The paper initially tries to give the analogy of the poetic title. The relevance of the theme–Interaction with the users–has been shown. Discussions on user education in a Non-formal and formal way leads to its origin in five laws of Library Science. All these philosophies together are meant for Proper Human-Interface, which is Crux of the idea of user education. Blending of all these things together results in winning the Hearts of the Readers, Results of the winning and specially human-personal touch are noteworthy. Two letters at the end of the paper stand testimony of reward, for joyous duty.

0 INTRODUCTION

John Keats, a notable English poet(1795-1821), in his his poem 'Endymion', stated 'A thing of beauty is a joy for ever'.

By taking some liberty, the present author, has tried to develop analogy and derived a title-'A thing that duty is a joy for ever'. The theme of the Conference, 'Human Relations in Librarianship, under its facet-B. Interaction with the users and its sub-heading 'Winning the Readers Hearts', is perfectly complementary to the title of the Paper.

There are several opinions, whether there should be users education, do they really need it, and so on. The advocates of this opinion say that, it is a must and without that the user may not reach to his final goal. Leaving aside this controversy, the basic principles or the fundamental laws of Library Sciences enunciated by Dr S R Ranganathan (1892-1972), stand testimony of Library's service attitude. That too, if used explicity, derives full pleasure, as stated in the title of the paper.

1 USER EDUCATION

(*a*) Non-formal: User education in the opinion of M R Riswadkar, :is not a teaching activity but a Promotional activity of usage of the collection.[1] More than half a dozen terms denotes the user education like assistance, orientation, guiding, library instruction, bibliographic instruction, etc. All these applied together lead to the efficient use of

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collection. The normative Principle 'Every Book its reader', comes into reality, provided the user is guided properly.

The supporters of the view, that the user education does not necessarily cover teaching elaborates their point, by giving certain prerequisite essentials in teaching. Teaching is a formal process, commenced with a well formulated curriculum. The teacher teaches it unit by unit or topic wise. Lastly it results in learning. User education does not require curriculum. If teaching is undertaken and done in user education, it is never of a subject.

Strong supporter of this view, Ray Lester says-'User needs for information are so diverse and unpredicatable that the majority just cannot be programmed into a library user education course.[2]

(*b*) *Formal:* Inspite of all the non-formal means, the user education ultimately delineated into formal education. That became need of time due to information explosion, the libraries started flooded with information. And in order to keep track of the acquired information, the tool of technology came into use. This added to the complexity of library structure step by step orientation of user became need of time. For learning of particular subject, it is now necessited to learn how the library functions. What is the way of exploring the treasure of knowledge.

This gave impetus to formal user education, It acquired specific philosophy of its own, based on Gandhian philosophy. Girja Kumar and Krishan Kumar in their preface to *Philosophy of User Education*, stated that,-'The Strategy to recognize the pre-eminace of the buyer. In other words, the user is the King and the analogy of Gandhian thought-"Customer is the most important visitor on our premises. He is not dependent on us. We are dependent on him. He is not an-interruption on our work. He is the purpose of it. We are not doing a favour by serving him. He is doing us a favour by giving us an opportunity to do so".[3]

2 THE FIVE LAWS OF LIBRARY SCIENCE:

Three of the laws of Library Science, out of five, enunciated by Dr S R Ranganathan, cover words 'Reader'.

(a) Books are for use.
(b) Every *Reader* his book.
(c) Every book its *Reader*.
(d) Save the time of the *Reader*.
(e) Library is growing organism.

Naturally it implies the importance of Reader i.e. User. And if he is left without the knowledge of how to refer the resources, the whole philosophy of Library Science is futile.

The germination of first law, 'Books are for use', has a long interesting story. Though it stands first among the five, it has emerged later, after a long thinking and discourses with the mathematics scholar Prof. Edward B. Ross.[4]

This is how, whole crux of the idea of the philosophy of Librarianship is weaved around the central thread Reader ie., User. Once it is finalized that the user is utmost important, then emerges the ways of treating him, by knowing his needs.

Here, Dr S R Ranganathan, ascribes certain qualities to the Library staff, which result in fruitful service to the reader. The qualities ascribed are-'Attention and welcome, cheerfulness and courtesy, right behavior with the reader, knowing the need of reader, providing personal service to reader'.[5]

User education, whether it is curriculum based, informal-formal, based on the five laws of library science of indifferent. All these views together cause to have, one rudimentary angle of 'Human Interface'. Which according to present author, is a 'Mandate' of our profession.

(C) *Winning Reader Hearts:*

All this theory and philosophy pervaded in our profession, if fused together can bring out miracles. By winning the Hearts of the Readers, one can derive pleasure and job satisfaction, It may culminate into long lasting friendship. The bond of friendship is such a thing, which needs to be experienced. The virtue in you is thus regarded.

Present author has several episodes at his credit of this type which resulted in giving the title to this paper. 'A thing that duty is joy for ever'.

Some noteworthy episodes are worth to be recollected on this occasion. The letters of appreciation received by present author have been reproduced here as samples in appendix (*a*) and (*b*).

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Appendix (A)

September 5, 1991
Shri C P Pharande
Jayakar Library
University of Poona
Pune 411 007 India

Dear Shri Pharande:

I am writing to express my deepest appreciation to you for your great assistance and guidance to me during my recent research visit to Pune. As you will recall, I was holding an American Institute of Indian Studies Senior Fellowship for research on the life and career of Vishùbava Brahmachari, with special focus upon his defense of Indian civilization. During most of my seven month stay, I had many occasions to consult materials in the Jayakar Library.

Your friendly, supportive welcome created the basis for a most fruitful use of the Jayakar Library's resources and facilities. I particularly appreciated your assistance in obtaining access to the collection of Marathi incunabula, files of rare periodicals and other unique materials, as well as in arranging copying of relevant extracts.

It is a very good thing when a librarian takes interest not only in the collection of books, but in the contents of those books and the uses for them which scholars may make. I was very fortunate that my research had the benefit of your interests, and I believe that the University of Poona is also fortunate to have your services.

I do not know at what date in the future I will be able again to return to India, but I look forward at some time to again working with you in the Jayakar Library.

Thank you again for your many valuable services.

Sincerely,

Frank F. Conlon
Professor of History

Appendix (b)

To whom it may concern:

I am pleased to be in a position to write some words of commendation for Mr C P Pharande.

As a Senior Fellow of the American Institute of Indian Studies recently I had occasion, during the course of my research, to use the facilities at the University of Poona, Jayakar Library. My work involved locating, handling, and photocopying some extremely rare 19th-century Marathi-language publications, some of which are available nowhere else. Mr Pharande, in his capacity as Assistant Librarian, proved indispensable in accomplishing this task. Indeed he went out of his way to expedite my work in every way, including extending to me the assistance of his very efficient staff. Mr Pharande's knowledge of the rare book collection at Jayakar Library-and of 19th-century Marathi publishing generally-is exceptional, as is attested to by his very important work of creating an annotated bibliography of the Jayakar collection. This will in future be a basic reference for all scholars in the field.

I hold Mr Pharande in the highest respect, both professionally and personally. I can only hope that many other scholars may enjoy the opportunity, as I have, of working with him.

Sincerely yours,

Philip C Engblom

FIVE LAWS AND USER SERVICES : AN EVALUATION

Dr M KANAKACHARY*

Establishes relationship between 'Five Laws of Library Science' and 'Evaluation'. Gives interpretations of five laws and their respective implications in the organization of various library activities and operations.

0 INTRODUCTION

There are two phases in this paper. Former is the 'Five Laws of Library Science' and the latter is the 'Evaluation of Library Service'. First of all, it is better to know what exactly these terms stand for, and then what is the relation between them.

We know the 'Five Laws of Library Science' enunciated by Dr S R Ranganathan[1], an Indian Dewey, about sixty years back,

These are valuable and universally accepted Laws which guide us in decision making. Now, coming to the second phase, ie., Evaluation of Library Services, it means 'assessing the value of some activity or object'. Here, this term is used concerning to the library services which means the performance of the library services which means the performance of the library operations so as to take proper decisions to improve the situation if the objectives of the libraries are not fulfilled. Evaluation is a process by which we form judgements about the value of the library services or achievement of the objectives. To form such judgements, we must determine what their level of achievement is—which requires some kind of measurement. And we must decide to what extent we find that level of satisfaction-which means placing a value upon it. To judge the value of any library objectives, we must relate it to the goals, the objectives of library science.

Evaluation requires, then, that we have a clear concept of the objectives we wish to reach by means of instruction and that we have ways of measuring the extent to which these goals are realised by our readers[2].

* Asstt Librarian, CIEFL, Hyderabad-500 007

1 PURPOSE

'The Five Laws of Library Science' and 'Evaluation of Library Services' are very important for providing effective and efficient services. Here, it is felt that there is a need to discuss in brief on the purpose of those two concepts.

11 FIVE LAWS OF LIBRARY SCIENCE

In olden days, the librarians acted as care-takers of the books. Simply they preserved the materials in the libraries. They did not bother about the use of the materials possessed. Dr Ranganathan had visualised this situation in those days and carefully placed and designed a set of five laws. These five laws enforce that the library materials should be put into maximum use for the readers. 'These principles can be applied not only for the development of library services in any type of library, but also for the development of study and teaching of library science[3].

The whole gamut of the library field is centered round these principles. These are the helpful and useful guiding principles for every librarian, documentation officer, information scientist and library and information science teacher.

12 EVALUATION OF LIBRARY SERVICES

Every library will have certain objectives, which can be achieved by proper evaluation methods. Of course, evaluation is in early stages in library field, but it has assumed much importance now-a-days. Evaluation gives us new ideas not only about the past and present but also about the future library activities. There are several purposes for conducting evaluation in libraries. The ideas according to Prof Lancaster[4] are:

(*i*) to establish a type of 'bench mark' to show at what level of performance the service is operating;
(*ii*) to compare the performance of several libraries and services;
(*iii*) to justify its existence;
(*iv*) to identify possible sources of failure or inefficiency in the service, with a view to raising the level of performance at some future date.

There are various techniques for conducting evaluation in the libraries. But this paper does not deal with them. However, this paper suggests that the techniques are developed to suit their requirements and can be applied depending upon the situation. 'Librarians need to build evaluation techniques into their planning. The methodology and models used (including identifying what the evaluation is for, who

will do it, the formulation of hypothesis, the choice of population, which materials are to be chosen, what methods used, what data collected and what statistical techniques are to be used) are difficult and time consuming, but they are essential'[5].

2 RELATIONSHIP

There are several types of library services such as Document Delivery Service, Reference and Information Service, Reprographic Service, Translation Service, Inter-Library Loan Service, Current Awareness Service, Bibliographic Service etc. Every library provides some or all of the above services for achieving their objectives. Without some kind of services, the library can not exist, so it is the responsibility of every library to assess 'how far the library services are being provided to achieve the set goals. For this purpose, the following are the general questions which every library can ask itself:

(*i*) How far the library services are satisfying the user needs?
(*ii*) How efficiently and effectively the services are provided? and
(*iii*) How far the cost invested on the services is meaningful?

To obtain appropriate answers, evaluation is needed, without which it is not possible to assess the performance of the library services. There is, therefore, a close relationship between the 'Five Laws of Library Science' and 'Evaluation of Library Services'.

Let us examine the relationship in between the above two. Every Law of Library Science has its own implications. The relationship between five laws and the evaluation is closely concerned with these implications.

First Law (Books are for Use)

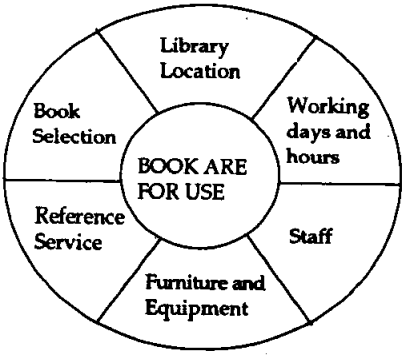


Fig 1 *Showing Implications of the First Law*

The above law implies that libraries are not meant just for collection and preservation of the material but for the exploitation of the information. For the exploitation of the information available in different documents, retrieving techniques are required. This is nothing but classification, cataloguing, abstracting and indexing and bibliographic activity. This law, therefore, enforces the provision of documentation and bibliographic control over the collection. It also enforces the user education which needs user studies. It gives the scope to the library staff to think new innovative library services on how best the books can be put into maximum use.

Second Law (Every Reader His/Her Book)

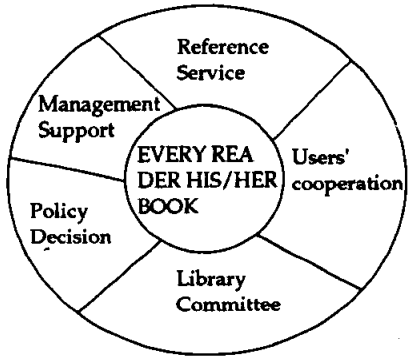


Fig 2 *Showing Implications of Second Law*

This law is a logical extension of the first law. It means every reader should be satisfied with the supply of information/book desired by the user. Of course, he/she may get the book, but it should be checked up how much data or information is useful to him/her from that particular book. The growth rate of the document delivery is not the criteria, but the rate of satisfaction of the reader is important here. For this purpose, 'the study made by Orr and others and De Prospo and others provides both evaluation of collection and availability of books on the racks'[6]. It, therefore, 'emphasizes the proper arrangement of books on the shelves and systematic and up-to-date cataloguing'[7].

Obviously the spirit of the second law, i.e., Every Reader His/Her Book, cannot be fulfilled until the librarian understands the information needs and the information seeking behavior of the users. This is easier to say than doing. It is so, because users are different, their needs are different, their etiquette is different. 'The users and

information differ quantitatively, qualitatively and geographically. Hence, the user studies are now-a-days an essential factor for the libraries'[8]. This law, therefore, enforces user studies, so that we can provide user education.

Third Law (Every Book its Reader)

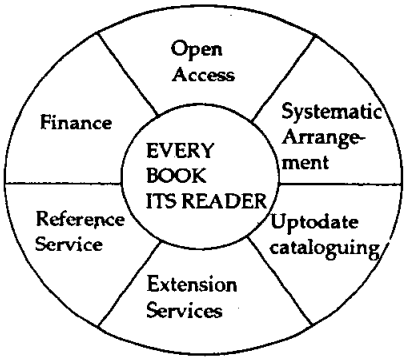


Fig 3 *Showing Implications of the Third Law*

This law complements the second one. This law implies that books need to find their potential users as well as the users the books they need. Hence, this law stresses that the information availability should be brought to the notice of the readers, then only he/she locates information and satisfies himself/herself. This again requires depth study of user needs on what information is relevant? and how much information is to be brought to the notice of the readers? To satisfy this law, librarians should be dynamic to have exposure on the published and unpublished information, and their accessibility so as to abreast of the readers in their respective fields. It is very big task on the part of the librarians. It needs Current Awareness Service, Compilation of Bibliographies, etc. This law also enforces us for proper planning of the library. 'This aspect is very clearly dealt with in a book "Library Planning and Decision Making Systems"[9].

Fourth Law is the most important and the best law of the laws. Because, this law pervades all the other laws. It is also said in a different way, ie., 'only timeliness adds value to information, which means, to maximize the user satisfaction by minimizing and time loss in getting the information'[10]. Even supply of the right information in a right way to a right reader is mere waste if it is not supplied at a right time. Hence, time is an important factor here, whether it be a free library or fee based library. This law enforces the library automation

Fourth Law (Save the Time of the Reader)

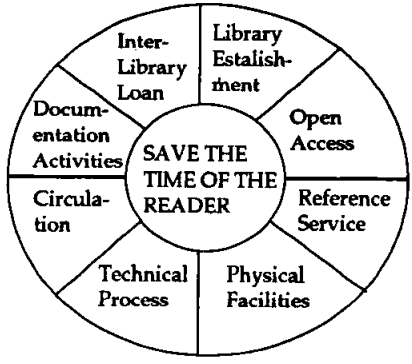


Fig 4 *Showing Implications of the Fourth Law*

through modern gadgets. It also encompasses the building up an international databases and global networking. The proposed INFLIBNET in India is ultimate goal of this law.

Fifth Law (Library is a Growing Organism)

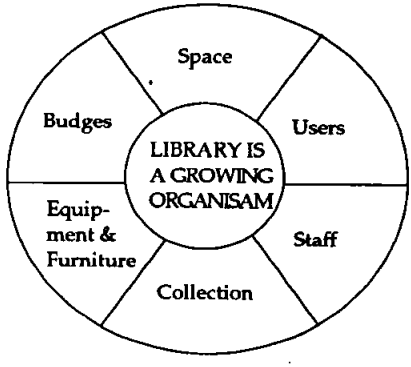


Fig 5 *Showing Implications of the Fifth Law*

This law takes into consideration the growth in terms of documents, manpower, furniture and equipment and provision of space, and user groups. It enforces depth study of the actual needs of the users. Also it guides us in proper planning and framing policies and guidelines.

3 CONCLUSION

Undoubtedly, we can say that there is an impact as described in earlier sections of Five Laws of Library Science on every branch of the library field. All these operations can be handled perfectly when scientific evaluation is done. Evaluation, therefore, is an essential factor for implementing the Five Laws of Library Science.

Feed back is the base for evaluation[11]. Perhaps, some of the librarians are not bothered about the implementation of Ranganathan's Five Laws. Line[12] had expressed the opinion that 'academic libraries do not observe Five Laws of Ranganathan, and the librarians tend to observe their own set of Five Laws more or less diametrically opposed to Ranganathan's, namely;

(*i*) Books are for Collection;
(*ii*) Some Readers their Books;
(*iii*) Some Books their Readers;
(*iv*) Waste the Time of the Reader;
(*v*) The Library is a Growing Mausoleum.

Even Professor F. Wilfred Lancaster[13] also shared this view point and said Line's claim is correct. Of course, evaluation has come into considerable prominence in recent years in our library profession. Line[14] has further said that many people find less than a 50 percent chance that a sought item is immediately available in a library or less than 60 percent chance that his/her factual question will be answered completely and correctly.

This is high time now where new information technology is rapidly taking place, to make serious research on the 'Evaluation of Five Laws of Library Science' not only in the context of how the library is serving but in the context of whether it is doing what it should be doing?

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14 LINE (M B) *op. cit.*

HOW USER FRIENDLY ARE WE

Dr MOHAMED TAHER*

The paper highlights the scenario of user 'friendliness'. Librarians generally speaking (a) work with no understanding of the library environment, and (b) find a gap between the user's and the system's environment. Today's information system is concerned with needs, motives and purpose of such need, strategy of gathering a response, user attitude and practice in handling information and so on. How best we can demonstrate the survival of the fittest context is the main concern.

"A new paradigm is needed to serve user interest and to foster the ideas of extending critical thinking through library service...Abondon narrowly conceived services and look to novel techniques and developmental strategies for assisting library users...that is move towards academic engineering...If user specific invitations are to be issued, then librarians may have to become information advocates, or sociologist of information paradigm for librarianship",

– Academic Libraries: Myths and realities. Chicago, Association of College and Research Libraries, 1984. (p 34).

1 USER FRIENDLY

It is a library system with which relatively untrained users can interact easily. It refers to an atmosphere which is congenial, healthy, and fits all types of users in a friendly environment. It also connotes as a library which is easier to use, more attractive, warm and comforting place which welcomes to use the resources. It is in other words in-person help to users of a library.

2 PROFESSIONALISM

Library profession has been called by some as a mysterious one. They feel that all the functions and activities of the library are mysterious to the user-the user for whom the bell tolls.

Library Catalog: The first sight of this mystery is the catalog the key to a modern library! It is meant for the librarian, by the librarian and is of the librarian. The terminology of the catalogue is misleading. For eg., the catalogue is a dictionary, or it is like a dictionary giving you

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the meaning of the information, or it is a dictionary which can provide you synonyms, or what?

Bibliography: The term bibliography, leaves user in a hung situation, for the user presumes that the source which is handed over for reference is the actually required information, whereas we have not given to the user information *per se*. Further the libraries have namesake guides and pathfinders, in fact there is no real guide or helping pathfinder in the library. The user is expected to navigate all through and find whatever little information relevant or otherwise. What is a bibliography or index, and how far is it useful to the user in finding the information *per se*? Librarians compile such directional tools for their own survival, than for the benefit of the end user. If this is true then our indexing and abstracing service is a part of the race to prove the theory 'survival of the fittest' and publish or perish! Are we really serious about providing help to the user?

Terminology: When we use the terms (while communicating to the user) call number, index, catalogue abstracting and indexing periodical, periodicals or journals or magazines, review journals, check-in or check-out, charging or discharging, CDs, micro-film reader printer, stacks, checkpoint, issue counter, see and see also references ('simplified' presumbaly by stating cross references) etc, we presume that the user understands the jargon. Do they have any inkling of what all these mean, not mere fresh users, even old timers will have difficulties in using these and also in using the same terms from library to library.

Headings: Subject headings used in the catalogue are not commonly understood—can we call them keywords? What is the meaning of the term subject heading: does it mean the themes or topics, or criticism on a subject, or secondary material of an area, or what else. These 'headings' are hypothetical, useless and confusing. For example, a user wants to find books on a committee report. Our catalogue has such headings which the user would never dream of searching under such 'headings'. Similarly, for a government publication one has to see through all the hierarchy of the government, country, and the chain of all the departments responsible for the document and then—by chance—the user may find the required information, or may go fed up by then. eg.,

(1) Great Brit. Parliament.
(2) U S Congress. House. Committee on Banking and Currency. Subcommittee on International Finance.

(3) U S Dept of Commerce. Office of the Assistant Secretary for policy

These are the samples of *entry elements of our catalogue.* Do we expect our user to remember the rhythm, sa re ga ma pa...These are the very standard formats prescribed for international consumption!

We may quote "For the majority of materials collected by libraries, Library of Congress or Sears headings are relatively successful in fulfilling the functions expected of them, perhaps not as efficiently or easily as desired but they do work" (Clack: 1989: 56). Note that these are neither efficient nor easy, but yet are the only standard available tools of the trade. Further, "In a majority of the instances when subject headings were used for Black literature, they were not coextensive with the subject treated in the work. Instead, general subject headings were invariably assigned to more specific concepts" (Clack: 1989: 56).

Then, what is the use of the catalogue which is not user-friendly, efficient and easy to use. Our catalogue codes and practices will remain static and never be flexible for the convenience of the user.

Lancaster's statement supports the issue "While it is relatively easy to measure the volume of catalog use within a library, it is far more difficult to measure the effectiveness of catalog use (ie., to determine whether the user is able to find entries for items or subjects he is seeking, and how long it takes to locate relevant entries). Microevaluation of a catalog requires differentiation between successes and failures, identification of precise causes of failure. This is not an easy task, and it is certainly not readily susceptible to unobtrusive observation" (Lancaster: 1977: 20). He has listed in the same work a list of nonstandard book characteristics for catalogue search, like date, type of work (handbook, textbook), number of pages, binding, color, level of treatment, and height.

And adds on "of course, the use of several "nonstandard" elements in catalog searching presupposes that the searcher is looking for an item he has previously seen used or which has been vaguely described to him by someone else (colour, size for example), rather an item he has discovered in a bibliography or reading list" (Lancaster: 1977: 46). This is then to say that mere author or title catalogue searches are not the beginning and ending of the search process, the process is rather very compound and most often indirect.

Further, ...the complexity of knowledge is such that a perfect scheme of classification that would meet the demands of all situations

is difficult to be achieved and will remain elusive (Isaac: 1990: 45). This is to say that even our schemes of classification are not user friendly.

Physical setup: Let's see how much of the library is usable and useful for the different kinds of users–elderly, handicapped, children, *etc.* While planning a library building–how much we care for the user's needs and user–behavior: physiological, social, cultural, aptitudes, safety, etc. Do we have equal opportunities for different types of users. Our catalogue does not allow a person on wheel chair to use it. Our library building is not planned to allow a wheel chair move in freely, for a handicapped–the presumption is that all users have equal access privilege. Our furniture, equipment, design and planning of the building is not according to the needs of different users. Even among the fit and well users we cater only to the literates and nothing for the masses and classes of the non-literate category–the majority in the Third World. Our chairs are not comfortable, our reading tables are not confirming to the standards. Poor aesthetics, dark stack and reading areas, electric and other hazards, library surroundings in an isolated location–causing inconvenience to the users and the staff in the late hours to commute, etc.

Service: What we call service to the users, is infact truly a lip service, rather than real service. We issue books, file books, and at the most provide some sort of 'reference' service. This is the end all and be all. Our training and practice donot make us good service oriented professionals. We do not have any idea of marketing, selling the library as an idea in the market place. We at the most, try some displays, some listing and relax as we are tired after all the 'serious' service that we provide.

We have a debate on whether user education and reference service are a combined effort, whether these are to be performed by the reference librarian, whether performing reference service alone satisfies the need for user education, and why do we need to educated the user, why can't we librarians always be the mediators and interpreters between information and user, instead of making the user self-dependent or independent.

Commenting on the responsibility to users there is a thought provoking statement: "Several of the services which we offer are not of the highest level: according to several studies of reference service, we provide correct answers roughly half the time. Similarly, book

availability studies conducted in academic libraries reveal a patron success rate of only about 60 percent. Statistics such as these indicate that for some patrons, library staff are not adding much value to the patrons' encounters with the library. Yet we know that all contacts with an organisation are a critical part of one's perceptions and judegements about the organisation. But the quality of the people contacts are often the firmest and longest lasting" (Albritton: 1990: 130).

Dissemination: We do not know the users personally and do not treat as own clientele. We do not welcome new comers with appreciation and understand them. We do not out reach the surrounding areas and market our libraries. How many librarians accept suggestions, or admit faults? Is there a way to make the users feel that their suggestions are welcomed? Customer is the source of our survival. Do we have any idea of what customer care is? The success of the library depends on the importance given to the user, do we know this fundamental law of library service? Do we know that the user too is a human being, who is by accident at your doorstep seeking your help. Demonstrating 'that we care for them' is essential for human resource management!

How many librarians are really ready to come out of their shell for user friendliness? Whatever little we do is in theory. Very few, know how to be friend of a user. Most professionals are trained for routines, with no inkling of the strategies to be adopted, techniques to be applied and skills to be used in handling live situations. The user, if at all one approaches and presumes will get all required information, will be sent from pillar to post and ultimately goes away frustrated. This is what is being performed in 'live centres of the community' and where information is the prerogative of the 'librarians' who will help only if convenience demands. Librarians have many direct means of access to information, whereas the user is expected to depend on the mediator and toil away the precious resources–time, money, and energies.

There is then a total deficiency in our communication channels, between the librarian and the user. The users come to the library as a last resort. The image of the librarian in the society, as a service oriented person, does not exist. The information seeking patterns in the idea plane and the verbal plane have a vast difference, and the reason for this difference is not known to the librarians. Where are the professionals leading the user to?

Information seeking is a multi-disciplinary aspect, and many librarians are yet to come to an understanding of its cruciality. The information request may not necessarily represent the information need of the user. This indicates that there is a probable chance of a gap between the knowledge of the user and the retrieval system. A potential information seeker must be seen as having a range of needs. A contact with the user may satisfy some of those needs but it is not likely to satisfy all needs. Users are of many types, some are shy, some are capable of searching out the information with a little training, some can express what they need without hesitation, some feel they are bothering the librarian by asking questions.

User interaction involves examining the initial state of the problem, the goal state of the user, and the process (mental, physical and perceptual) by which the user moves from step to step. That is, information seeking process comprises of information needing, starting, working, deciding and ending. Verbalising the need is the major problem with the users. Starting refers to conceptualising of need to determine the means of need fulfillment. Search starting can be visualised as anything from an internal thought process to casual discussions with colleagues to the decision to approach a librarian. Working on the search specific is the most complex of all the other processes, which may alter the personal constructs of the user, end the effort, initiate a new or related need, satisfy the need, etc. Decision to end the process is possible due to many reasons, like satisfaction, frustration, shortage of time, etc. The ultimate goal of the library system is to provide user satisfaction, which is possible by understanding the use pattern. If this is understood by the system designer, then the library professional can be sure that the goal is accomplished.

We have presumed that whatever we 'collect' and make 'available' must be used by the user. What best has been done by librarians as a part of promotion or 'marketing' strategy, does only alerts on the existence on books. We also presumed that the collection is very valuable and that the user "should" use it. And "Since promotion has tended to focus upon rather than upon full range of services, it has not succeeded in informing the community even at this partial level. Most clients have a very poor sense of what they have a right to expect—and demand—from libraries" (Weingand: 1987: 110). In a democracy we are yet to create an idea of free access to information and freedom of expression. Are we doing this much of dissemination of constitutional rights and liberties. What ever we are

"disseminating" is limited to informing the users about the rules and regulations of the use of library, and nothing more than this! The terms documentation (limited to current awareness listing) and dissemination (limited to rules publicity) leaves one wondering why at all did we coin such terms?

Pricing: Most libraries are not sure what services are to be provided free and what are to be priced. What are the core services which cannot be priced, or if priced should be at lowest possible fee, and what are the other non-core services? What shall be the fee? What will be the effect in terms of support from the users, if fee is fixed? What is the purpose of fees? All these are issues which the profession is yet to resolve.

That is, to say our jargon, lack of strategy in all our activities, lack of skills in marketing our own image and institution to the society, lack of professionalism, complexities and perplexities in the access and location of information, pre-conceived user needs, self-centered professionals, and much more lies at the roots of librarianship. How much of knowledge and understanding do we have of the user's information seeking behavior. That is how much of our time is devoted to understanding the psychology of the user, behavior of the user with the information which we have (supposedly) provided. Are we aware that we are dealing with human beings and not with dead stuff. Users have their own expectations, do they declare or pronounce their expectations, or at least do we have avenues for getting this pronounced!

Let us look on the issue in another way. The traditional approach assumes that there is order and certainty, whereas the user needs are characterised by uncertainty and confusion. Recognising the user's uncertainty and the cyclical nature of information needs implies that no system can have the sole authority and right answer to all users. In the words of Westbrook (1993: 546) "It is better to think in terms of a communication system that helps people inform themselves, create their own order, establish their own understandings, and cope with their own needs, rather than an information system that collects, stores, retrieves, and delivers information".

Are we in any way coming closer to these realistic demands of the profession, or are we side tracking these goals and processes? Are priority to technicalities (including how the catalogue and shelf should look like, how the catalogue card must have 'different' approaches, and how the entry element should be

'standardised'–from librarian's point of view, rather from the user's point). Are we left with anytime for transforming information units into dynamic centres.

State-of-the-art: "Analysis of the data collected using a questionnaire from a random sample drawn from the population of professional staff working in college and university libraries of Delhi revealed that the incentive items namely 'Recognition of work done', 'Good opportunity for promotion', 'Treating the work of the professional staff on par with the academic staff', and 'adequate earning' were four top incentive factors as ranked by professional staff" (Pulla Reddy: 1992). This means all our efforts and incentives are for our self. There is no gain then in saying that if users satisfaction and feedback is offered as an incentive how many librarians are the takers of such award. In the questionnaire there is no such question and all topics revolve around elevating and flattering the self and the personality of the librarian.

Quality control: Do we have any guidelines for quality service or standards for quality control, if yes, where are these, if no, where lies the fault. Physical environment, collection, service, personnel, customer relations, and so on. Are we going to develop something for our own needs, or atleast copy import patterns from Association of Research Libraries (USA).

Read more about our performance and strategies. There is a feeling that"...research librarians have failed to achieve their ultimate goals of ensuring adequate preservation, providing easy accessibility, and acquiring and effectively controlling the complete scholarly record. Scholars, on the other hand, actively avoid using the research library's collections and shun its services. The library's complexity and librarian's insistence that patrons learn its intricacies are factors which alienate the scholar who is interested in convenient access to only the most pertinent information" (Smith: 1990).

3 LIBRARY SCHOOLS

The profession of librarianship, which "educates" & "trains" its workers, also needs to be looked into, for a clear understanding. The library schools do not teach, among various subjects, the philosophy of librarianship (including professional philosophy, ethics, responsibilities, etc. (Singh: 1984: 64). Even human psychology is not a part of the curricula. The schools, without such subjects, neither fully educate nor fully train their products. They merely prepare for examinations and jobs. Education here does not include training in

human values, and hence it is aptly said: "students are taught not educated"... "A harmonious dovetailing of the vocational, the political and the spiritual is a dream. And the increase of knowledge, the necessity of earning one's livelihood, and applied science are said to be hurdles in the way of a happy integration" (Vishwanathan: 1977: 560, 561).

In the process of teaching press-button technology, the main foci of the inventions, i.e. the human being, continues to be sidelined. Humanity is no more the basis of training and education. Rather the bases are rules, regulations and the systems paradigm. There is nothing like the Hippocratic oath in the profession of ours, may be there are people who go with hypocratic oaths to serve whom ever they will and do disservice to whomever they will. Resultingly, the expected standards of professional efficiency, humanistic bases of the service, and empathy, all remain theoretically on paper, and none in practice. Unable to discern the new demands the library system is in a fix.

Training of skills requires more practical, and real exposure. Medicine has internship. The teachers in that field are also mostly practitioners. Do all library school teachers know the realities, and have a feel of work place. The answer is a simple no. If reading makes a perfect man, working in a library during education makes a perfect librarian.

Therefore, it is obvious that there is an overall confusion in terms of what we librarians are, what do we need to learn when, what are we doing in library with what purpose, and so on. Thus, there is a deficiency in our training, a traditional outlook towards the 'profession', little or no research in the field worth contributing to the development of the subject, traditional professional profile, least ability to manage human and other resources, with no motivation to be user-friendly or to train users in building a library culture. Further, there is no participation in social processes, lack of group conscience, and so on.

4 IMPACT OF TECHNOLOGY

The invention of technology has a great impact on library services and activities. For instance, the user is now least concerned about entry element of the catalogue information. Computers have given us extra facility. Now keywords of all entry elements is washed off within a wink of the eye. The computer software allows entry into different fields, and irrespective of the entry element, one can trace

the information by any keyword and still serve the user in a better way–minimum search time, minimum search cost, and maximum efficiency!

Technology has multiplied our problems of understanding the user and use patterns. Be it bibliographic retrieval systems or online catalogue searching, both are still in experimental stage. In this context it is worth to quote: "Most of the psychological research on human interaction with interactive systems comes from the area of cognitive psychology which is based on the 'information processing model'...The theory which underlies much of current cognitive research attempts to reduce human behavior to information products, processes, and outputs. The intent is to identify fundamental characteristics across all people that can be used to predict behavior. The information processing theorists do not acknowledge differences among people. Rather, they treat such differences as "random variance." (What is user friendly: 1987: 34). We professionals are relying on these specialists to provide us with behavioral information, and what we get from them is then obvious and thrash.

Furthermore, in the context of bibliographic retrieval systems it is pertinent to note: "While problems with system mechanics are rare for both experienced and inexperienced searches of bibliographic retrieval systems, many studies have identified significant problems with search strategy and output performance. Experiments using transcripts of search behavior have shown that searchers often miss obvious synonyms or fail to pursue strategies likely to be productive. Similarly, searchers often fail to take advantage of the interactive capabilities of the system" (*ibid*: 38-39).

A last word in this context is still worth quoting: "Information systems have not yet reached the stage of being user friendly for most of their users" (*ibid.* p 41) and "The current concern for user friendliness can be viewed as an attempt to cope with halfway technology. Future attention to usability and usefulness may lead the way toward high technology" (*ibid.* p 116)

5 RE-ORIENTATION AS A PARADIGM

If the bases of the education and training are altered, in terms of direction, from multi-dimensional to uni-dimensional, from multifaceted to uni-faceted, then librarianship may find its purpose clear, its goals fixed, its perception widened, its cause beneficial, and its survival possible.

We should train and educate professionals with orientation towards human information seeking behavior, with equal emphasis on how many databases exists, and how we can create human interfaces. Very few library schools have a place for the crucial issue of information seeking behavior. Humans are as complicated as their information needs and understanding this is crucial for the survival of the profession. If we learn the skill of dealing with human beings, if we learn to tolerate the user, (how so ever crazy, nutty, cranky, one may be), and imbibe in the librarians this approach, the libraries of tomorrow will change.

The humanistic aspect of profession, which in Ranganathan's view was the personalised reference service, is a rare commodity today. "He (Ranganathan) made reference service humanistic in practice by introducing personal involvement of the reference librarian in the user's pursuit. It has been emphasised that 'reference service is the prepotent achievement of modern humanism in library service'...He firmly believed that in order to fulfill the social objectives and functions of the library, it needs some human intermediary with 'radiant geniality'" (Singh: 1992: 175).

Library schools can reduce the emphasis in training cataloguers and classifiers. So also in teaching physical bibliography, and similar allied topics. Databases: MARC and OCLC are far more sufficient, and original cataloguing becomes least necessary. User education and library instruction (sometimes called synonymously, bibliographic instruction) managing the human and interpersonal of the users need more study and research. If users are made self-dependent, if librarians learn to show empathy, and if librarians can teach information research skills, the "profession" can get the satisfaction of having done its job. Self-satisfaction, as job satisfaction, is the correct approach to understand the position of the profession. Recognition to the profession and the professional services rendered to the society cannot come by mere desires and wishes, it needs the courage, commitment, sincerity, devotion and of all self-less service.

The education of librarians must include conceptual and practical issues which explain what is a profession; must prepare the products more rigorously; must orient towards specialisation; and must imbibe an ability for self regulation.

What may seem necessary for the survival, is the concentration in professional education on: (i) curriculum, (ii) general aptitudes and orientation–including verbal skills developing ability in

communication and interaction (Winter, p 84), and (iii) on the intellectual role librarians are seriously expected to perform, as analysers and synthesiser of information and knowledge.

6 CONCLUSION

It is worthy to note a word from Shera on the actual position of the librarian, rather than the ambitious status we expect: "Our civilization could hardly have achieved its present state of sophistication without repositories for the preservation and utilization of the transcript of the culture; but it is important for the librarian to see in proper cultural perspective the institution over which he presides, and to recognize his position in the total cycle of information gathering and dissemination. The library, important as it is, is not the *sine-qua-non* of man's recourse to information and vicarious experience" (Shera: 1976: 62). He adds on "Librarian's, especially public librarians, are wont to speak of the "general reader," as though he were some kind of biological and pyschological specimen that could be identified, characterized, motivated in a particular way. But the general reader no more exists than does the "economic man". Every reader is "special" in his own eyes and should be so treated by the librarian". (*ibid.* p 63) We should, therefore, shed our traditional outlook of a user as a 'compulsive reader', and as an experimental guinea pig-available for all possible testing at no cost and without grumbling.

Then we must know what is our position in the society and live with the realities that there are many more service oriented institutions and all are not receiving the desired recognition and status, and yet the world goes on. Also as a last word let's remind ourselves that to be a friend of the user the most essential qualifications are commitment, missionary zeal to serve, empathy, sincerity, devotion, and an attitude which attracts the people to "ask" and not which detracts and sends the user astray. "Ask me" and "may I help you" are better signals, or pathfinders, than expecting that the user search a librarian or a reference assistant.

We must concentrate on user-oriented evaluation in all our system paradigm and be less worried about self-oriented or professional oriented evaluation. Only then can we move ahead in the age of survival of the fittest.

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APPENDIX I

Figure 1 Staff behavior that helped	Figure 2 Staff behavior that did not help
The staff member:	**The staff member:**
Moved out from behind the desk	Did not look up
Looked up and smiled	Kept me waiting for several minutes while talking to other staff on the desk.

Took the initiative by approaching me and offering help	Made me feel unwelcome/as if I were wasting valuable time with a trivial question.
Really listened	Didn't say anything after I asked my question but just started typing the terminal.
Took me to the right area rather than just pointing or giving directions	Didn't really seem to listen
Explained to me what she or he was doing and why	Made assumptions about what I wanted and cut me off when I explained.
Asked questions that clarified in my own mind what I wanted	Didn't ask me anything about my question and made no effort to determine my specific need.
Seemed genuinely interested in me and my question	Didn't tell me what he or she was doing but left me wondering if I should follow or wait.
Included me as a partner in the search and seemed interested in my suggestion	Didn't explain how to use the index/microfilm reader/CD-ROM/catalogue
Was very knowledgeable about the sources of information	Was not aware of the resources of the library and didn't suggest options other than the catalogue
Didn't get discouraged and was willing to investigate further.	Just said, "No we don't have it" and didn't suggest any further leads
Didn't overwhelm me with too much information	Made no effort to follow up or verify that I had found what I was looking for.
Said to come back if I didn't find what I wanted	
Came over and asked, "Are you finding the information you are looking for?"	

(Dewdney and Ross: 1994)

HUMAN FACTOR IN LIBRARY MANAGEMENT

KEYA BASU*

For any establishment which has to deal with a large spectrum of patrons, the efficiency can be augmented by several measures based on individuals's aptitude, proper placement and a careful exploitation of human relations. Library deals with a very important commodity 'Knowledge' and a highly sensitive buyers–the academician to planner. Through discussion with the users and collecting feedback, one can perceive the users need. A reader should not be made to feel he is an intruder, rather be treated as a welcome patron.

0 INTRODUCTION

Human relations play important roles in diffusing difficult situations. Drawing a comparison, during the 1947 riots, between Bengal and Lahore, Nehru had commented "where a force of 10,000 policemen could not hold the lawlessness in the west the one-man force-Mahatma Gandhi was able to stop the frenzy in the east". The transition of power from the British rule to an independent India was a smooth sail, because the key characters were a learned Nehru backed by the wisdom of Mahatma Gandhi against an Indophile Lord Mountbaten under the guidance of a progressive and liberal Attlee. Imagine the scenario if these characters were to be some from the present day lot and a conservative government in England!! It is thus imperative to stress that human relations contribute a lot in all organisations and more so in the information dissemination system since it deals with the most valuable commodity–knowledge–and involves the learning and the learned community of a nation.

Each library has many patrons to communicate with and is composed of varied individual personalities. When people work together, they bring with them their own unique personalities with individual attitudes, beliefs, values and needs. In addition, each has his own unique communication style. Since personalities are the totality of an individual's mental and emotional make up, it is hopeless to try to change anyone's basic personality or value system. It is better to use the energy to place employees so that their

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personalities, as well as, skills suit the tasks they are to perform. Interpersonal conflict may be reduced by working as a team which helps staff members to understand and appreciate each other's special qualities. It should be like a family, where one should obey his super-ordinates, senior member should treat his sub-ordinates as brother and among equal there should be a friendly relation. The staff member who does not take responsibility to initiate any work, believing it is someone else's job, creates problem that can affect the entire library system. Frankness and trust are essential for effective relationship. What is needed is the teamwork that puts the needs of the library ahead of individual visions and concerns. When a superior believes that the others in the library donot need or donot have the right to what he considers to be private and privileged data, creates a problem. An efficient subordinate can set the tone of any library and lead to good relations with the user. This can only be achieved if the staff is given a prominent role in decision making, if his opinion are actively sought and he is kept adequately informed. When one staff member does not take initiative or unless he is told to do something, he will not do it, retards the process of achieving organisational goal. In this case that staff is not properly motivated. If personality or attitude problem arise, several strategies can be used, for example, employees can be transferred to different jobs, where they might perform better or relate better to new people. Increased responsibility and more involvement and participation in work can extract more work from an unwilling staff.

To obtain the goal of the library system and extract maximum work from the employee a good relationship is most important. To establish a good relationship following steps may be taken-

(*i*) The subordinate should discuss his job description with superior regularly.

(*ii*) The individual should establish performance targets for each of his responsibilities.

(*iii*) The superior and the subordinate should meet at the end of the period to discuss the results of the subordinates efforts to meet the targets he had previously established.

(*iv*) Check-point may be established for the evaluation of his progress.

Individual should be considered on the basis of individual capacities and not on the basis of any characteristics generally attributed to the group.

Public relation is an exercise not merely to be aimed at the library user but also at the fellow professionals. The nationwide organisation of libraries today in our country due to the work of hundreds of dedicated librarians from all types of library, have expended their efforts both individually and through the association. In seminars and conferences they may exchange their views on different problems or any new methods and systems.

1 APPROACH TOWARDS USERS

Librarians are the mediators of both knowledge and information for people. According to James H. Billington of the Library of Congress "the library of tomorrow is going to be not so much a place, but a service : a long line of information delivery service". Now-a-days libraries are not only an educational or a recreational centre, it also serve as a social centre with the aim of making readers of non-readers, bringing book and reader together and creating the desire for good reading.

Within the library system most important part is the relationship between users and library professionals. The attitude of librarian at all levels towards users should be pleasant and efficient. Library user should come to regard them as friends with knowledge and expertise to help them. One of the best means of making a library popular is to mingle freely with its users, and help them in everyway. When a large portion of the community receive answers to their question, helps at their needs the consciousness spreads through the community that the library is an institution which cannot be dispensed with. To attract the people to the library following ways may be applied-

(*i*) Displaying of books;
(*ii*) Displaying of list of new additions;
(*iii*) Book exhibition consisting of a small group of books to promote and highlight parts of the library collection.
(*iv*) Book talk; librarian should emphasize the features that make the book appealing to a reader, describe the best features of the Book.
(*v*) Reader's advisory and reference services.

In library we face different types of users, some are shy or have inferiority complex. The librarian should try to make them feel at ease by offering help voluntarily. He should not wait to be asked for help. The attitude of librarian should be to inspire confidence and to give satisfaction to such patron. There is another type of difficult reader who hides books or steals or cuts pages. It is the duty of the library

personnel to handle them with utmost care. He should be made to understand that if he needs a particular book which he can't issue at that time may be kept reserved for him or there is photocopying facilities which will help him to get copies of the particular pages of a book in very short time. Librarian must think particularly about each of them and should examine and organise library service from their point of view. The reference librarian holds the most vital spot in the library operation. They are continuously dealing with users who are uneasy for a number of reason, but mostly because of the library service, which are not user oriented but process-oriented. Reference librarians must be able to relate immediately to people and to make them feel comfortable in their inquiry.

To anticipate the need of the users one should have constant interaction with the users. When it is meant for a small group it is rather easy to perceive their needs but when it is meant for a large group exact estimation may not be possible. By analysing the objectives, programmes of the organisation to which the users are attached, discussion with the users, feed back from them, one may perceive the user's needs.

2 USER EDUCATION AND FEED BACK

In library and information services, user education is most important for effective dissemination of information. By proper user education, maximum utilisation of information can be possible. The library user is the judge of a library organisations effectiveness. In cases in which the person is using the library for the first time or is conducting research which requires use of unfamiliar reference tools, the librarian should explain the user how to use catalogue which provides access to its collection. When instructing in the use of printed tools, librarians must inform the scope of each tool and explain how to access the relevant information in it. The librarian should help users to learn how to search electronic databases, eg., library's online catalogue or a bibliographic database at a CD-ROM workstation. Although both of these computerized tools are designed user-friendly but demonstrating a successful search is a more effective teaching technique than merely telling the user how to conduct one.

The greatest satisfaction of a librarian is the faces of readers expand with joy of having got from the library the exact book or information wanted by him. Library professionals may evaluate the library system by user study ie., their reaction to the services offered by the library, analysing their complaints or suggestions. Generally

such surveys have asked user whether they found what they needed, whether they were satisfied by the services or whether library personnel appeared efficient, helpful and so on. It is the responsibility of every professional librarian to ensure that the library stock is adequate and up-to-date to meet the information need of its users.

The library is committed to meet the information needs of all in its community it serves. It is committed to serve both traditional and non-traditional users. In case of traditional library users such as professional, technical workers, managers and students, library service can be provided easily because they can express their demand almost clearly. The problems which are faced with them are mainly out of their superiority complex, for example, a space scientist may think that what a librarian can know about space science so he roams in the library for hours without getting any information. If he asks librarian he can help him to get the relevant information. Thus the librarian saves the user from wasting his valuable time in the perusal of useless material. The library staff should get in touch with their patrons and try to lead them on to the right place. In our country public library is used primarily by the middle class and largely unused by and alien to the poor. They donot consider the public library as an information source. Certainly there does not seem to be a major drive in the profession to reorient the public to think of public libraries as information centres. Library personnel should have to offer special services to illiterates and less privileged classes. Personal talk, interview may help to understand their needs. They may not understand the concept of Call numbers, or know how to use dictionary. Whenever possible the librarian should escort them through the process, such as to locate a book or a magazine on the shelf. The librarian should treat all persons with respect and seriousness.

3 RAPPORT WITH USER

A librarian, especially a reference librarian must maintain a pleasant expression, speak clearly in a voice that can be readily heard but is not loud. Good rapport is not established when the librarian is abrupt or acts as if the user's question is an interruption. When a librarian takes time to listen, and goes with the user to the shelf, after immediately putting aside materials he may be working on, the reader is assured of that his question is not an interruption. He should be able to relate positively to patron. He should show concern, reassure the unskilled patron, assist him in searching. He should not

respond to an angry user with anger rather try to reduce his anger. Readers should not be kept waiting, if specific information tool is not available immediately he should be provided with a book of general nature like Encyclopaedia.

4 RESOURCE SHARING

A library has many users to contact although circumstances vary with individual librarian. No library, no matter how large and however well-managed it may be, can operate entirely on its own, there is a long tradition of co-operation. In our country most of the libraries work with a very small budget. Due to increasing prices of publications these libraries cannot afford all the publication. Mainly in the field of science and technology the problem is severe. In this field the literature growth is very rapid and the prices of publications are also increasing very rapidly. Because of this inconsistent, inadequate collections, the requirements of the user cannot be fulfilled. To meet the information need of the society, concept of resource-sharing can help this problem. This co-operation among the libraries may be of different types, viz, state-wide co-operation, regional co-operation, national co-operation, international co-operation etc. The most important aspect in library co-operation is getting people to work together productively. It is the human resources, as well as the material one, that are to be shared. It is the involvement of the library personnel that produces the solid results. It is the willingness to put aside personal concerns and to concentrate on those of the whole group. India, being a developing country, the inter-dependence on the other libraries is more and more important. To overcome this problem of inadequate fund, libraries of a particular area may promote their services jointly by advertising the libraries, products in local newspapers, magazines and on television or media. They may publish brochures, book lists, posters, newsletters etc. to advertise the library service. The library personnel who, working on a day to day basis with the library user must have a strong feeling of identity with the co-operation.

5 MANAGING THE SUPPLIER

To get the maximum co-operation from the agents, books sellers or suppliers of different library material, library personnel should maintain a good relation with them. It will help to get timely information about arrival of a new publication or information about various editions of books etc. Now with the advancement of information technology a few other participants are also coming in

contact with the library. These include system vendors, a wide-range of suppliers, maintenance folks.

6 AUTOMATION WITH A TOUCH OF HUMAN FACTOR

Just as in the fields of banking, most business and industry today, the use of electronic technology is increasing in libraries. Though the picture is not the same all over India. Due to the shortage of fund rural libraries have the lowest priority in the allocation of grant. When some libraries are moving rapidly to incorporate new information technology others are still ignoring the trend because of the financial problem. Academic, Government, industrial and research libraries are in the forefront of the change of automation. Despite the fact that major shifts to automation appear to be inevitable, change of this kind does not come easily to some library if not all. Resistance to automation may be rooted in a common perception that the new technologies are alien, computer's languages and techniques are foreign. Not only library personnels perceive new technologies as changing their tasks, routines, positions and power but a few of them also see them as threatening to their jobs. Some employees see the machine intruding between them and their tasks, including their interaction with their co-workers and library users. The greatest fear among some of the library professionals is that libraries and librarians will no longer be needed and will therefore disappear. Though it is not applicable to all library professionals, there are large number of library professionals, who are welcoming these new technologies to their libraries. As Marcele Gralapp expressed it "books are not going to be replaced, they are still the best means of preserving information. But our job is to provide information in the best form available. For some purposes, disks and audio and video tapes may be better".

The library is less as a building than as an information an communication centre. It offers integrated access to information available from different sources. People with skills are still required in the library, although the structure as we know it may not be.

Inspite of the facilities machine offers, there are some demerits also. Machines cannot think of alternatives the way trained people can. They also have some evil effects on our health and the hazards of technical breakdown. Then the human factor is always there to take over.

Some users are too shy to use these new technologies. They are afraid of being made to show their ignorance. The library personnel

should help users to use the materials and technologies of the library. They, themselves may produce information packages required by the user. Professionals working in libraries will be negotiators. They should identify the needs of the user and should provide effective search strategy, current awareness services etc. All these must be user friendly.

In addition to equipment and software, a variety of supporting resources are needed to integrate electronic service into the library. One of the main requirement is the education and training provided to the library personnel. It is the responsibility of the management to provide fund for their education and training. They should arrange for training programme, and allow them to attend workshops, seminars etc. Professional associations and educational institutions are constantly offering such facilities. But it should not be random, it should have definite goals and be justified through an analysis of needs.

7 CONCLUSION

The success of a library in achieving its organisational goals lies in broadly six aspects-

(*i*) proper placement of talent,
(*ii*) a healthy atmosphere among the superordinates, equals and subordinates,
(*iii*) training through interaction of seminars
(*iv*) user oriented service,
(*v*) common wavelength between user, library personnel and material vendor, and
(*vi*) educating the user and the library personnel.

The identity of a civilised society lies in the fact that every individual gives his best in the most polite and pleasant manner. The drab and impersonal automation in database management can be made lively by civilised personal touch.

A smooth human relation stands out above all needs in the successful functioning of an information dissemination system.

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HUMAN RELATIONS BETWEEN LIBRARY PROFESSIONAL STAFF AND USERS OF DR V S KRISHNA LIBRARY, ANDHRA UNIVERSITY, WALTAIR: A SURVEY

K SUGATRI DEVI*

The paper attempts to find out the existence and functioning of 'Human relation' between library personnel and readers in an academic library environment. Based on the basis of a specifically designed questionnaire, users view point with regard to the attitude of different library staff have been analyzed and suggestions listed so as to improve 'Human Relations' to bring the two together.

1 INTRODUCTION

The ever changing academic climate in Colleges and Universities has obvious implications on libraries and demands for a new academic information environment. The prerequisite of this information environment is to have close relations between Librarian and users, to assess the actual information requirements and to retrieve information with high recall and precision ratios.

Need for Human relations between librarian and user is not a new concept. According to Angoff "Public Relations in Library and Information Centres is to communicate essence of the library to the people for whom it has so much to offer, to fix the library in their mind as a source of incalculable value". Hence, library human relations means the act of or process of creating an understanding and cordial relationship with all the people of the community with the library.

11 COMMUNICATION

Human relations are mainly build up through communication. Communication between library personnel and clients takes place at each library transaction. Efficient communication between user and library staff is as essential in libraries as having a good collection of documents. The library staff acting as an intermediary between the

* Library Assistant, Dr V S Krishna Library, Andhra University and Part-Time Scholar, Department of Library & Information Science, Andhra University, Waltair.

collection and the users, needs to communicate with the latter in order to understand their needs. Unless the library staff are able to do so effectively, the collection may remain under utilised. Ruth Alston a librarian of the Cambridge University has observed that the stock of Indian libraries was significantly underused because of user ignorance, and many thought that the information profession has not, on the whole, succeeded in projecting a good image of its capabilities".

According to Peter Ustinov "Communication is the art of being understood. Communication is fundamental to all working relationships. Inept or inadequate communication causes more harm than good to the organisation. When an Organisation grows bigger, the communication deteriorates".

The library itself is a medium of communication. The main aim of any library is the transfer of thoughts, messages, ideas, experiences and knowledge contained in the documents and materials which constitutes the library. The library is an intermediary between the information and the information seeker. Thus, library is a synonym for 'Communication'.

In a library we can visualize two types of human relations. The first one is between library staff and the users. The second one is between the management and staff.

12 HUMAN RELATIONS BETWEEN LIBRARY STAFF AND USERS

The most important function of librarian or library staff is to help the information seeker with as much information as possible. The staff are acting as a catalyst who accelerate the interaction between the documents or materials which contain information and the real user who actually needs it. The Library staff accomplishes this function by providing the right information to the right person at the right time. Right book to the right reader at the right moment of time is the quintessence of the Five laws of Library Science. Dr S R Ranganathan had aptly described the librarian "a high priest who conducts the wedding of the reading material with the right reader".

2 OBJECTIVES

Owing to the importance of human relations between library professionals and users, an attempt has been made in this paper to find out the existence and functioning of such relationships in an Academic library environment.

The objectives are

(*a*) to find out the interaction between library staff and users.
(*b*) to analyse the opinion of library staff on the role of human relations in providing effective library services.
(*c*) to find out users' opinion about the necessity of human relations in academic libraries.

21 METHODOLOGY

Survey method has been adopted to find out human relations between the library staff and users of Dr V S Krishna Library, Andhra University, Waltair which is serving nearly 6,000 students, 2,000 Research Scholars and about 2,000 faculty. Questionnaire was used for data collection. A random sample of 30 members in each section of users *ie* Students, Research Scholars and Teaching Staff was selected. A separate questionnaire was devised and served to 30 members of library staff, who were found to be in direct contact with the users.

3 SERVICES

The Library provides the following services:

(a) Bibliographic Services
(b) Photocopy Service
(c) Reference and Readers Advisory Service
(d) Audio-Visual Service
(e) Current Awareness Service
(f) Inter-Library Loan.

The library has a full-time professional librarian, 4 Assistant Librarians, 28 Library Assistants and 10 Technical Assistants. Besides the Professional staff, the library has been strengthened with more than 60 non-professional support staff.

4 ANALYSIS

Out of 90 Questionnaires distributed to the library users, 75 were received back duly filled. Beside these, 25 out of 30 library staff also returned the duly filled in questionnaire.

The primary data collected through questionnaire was subjected to detailed analysis manually and the results tabulated.

41 LIBRARY ORIENTATION PROGRAMMES

Library Orientation Programmes are generally meant for introducing the fresher to the organization and arrangement of books

in the library and the services being provided. The users were asked whether they got any orientation programme, and if yes through whom?

TABLE 1

	Through	No. of Students	No. of Scholars	Faculty
(*a*)	Library Staff	2	4	4
(*b*)	Friends or Seniors	4	6	2
(*c*)	Teaching Staff	–	–	5
(*d*)	None of the above	19	15	14

The above table shows that 64% of the users were unaware of any library orientation programme. The data explains that the library does not conduct orientation programmes regularly.

42 HELP FROM LIBRARY STAFF

The users were questioned whether they took any help from the library staff in using library catalogue, reference tools, *etc.*,

TABLE 2

	Through	No. of Students	No. of Scholars	Faculty
(*a*)	Library Rules & Regulations	6	2	4
(*b*)	Library Catalogue	10	8	5
(*c*)	Library Services	15	10	16
(*d*)	Reference Tools	2	5	6
(*e*)	Abstracting/ Indexing periodicals	4	12	2

The above Table shows that most of the users were helped by the library staff in one or other services. The data shows that already some interaction existed between the library staff and users.

43 SATISFACTION OF USERS REGARDING THE SERVICES OF THE LIBRARY STAFF

The users were questioned whether they were satisfied with the services of library staff or not?

TABLE 3

Service Provided	Students	Scholars	Faculty
Satisfactory	20	21	23
Not Satisfactory	5	4	2

The above Table shows that 80% Students, 84% of Scholars and 92% of the Faculty were satisfied with the services provided by the library staff. This indicates that the users have good opinion of the library staff.

44 NO. OF RESPONDENTS WHO FEEL THE LIBRARY STAFF ARE NOT SATISFACTORY

The users were asked about the negative aspects of the library staff.

TABLE 4

	Dealing	Students	Scholars	Faculty
(*a*)	Harsh	–	–	–
(*b*)	Do Not bother about our needs	3	2	–
(*c*)	Irresponsive	2	2	2

The Table reveals that some of the users have not been satisfied with the library staff. They feel that some of the library staff are irresponsive are not responsive at all.

45 NUMBER OF RESPONDENTS WHO KNOW LIBRARY STAFF BY NAME:

The users were asked whether they knew any library staff by name. The question was asked to know if there existed any intimacy between the library staff and users.

TABLE 5

	Students	Scholars	Faculty
Yes	3	24	25
No	22	1	–

The Table explains that 88% of students did not known of any library staff by name. On the other hand 96% of the scholars and 100% of the faculty knew some of the library staff by name. There may be

some explanation for this variation, because the students acquaintance with the University itself is short termed *ie* two or three years. They may be busy with their studies and examinations, but the scholars and the Faculty have to approach the library staff for their Research work, regularly so they know the library staff by name.

46 INVOLVEMENT IN ANY FORMAL USER EDUCATION PROGRAMMES

The library staff was asked if they have been involved in any user education programmes of the library. The question was asked to know if the library staff was in a position to know of the services rendered by the library.

TABLE 6

	Yes	No
No. of library staff involved in user education programmes	10	15

The Table reveals that only 40% of the library staff have been involved in user education programmes that also only in giving printed Brochure to the freshers. The data shows that the library authorities have not provided proper guidance to the users through user education programmes.

47 ASSISTANCE TO USERS

The library staff were asked if they have given any assistance to the users in finding the location of a book, use of library catalogue, information tools *etc.*, The question was asked to ascertain their attitude in serving the users.

TABLE 7

		Yes	No
(*a*)	Location of Book	23	2
(*b*)	Use of Library	23	2
(*c*)	Use of Library Catalogue	24	1
(*d*)	Use of Information Sources	20	5

The above table shows that 88% of the library staff assisted the users in one or other service. Most of the library staff have been working in different sections with experience of more than fifteen years. The data reveals the service mindedness of the staff.

48 SERVICE TO THE USERS

The library staff was asked to name the type of services they have provided to the users.

TABLE 8

		Yes	No
(*a*)	Compilation of bibliographies	5	20
(*b*)	Reference Services	15	10
(*c*)	Lending Services	20	5
(*d*)	Photostat Services	18	7
(*e*)	Inter-Library loan	10	15

The Table reveals that only 20% of the library staff were involved in preparing bibliographies, 60% in providing reference services, 80% of staff in lending of books to the users, 72% in providing photostat services and 40% in inter-library loan services. The data reveals that the library staff are not much involved in preparing or compiling bibliographies for the users' benefit.

49 TYPE OF SERVICE PROVIDED WHEN THE USER APPROACHES FOR HELP

The library staff were asked the type of service they will provide if the user approaches them for help.

The question was asked to know the number of staff involved in serving the users and the extent of interaction they had with the users in providing the needful help.

TABLE 9

		Yes	No
(*a*)	Guiding the user from your seat through gestures	10	15
(*b*)	Guiding the user through informal conversation	14	11
(*c*)	Guiding the user through interview & establishing search strategy.	10	15
(*d*)	Going along with the user to the actual location & guiding him	16	9

The Table reveals that 40% of the library staff guide the user through gestures without moving from their seats. 56% of library staff help the user through informal conversation and 64% of them actually

serve the use by going along with the user to the actual location and guiding him.

410 NEED FOR INTERACTION BETWEEN LIBRARY STAFF AND USER

The library staff was asked about their opinion regarding the need for interaction between library staff and user for providing better services to the user.

TABLE 10

	Yes	No
No. of Library Staff	25	–

The table reveals that 100% of the Library Staff feel the necessity of interaction between staff and user for providing better and precise services to the users.

5 CONCLUSION

The library staff and library users, both stressed the need for human relations between library staff and users.

Some of the suggestions given by the users for healthy interaction between staff and users are as follows:

- maintain personnel rapport with users through informed talks
- have an enquiry desk at circulation section
- appoint the staff with friendly nature and pleasing manners at places where they have direct interaction with the users
- provide user orientation programmes for freshers through audio/video media
- organise lectures and invite the students to participate in library meetings to help the users to understand the library work and other services.

Some of the library staff also gave few suggestions for improvement of human relations between library staff and users, which are follows:

- There must be friendly atmosphere between the library staff and users.
- Conducting user education programmes at the beginning of every academic year so that the users will make optimum utilisation of library services.

- The users must precise their information need, so that no time is wasted the library staff during search strategy to serve the usser to their full satisfaction.
- The library staff should be well aware of the psychological factor of user behavior, so that they can initiate the user in asking queries.

6 SUGGESTIONS

After observing the various opinions expressed by the library staff, students, scholars and faculty, it is clear that the existing interaction between staff and users is not satisfactory. To improve the human relations between library staff and users the following suggestions may be considered:

61 Organising library orientation programmes on regular basis through

(*a*) Serving printed Brochures indicating the Rules and Regulations of the library, issue system, different services offered by the Library.

(*b*) Conducting library tours to the freshers, introducing the staff in various sections and their services.

(*c*) Organising lectures to the new students and explaining about the library and its various functions.

62 Providing a location or guiding map at the entrance of the library indicating general lay-out of various sections.

63 Opening an enquiry counter in the circulation section to answer the queries of the users.

64 The placement of personnel in the library should be such as to fit in the goals and objectives of the library. Right person at the right job will enhance the library services. It may be wise to review the placements periodically and rotate the staff in different positions to make them versatile in all library operations.

65 Proper training to the library staff in handling user queries and retrieving information with high recall and precision ratios.

66 Periodical staff meetings and professional programmes may be organised by library management to motivate library staff and develop qualitative, service oriented and dedicated

professionals. The library management can stimulate user interest in different aspects of the work of the library by organisation and display of attractive exhibits and aid student advisers in extending the student knowledge of the library services.

Finally library staff have to work as a team, with a strong commitment to serve the clientele and to further the objectives of the parent institution. A number of skills such as communication skill, professional skill, leadership quality, motivation, responsibility *etc.* have to be promoted in the staff for better interaction between library staff and users.

HUMAN RELATIONS IN A PUBLIC LIBRARY SYSTEM: AN OVERVIEW

Dr N N SHARMA*

Human relations which are predominately found in trade and Commerce, always attempt to sell their message in the market for popularizing their products and to know the wishes and aspirations of the Public. This human relations in public relations entered into the arena of Library and Information Services first in USA and then in other European countries, later on it made a good passage to India[1]*. But if we interpret the reign period of different monarchs of different countries we find in ancient time, human relations appeared in different form in their administration. Publicity and propaganda used to play a vital role in that aspect. Those monarchs through the espionage system used to collect informations about the welfare of the people and at the same time conspiracies. Then suitable actions were taken to face the challenge of the people. Thus human relations appeared along with the dawn of history.*

0 INTRODUCTION

In our modern concept, all institutions are set-up for the good and welfare of the Public and unless public are fully made aware of the message of the institution to be delivered to the society, which should reach them in its proper perspective and to get back their opinion about its products and ideas. This will enable future action by the managerial staff who in turn will rise to the aspirations of the people. Thus people will be satisfied. Human relations in the most accepted term is only a direct contact of the organisation with the public who in turn will be delivered the real ideas and objects according to their necessity and aspiration. Again, on the otherhand, people's aspirations and wishes can also be materialized inorder to serve them properly.

1 PUBLIC LIBRARY

The public library cannot stand in isolation. It must bear the social responsibilities of collecting, servicing and administering the graphic records of civilization and it must look after to meet the effective utilization of them[2].

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India is one of the bigger democratic countries of the World. The sovereignty in any democracy is equally shared by all the citizens as they are instrumental for making the legislative body for governing country and formulating laws for proper administration. The citizens rather voters should receive adequate training for selecting and electing proper candidates for the legislature. Thus masses have no alternative other than to depend largely on public libraries which can, if properly managed, help the voters to receive minimum knowledge about the process of election.[3]

Developed countries of the World are properly connected with the net-work of library services reaching out the farthest nook and corner of the country. But in our country, that facility has not reached us all.

2 HUMAN RELATIONS IN A PUBLIC LIBRARY

Human relations and public library system are depending on each other for the maximum good of the concept. Public library is a library of the people, by the people and for the people, hence it is called a people's University. The success of this particular library system will be measured how far:

- It has succeeded in educating the people, and
- Its resources are unfolded before the public who in turn get used to those materials for their study and information.

Till the thirtees of this century, the librarians were compared to behind the screen workers expected to wait and serve the library users, but now they are considered to be active partners in the pursuit of knowledge and information for the users. Now librarians are engaged in professional techniques with the result that academic matters are viewed as an inclusively dependent, strictly meant for users and lying beyond the province of librarians. They are divided into groups at war with each other, because of dischotomy between the world of Scholarship and professional librarianship[4].

3 CRISIS IS RESOLVED BY USER EDUCATION

Now a librarian is a technical person and a teacher. He is able to identify local, acquire and disseminate the graphic record of the Public. So he is a teacher of the Public. He is no longer a person doing only technical work inside the library. He is altogether a custodian of documents, interpreter of knowledge and a human relation person to make publicity of its function and thereby contacting people and knowing their wishes and aspirations, which will be integrated in the services and functions of a public library[5].

4 HUMAN RELATION AND PUBLICITY

Human relations in a library is not a publicity. Publicity is one way traffic. People are informed and made known about its objectives and goals. But human relations is a two way traffic-one way to inform the people about the institution and its performance and other way is to get the aspirations and wishes of the people, so that efforts for integration of the people's aspirations and the product and performance can be made possible[6].

41 GOAL OF HUMAN RELATIONS

The most recognizable goal of human relation is no doubt good will. Every efforts in the most scientific way should be adopted, so that goodwill of the people can be delivered by the institutions and organisations of differents departments. Even by conducting surveys and such other methods, big organisations throughout the world try to know what the people actually need and how these people again psychologically be prepared to accept something new not heard of as seen earlier.

42 WHY HUMAN RELATION IS VITAL TODAY

In our present day society in which growing complexity is in the apex point owing to the technical improvement of media, increased education and literacy, developed transportation and communication which has widened the market of ideas and things etc. etc. are to be taken into consideration. Thus organisations are to establish human relations with the public who in turn contact with different agents, surveyors, and thereby their own views and opinions can be collected. But there are others who cannot be contacted but their ideas and views are known through newspaper and such other media. Thus both categories of public-who can be contacted and others who cannot be centacted-whose opinion, expression, conduct, attitude will mould the human relations[7].

Basic ingredients of human relations are-

(1) Informing people about the message of the institution organisations and thereby making aware of the people about the system.
(2) Persuading people-To make attempts to convince the people through different techniques to accept the message of the institution by understanding the psychological minds of the users.
(3) Integrating people with the people-To integrate the message of

the institution with the aspirations of the people, if needed by amending something to be me acceptable for the society. It is no doubt a highly complex system.

43 USER EDUCATION AND HUMAN RELATION

The last of the present century has seen as living in an information world. Because of unbelievable scientific and technological progress and accompanying stresses and strains of society, so much information is being generated that the present day society is confronted with information explosion, information pollution and turbulent growth of information, under the circumstances, user education for the effective use of the library is to be resorted to. It is no doubt educating the users to using the library, its resources and facilities. It is thus concerned with institution given to the user to help him to make optimum use of the library, various information resources and communication processes. It is a message (information about the institution) communicated by a communicator (Library personnel) to a receiver (society)[8].

In a public library system, users do not form a homogenous group which we find in Academic library system. So their education through a particular system such as library orientation, library talk, bibliographies may not be very much useful. Users in a public library differ mainly in age group academic standard and the time they can spare for library is not always uniform. Thus user education tries to teach the people to use the library. Others who do not form the habit of visiting the library are to be brought to the library for the effective use of its materials.

Users are the most neglected components of an information system. It shows that existing libraries have not been fully utilized because of the wide gap between the kind of required information needed and the kind of available information in order to make bridge between existing libraries and the users. The purpose of user education should be confined in the-

(1) Use of existing libraries.
(2) To be made aware of information system.
(3) The structure of literature in general which are available in a library which are not available but can be procured from such other libraries.

44 PURPOSE OF USER EDUCATION

Naney Fjallrant and Malcolm Stevenson have stated the following

purposes in regard to user education.

(1) As a matter of general principle.

(2) To prepare students for the continuing procedure of self education for life process after the formal process has been completed.

(3) The explosion of knowledge places greater strain not the ability to learn throughout life.

(4) Growth in the amount of complexity of information.

(5) Because of the present education practice, emphasis on self education has led to the increased use of libraries seminars, projects and guided reading as teaching method and less reliance on formal teacher. They are not capable of finding their way around mass of information.

(6) As a reflection of sound library philosophy.

5 NEED OF OPTIMUM UTILISATION OF RESOURCES

Recent changes and heavy cut on library budget, fast socio-economic changes, application of science and technology, growing realization of under utilised resources have focussed the attention of library professionals on "users and utilisation" of resources.

It is a continuous process consisting of two components—orientation and instruction—which are considered necessary.

Orientation— It is concerned with introducing the user to the general technique of library usage and services available to the organisation, layout and facilities of the library, and

Instruction— It is concerned with learning by the user to using the information resources available in a specific discipline. But human relations or public relations is more than the orientation and instruction.[9]

6 CREATING A 'USER FRIENDLY' LIBRARY AND INFORMATION SYSTEM

The term used traditionally in the context of computing communication and software system has been used by Fosted (1992) in the context of library and information system.

According to him "It consists of providing system which made same to the user, make the user feel comfortable and confident that he undertakes the system and knows how to use it". He uses the term in

context of handling users information needs. We may extend this term to the user education orientation. It aims at providing the user with an understanding of library, its resources, facilities and services. Instruction aims at providing him with knowledge of how to use the system. This will lead to the desired confidence in the system.

7 LIBRARY PUBLICITY AND HUMAN RELATIONS

By publicity, it is desired to convert others in favor of certain ideas or commodities. It is a technique to influence someone or group of people by the manipulation of representation which may take the help of spoken, written, pictorial or musical form. Five of the senses and the instincts are appealed in order to go deep into the matter psychologically. But it should be at the right time and right place.

Library publicity falls under two heads–General publicity and individual publicity.

General publicity tries to emphasize–

(1) The value of books and reading, the superiority of books as a source of opinion, information, education over other forms of communication.
(2) The library as a public institution, publicity supported and administered.
(3) The all round service of a live library, emphasizing information service, adult education and other less known aspects.

Well considered library publicity, according to Ranganathon is as necessary as for the public libraries as for a commercial firm, in order that public may know of its existence and of its various services.

It fulfills basically, First, Second and Third Law of Library Science. General publicity inside the library to attract the readers to use the library are helping tremendously for the human relation in a public library. Though users' education surveys are conducted mostly in Academic and special libraries, but the public library which caters to the needs of various groups of people should introduce the human relations to make them acquainted with its services and to know the different aspirations of them, so that integration can be made possible. These may be briefly stated-as (1) Press, (2) News sheet, (3) Library bulletin, (4) Participation in Public function, (5) Radio and television, (6) Mobile library Van, (7) Cinema, (8) Library posters, (9) Personal canvassing. These techniques will help in unfolding the basic aims and objectives of a public library and public's response together with

their aspiration will be made known. If people accept it or they need further changes, then these can be amended to suit the people's necessities.

Human relations in a public library basically aims at bringing the library closer and nearer to the people of the library. Human relations is a strengthening force for making a public library for the public. After all public library is a "free and for all" in today's context. In our Indian concept, a public library can be made a real public library provided the aspirations and wishes of the public can properly be reflected into.

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HUMAN RELATIONSHIPS IN LIBRARIANSHIP: INTERACTION WITH THE USER

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This paper layouts the concept of human relationship, defines human relation and development of the concept of human relations and discusses the user interaction in the library and concepts related with the user interaction like user behaviour, attitude, user need, user education and user study etc.

1 INTRODUCTION

Although human relationships have existed since the beginning of the time, the art and science of trying to deal with them in the worksetting is relatively new. "Coming together is a beginning, keeping together is progress, working together is success"[1] can be considered as the basic and foremost feature of human relation studies. Now many techniques have been introduced, new human relation models have been framed by eminent professionals in human relations studies but still in librarianship the concept of human relations is yet to blossom.

The evolution of the concept of study of human relations occurrs in six stages.[2] viz:

1 Classical thinking–Pre 1930
2 Systematic development–1930-1950
3 Teachning and practice–1950-1960
4 Refinement–1960-1970
5 Decline–1970-1980
6 Revolving–1980 to present

The library plays an important and vital role in its environment where it is located. It has to communicate with the society, its user and the people working in it. The behaviour concerned to all these and among these reflects the overall performance of the librarianship.

Any library's objective is to meet the needs of its user. User form one of the important component of the system. All the luxuries of the

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information revolution and problems of information explosion are centered round the user and user's conveniece. Accordingly the study and understanding of user and library staff interaction revolve round the human behaviour. Library is the only place where various pieces of information are gathered and users are connected with the embodied information.

A user can visit the library for various purposes like

1 To browse the collection/latest additions
2 For workplace ie as a study hall to make use of his own material
3 To read journal/particular document etc
4 To borrow books
5 To obtain factual information
6 To meet people/friends.

All these activities make the user and librarian's interaction in many ways. As human beings how do we expect to be treated by other person in the course of our interaction with them? Whether it be our supervisor, subordinate colleagues: we want to be treated by them all with courtesy and consideration. It goes without saying that for the establishment of good rapport between the user we should deal with them with atmost regard and helpful attitude. This will enhance the acceptance of the library staff among the user community. Good rapport makes aware the user about library's limitations in providing the services.

Now the adoption of information technology in library and information centers has made the rate of user visiting and using the libraries more. Among these CD ROM's impact on libraries especially for journals has come as a boon.

To have a good rapport between the user community it is very much essential to understand/know

a User need
b User attitude/behaviour
c User reaction to information services and information products.

The need for information is an objective demand of the user ie information need is oriented towards reality practice and tasks[3]. The various related terms with need are want, requirement and demand. Purpose for the use of information leads to need for information. J Togue and others categorise the information need into following categories:

i Social or pragmatic information needs ie information required to cope with the day to day life.
ii Recreation information needs ie information required to satisfy the recreation and cultural needs.
iii Professional information needs ie information required to satisfy the professional requirement.
iv Educational information needs ie information required to satisfy academic requirements.

Information need as Paisley observed are affected by[4]

i range of information services available
ii uses to which the information will be put to use
iii background motivation and professional orientation
iv individual characteristics of the user
v Political, social and economic systems surrounding the user and consequences of information use.

The other causes which may affect are payoff and costs, updated information and update rates, existence of barriers which deter the effective linkage between the information seeker and the provider and proper exposure of the services and sources provided and available to the user.

As the library's objective is to meet the needs of its user it very much requires to study the user behaviour. The effectiveness of rapport/relation between user and the library staff will be helpful in studying the user behaviour and attitude. The user behaviour is also concerned/related with

i nature of information
ii the way people interact with the information
iii the way information is packaged and communicated to the user
iv user's skills in identifying the information need
v information provider's skill
vi barrier to information like language, time *etc* and
vii channels and sources for trapping the information

The user reaction to the information services and products available is totally interlinked with the library staff. Any services or products is the result of the attempt made by the staff to identify and satisfy the demanded and the anticipated needs of the user. Because practically we do not know when, why, what and where a particular source will be utilized, the librarian has to provide both the

anticipatory and demanded information services. Therefore understanding user's reaction to provided information services and products is essential. This will also enhance the understanding of the user need and win the user satisfaction.

To satisfy the user need and understand user behaviour to information, it is, therefore important to educate the user, to conduct user survey and user studies. This will enhance the user's ability to make the best use of the available resources.

As the information system, information sources and information providing media are becoming complicated and also the study areas becoming interdisciplinary in nature, it is important to educate the user in all these aspects. The user education will help the user to know about libraries and how to and where to find the information.

Apart from educating the user, which increase the skill in user, user study/survey is also a part of the user need satisfaction activities and is a tool in promoting the relationship between the user and the staff. Menzel has categorised the user studies into three categories[5] viz

1 Behaviour studies-to find out the pattern of interaction of the user community with the system without reference to any specific information receiving event
2 Use studies-to find out the use of communication medium such as periodicals, books etc.
3 Information flow studies-to find out the pattern of flow of information.

Many user studies conductd since 1950's shows that the user study fall under two broad categories[6].

1 Library oriented studies ie how information centers are used.
2 User oriented studies ie how a particular user group obtains the needed information.

Many method are adopted to conduct the user studies. Of these questionnaire method, interview method, diary method, case study method, observation method, can be mentioned. The other methods are Delphi method and critical incident method.

In this information age the user oriented studies must be encouraged. This will be more effective and qualitative in nature. The results obtained will be more relevant. The user oriented study will automatically help to evaluate how the library is used by the user.

Any communication or relation should not be one sided. All these efforts are to improve the course of action from the librarian's side. It is, therefore, also essential on the part of the user to cooperate in these activities, understand the constraints in the system and make use of the available resources. This will enhance the personal rapport and both the provider and user of information will be satisfied.

2 CONCLUSION

The developments in the technology of information storage and retrieval and also dissemination methods have made the information scientists work more easy. The reality is that we have to respond to the changing user needs. The user being educated about the library activities, we see in some modern libraries a do it yourself service information environment. An information centre founded upon on the basis of the study of information user is likely to be more practical. Human relationship in libraries is now catching a threshold area of study. The management techniques are applied to study the statistical findings about the user study. Marketing strategies are adopted in providing the information products to the user. Like a commercial product, user the information user is also taken care of by the information scientists. All these implies that user is the core person and all changes and dèvelopments are for use's need satisfaction.

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INFORMATION REQUIREMENTS OF SCIENTISTS & TECHNICIANS IN CENTRAL INSTITUTE OF AGRICULTURAL ENGINEERING, BHOPAL : A SURVEY

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HEMLATA GOTHERWAL**

(The article tries to find out the information needs of the scientist and technicians working in the Central Institute of Agricultural Engineering, Bhopal. For this purpose questionnaire method was adopted to collect data including the questions such as the search request, systematic literature search, librarians assistance, obstacle in information search and some questions asked on information media, etc).

0 INTRODUCTION

Information plays an important role in the economical, sociological and agricultural development of a country. It is an important resource in the creation, maintenance and development of any industry, institution *etc.* The socio-economic development of a country depends on its scientific, industrial and agricultural growth.

Access to relevant and vital information at the most opportune moment of time plays a great role in the socio-economic structure of a country. The galloping growth of scientific inventions and relative literature, increased cost of written communication and shrinking library budget have made it difficult for the library professionals to cater to the information needs of scientists. In this direction a number of studies have been undertaken by the library and information science professionals to evaluate the information requirements of the scientists & technicians in the various kind of institutions. Here an attempt has been made to study the information needs of scientists in Central Institute of Agriculture Engineering, Bhopal (MP).

1 PURPOSE

The work is based on a field survey. The field survey is limited to the Central Institute of Agricultural Engineering (CIAE), Bhopal.

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2 SCOPE

In India there are 41 CIAE institutions, 4 National Bureau, 6 Project Directorates, 21 National Research Centres, 70 All India Coordinated Research Projects (All are concerned with agricultural engineering) are situated.

For the purpose of the study we have selected only one unit which is situated in Bhopal, namely Central Institute of Agricultural Engineering.

3 METHODOLOGY

The study is basically a survey type, so it was necessary to collect data, first hand. For this purpose questionnaire method was adopted. The questionnaires were distributed to the scientists & technicians in the CIAE, Bhopal.

The respondents were chosen from research departments of the institute. It was very difficult and time consuming to take up census study of all the respondents. 65 questionnaire were distributed. We could collect only 47 despite repeated requests. 65 scientists and 168 technicians are working in the institution. The questionnaire were distributed to 40 and 25 scientists and technician respectively. We received back 31 from scientists and 16 from technicians. From the study point of view, we included both, scientists and technicians into a single one. The questionnaires were distributed on sampling and the presency basis of the respondents.

4 CENTRAL INSTITUTE OF AGRICULTURAL ENGINEERING, BHOPAL: A BRIEF INTRODUCTION

Considering the need of research and extension in these fields, the Central Institute of Agriculture Engineering (CIAE) was set up at Nabibagh, Berasia Road, Bhopal (Madhya Pradesh) in 1967 under the aegis of Indian Council of Agricultural Research (ICAR).

For the purpose of study the institution has been classified in the three divisions *ie.*, Crop Production Engineering (CPE), Post Harvest Engineering (PHE) and Agricultural Engineering and Power (AEP).

5 ANALYSIS OF DATA OF INFORMATION SERVICES OR INFORMATION REQUIREMENTS

51 FINDINGS OF THE STUDY

511 *Information Services*

The table gives a brief account of the services which were

provided by the institution.

The figures reveal that only 25 respondents out of 47 *ie.*, 53.19% have made their information request and 29.79% respondents have not given their search request to the CIAE Library. 5 respondents out of 21 from CPE, 7 out of 19 from PHE and 2 out of 7 AEP have not given their search requests to the library. All 10 respondents of PHE *ie.*, 52.63% have made their search request for their information needs which is the medium, 11 respondents of CPE or 52.38% have made their search request for their information needs, which is slightly lower than that of total average 53.19% and 4 respondents of APE *ie.*, 57.14% have shown their interest toward asking for technical literature whose figure is higher than the total average.

The figures in Table 2 show that only 28 respondents out of 47 *ie.*, 59.57% have made a systematic literature search, 31.19% respondents have not made a systematic search and 8.51% respondents didn't answer.

TABLE 1

Respondents who have given search request to the Library

Division	Given Search Request		No Search Given Request		Did not answer		Total
	No.	%	No.	%	No.	%	%
CPE	11	52.38	5	23.81	5	23.81	100
PHE	10	52.63	7	36.84	2	10.53	100
AEP	4	57.14	2	28.57	1	14.28	100
Total	25	53.19	14	29.79	8	17.02	100

TABLE 2

Respondents who have recently made a systematic literature search

Division	Yes		No		Did not answer		Total
	No.	%	No.	%	No.	%	%
CPE	10	47.62	9	42.86	2	09.52	100
PHE	15	78.95	3	15.79	1	0.526	100
AEP	3	42.86	3	42.86	1	14.29	100
Total	28	59.57	15	31.91	4	08.51	100

The table 3 shows that only 14 respondents out of 47 *ie.*, 29.79% have made successful search, 4.26% respondents were unsuccessful, 6.38% respondents uncertain 38.80% respondents' search is still in progress and 21.28% respondents have not answered about their information search.

The table 4 shows that only 26 respondents out of 47 *ie.*, 55.32% get librarian's practical assistance, 19.15% respondents did not avail the practical assistance of the librarian, 8.15% respondents did not answer and 17.02% respondents mention that they did not consult the literature.

The table 5 shows that only 9 respondents out of 47 *ie.*, 19.15% have given their answer in positive for the above question, 72.34% respondents have given their response in negative and 8.15% respondents did not answer.

TABLE3

Respondents who made search successfully or unsuccessfully

Division	Successful		Unsuccessful		Uncertain		Search still in Progress		No answer		Total
	No.	%	No.	%	No.	%	No.	%	No.	%	%
CPE	5	23.81	1	4.76	2	9.52	6	28.57	7	33.33	100
PHE	5	31.58	1	5.26	1	5.26	9	47.37	2	10.53	100
APE	3	42.86	-	-	-	-	3	42.86	1	14.29	100
Total	14	29.79	2	4.26	3	6.38	18	38.80	10	21.28	100

TABLE4

Librarian's practical assistance to respondents in search

Division	Yes		No		No Answer		Not Consulted		Total
	No.	%	No.	%	No.	%	No.	%	%
CPE	12	57.14	3	14.29	3	14.29	3	14.29	100
PHE	09	47.37	5	26.32	1	05.26	4	21.05	100
APE	05	71.43	1	14.29	-	-	1	14.26	100
Total	26	55.32	9	19.15	4	08.51	8	17.02	100

The table 6 shows that only 13 respondents out of 47 *ie.*, 27.66% have obstacle in their research work. Remaining all *ie.*, 72.34% respondents get their relevant information without obstacles.

512 *Information Media and Services*

Information media and services may have various dimensions according to the category of the users, functional responsibilities of the user and the level of the satisfaction of the user, *etc.* This variety of users dimensions has given rise to the variety of information media. Further tables will show the liking or disliking of the information media by the respondents.

According to table periodicals were of primary interest and provide much information. The Newspapers and standards were of secondary interest. 36 respondents gets information from Newspapers and 35 from the standards whereas 47 respondents get the information from periodicals. This order of preference should help in acquiring the literature depending upon the needs of the divisions.

TABLE 5

Respondents who carried out search and subsequently discovered that it had already been done by some one else

Division	Yes		No		No Answer		Total
	No.	%	No.	%	No.	%	%
CPE	03	14.29	14	66.67	4	19.05	100
PHE	04	21.05	15	78.95	-	-	100
AEP	02	28.57	5	71.43	-	-	100
Total	09	19.15	34	72.34	4	08.51	100

TABLE 6

Respondents who have obstacle in their research work

Division	Negative		Positive		
	No.	%	No.	%	%
CPE	04	19.05	17	80.95	100
PHE	04	21.05	15	78.95	100
AEP	05	71.43	02	28.57	100
Total	13	27.66	34	72.34	100

Table 8 gives an idea about the various types of information services which were provided by the CIAE library to different units of the institution.

The above table shows that 29 respondents out of *ie.*, 61.70% preferred to consult original documents, 36 respondents *ie.*, 76.60% preferred CAS, 19 respondents *ie.*, 40.43% SDI, 31 respondents *ie.*, 65.96% Abstracts, 19 respondents *ie.*, 40.43% Indexes, 8 respondents *ie.*, 17.02% Data, 27 respondents *ie.*, 57.45%. Subject bibliographies, 15 respondents *ie.*, 31.91% Translation services.

513 *Evaluation of recent services*

The criteria of evaluation of the services may be;

(*a*) How many respondents felt satisfied, and if so due to what reasons?

TABLE 7

Kinds of information media preferred by respondents

Division	Total No. of respondents		Periodicals		News Papers		Trade Literature		Patents		Standards		Manuals		Abstracting services	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
CPE	21	20	95.24	18	85.71	09	42.86	05	23.81	13	61.90	10	47.62	10	47.62	
PHE	19	19	100.00	15	78.95	09	47.37	10	52.83	17	89.47	13	68.42	13	68.42	
APE	07	07	100.00	03	42.86	02	28.57	02	28.57	05	71.43	04	57.14	06	85.71	
Total	47	47		36		20		17		35		27		29		

TABLE 8

Type of information services preferred by respondents

Division	Total No		Original Documents		CAS		SDI		Abstracts		Indexes		Data		Subject Bibliographies		Translations	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
CPE	21	13	61.90	17	80.95	07	33.33	13	61.90	06	28.57	04	19.05	10	47.62	09	42.86	
PHE	19	14	73.68	14	73.68	06	31.58	14	73.68	08	42.10	04	21.05	12	63.16	04	21.05	
APE	07	02	28.57	05	71.43	06	85.71	04	57.14	05	71.43	-	-	05	71.43	02	28.57	
Total	47	29	61.70	36	76.60	19	40.43	31	65.96	19	40.43	08	17.02	27	57.45	15	31.91	

(*b*) How many respondents were not satisfied, and if so due to what reasons?

Table 9 shows the same.

From table 9 it is clear that 13 respondents of CPE out of 21 *ie.*, 61.90% felt satisfied with the present methods and library service. In PHE 5 respondents out of 19 *ie.*, 26.32% were satisfied with the present method of library service and in AEP 3 respondents out of 7 *ie.*, 42.86% were satisfied with the present library service.

7 respondents out of 21 *ie.*, 33.33% in CPE were not satisfied with the present methods of library service, in PHE 13 respondents *ie.*, 68.42% were not satisfied, and in AEP 3 respondents *ie.*, 42.86% were not satisfied.

TABLE 9
Respondents satisfied or not satisfied with the present method of obtaining information

Division	Respondent Satisfied		Respondent Not satisfied		No Answer		Total	
	No.	%	No.	%	No.	%	No.	%
CPE	13	61.90	07	33.33	1	04.76	21	100
PHE	05	26.32	13	68.42	1	05.26	19	100
AEP	03	42.86	03	42.86	1	14.29	07	100
Total	21	44.68	23	48.94	3	06.38	47	100

TABLE 10

Feed back between the respondents and the librarian

Division	No. of Respondent Having Feed Back		Not Having Feed Back		No Answer		Total	
	No.	%	No.	%	No.	%	No.	%
CPE	13	61.90	04	19.05	4	19.05	21	100
PHE	10	52.63	07	36.84	2	10.53	19	100
AEP	05	71.43	02	28.57	-	-	07	100
Total	28	59.57	13	27.66	6	12.77	47	100

In CPE 13 respondents out of 21 or 61.90% give feed back to the librarian, while 4 respondents out of 21 *ie.*, 19.05% were not giving feed back. In PHE 10 respondents out of 19 *ie.*, 52.63% gave feed back to librarian, and in AEP 5 respondents out of 7 *ie.*, 71.43% gave feed back to the librarians.

Table 11 shows that 32 respondents out of 47 *ie.*, 68.08% found the service as average. 10 respondents *ie.*, 21.28% were fully satisfied with the present services, 19.05% respondents found the services fully satisfactory and 2 respondents found the present service very poor.

68.42% of the total respondents of PHE were satisfied with the present services, 21.05% respondents found the services fully satisfactory and 2 respondents found the present services very poor.

57.14% of the total respondents of AEP were satisfied with the present services, 28.57% respondents found the service fully satisfactory and 1 respondent found the present services very poor.

This table helps us to find out the reasons of dissatisfaction of the respondents. Many respondents gave more than one reason of dissatisfaction.

In CPE 4 respondents found that information was not up-to-date; 2 respondents felt that the information was incomplete; 5 respondents were of the opinion that local library was inadequate; whereas 1 respondent found the information service was not prompt.

In PHE 4 respondents found that the information was not up-to date; 9 respondents were of the opinion that local library was inadequate; whereas 1 respondent found that information service was

TABLE 11

Extent of satisfaction respondents get out of the present services

Division	Fully		Average		Poor		No Answer		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
CPE	4	19.05	15	71.43	2	09.52	-	-	21	100
PHE	4	21.05	13	68.42	2	10.53	-	-	19	100
AEP	2	28.57	04	57.14	1	14.29	-	-	07	100
Total	10	21.28	32	68.08	5	10.64	-	-	47	100

TABLE 12

Respondent and their major reasons of dissatisfaction

Reasons of Dissatisfaction	CPE	PHE	AEP
Information not up-to-date	4	4	2
Information incomplete	2	4	2
Local library inadequate	5	9	3
Services not prompt	1	1	1
Library service inefficient	-	1	-
Irrelevant information	-	2	-

not prompt; 1 respondent found the library service was insufficient; and 1 respondent felt that information supplied to him was irrelevant.

In AEP 2 respondent found that information was not upto date; 2 respondents felt that the information was incomplete; 3 respondents were of the opinion that local library was inadequate; whereas 1 respondent found the information service was not prompt.

On the basis of above tables and observations, the following suggestions and recommendation emerge:

(1) Training should be given to the personnel of the institution about the use of the library that how to get a book, how to get the information from the various sources, how to handle the different reference sources. This can be done by arranging exhibitions of library collection, seminars & lectures from time to time.

(2) Interest of the scientists & technicians must be realised by the authority and improve the financial assistance of the library for providing better services.

(3) Computer database on each subject should be prepared by the library for efficient dissemination of the information to the concerned users.

(4) Library should compile subject wise list of documents with key words subject indexes which may be useful to the clients.

INTERACTION WITH THE USERS

A KALIAMMAL

0 INTRODUCTION

Nearly 60 years back one retired Engineer-cum-social worker introduced a bullock-cart travelling library at Mannargudi (Tamil Nadu) in 1931. This was the first traveling library in India. This sort of service was meant for improving the literacy of the rural people. Library is the most potential instrument for creating socio-cultural awareness which gives birth to other movements like Independence, Agrarian Movement, and Industrial Revolution. The interaction with the users is very important.

1 INFORMATION

Dissemination of Information has been recognized as an essential element or input for all research and developmental activities. Information disparity dispels disaster to a country. The one common characteristic of all undeveloped countries is information have-nots. A country that fails to strengthen its information base cannot hope for a leap in progress. Library, the heritage centre, is the right institution that should take care of deluge of literature. It is not the collection of documents but access that characterizes the utility of modern libraries. The librarian should evolve a strategy called MINIMAX of Game Theory to reach maximum users with minimum of efforts. Here comes the Information Technology that holds tremendous potentiality for globalization of information services by pooling resources available across nations.

2 NECESSARY SKILLS

In order to render effective services, the library professional should acquire certain skills such as the following in the information handling techniques:

(*a*) Perception of the information requirement of users.
(*b*) Knowledge of the ways of accessing information.
(*c*) Promotion of information skills through various marketing strategies, distribution, advertising and user satisfaction, etc.

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(*d*) Skills of obtaining feedback from the users of information.
(*e*) Understanding the reasons for potential users of information not seeking service from the system meant for them.

Now the Librarians are performing the role of managers. They have to understand the concept of marketing techniques and apply them in library services. The Librarian should create demand and interest among readers to use the library resources and services effectively.

3 USER EDUCATION

User education or interaction differs in kind and degree from library to library depending upon the nature of collection and composition of user community. The teaching methods for user education ought to be so designed taking into account the changes that occur in the minds of users toward libraries.

The librarian needs to hone his pedagogical skill to help the users learn the techniques of retrieving information effectively. He has to build a new bridge between the user and modern technology. No technological advancement could displace the triple role of intermediary, helper and teacher. The new technologies offer many opportunities to render the service effectively.

The effectiveness of user education could be gauged in terms of improved information handling techniques imparted to the user community. The user interaction is a continuous process. No technological advancement would completely wipe out this important aspect of librarianship.

LIBRARIANSHIP AND HUMAN RELATION WITH A BIAS TO AGRICULTURAL LIBRARIANSHIP

SHYAMOLI CHATTERJEE

Librarianship is recognized as a noble and exalted profession in the entire world. Agricultural librarianship is one of the newly emerging professions associated with the world's agricultural research & education. This profession is broadly divided into 5 groups as, (a) Educational Institutions (Agric. Colleges/Universities), (b) Central Research Institutes (Autonomous), (c) Government Departments/Subordinate Organisations at State levels, (d) State Directorates & Laboratories, (e) Agro-Industries (Private/Public Sectors), (f) Agri-Business Centres (At different levels) (g) National hookups at different levels of Urban/Rural areas including the local TMS methods/extension work.

0 INTRODUCTION

In every operation involving library activity, there should be cooperation, as no Library or information resource centre can be self sufficient to serve the needs of the readers. Hence, the watchword for all Librarians and Librarianship as an integral part of the social system may be identified as "library cooperation". This involves activities associated with better and sophisticated means of communications like satellite/E-MAIL/PABX/telecome *etc.*

1 FACTORS

In the information intensive society, the so called boundaries between work, leisure & education are getting gradually narrowed. The factors that influence are (*i*) novel and improved hardwares technologies, (*ii*) efficient & effective software devices, (*iii*) resource management, secondary tools & management, (*iv*) handling of new information products, and (*v*) development of information services. For the above and also for the sustenance of the Information Society the following have been developed.

1 Sophisticated user friendly programme packages,
2 Enhanced expert systems,

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3 Need based databases,
4 Selective Dissemination of Information,
5 Modern technologies and softwares.

2 TECHNOLOGY LINKED ASPECTS

The importance of discussions on the technology linked up aspects of secondary information services arise out of the necessity to prepare the professionals to adequately handle the various aspects of the Information Society as a part of "Libraries as systems". This also forms a part of general systems-approach in designing, developing, organizing, implementing, operating, controlling, and evaluating a system in a selected environment.

3 LIBRARY PROFESSION

In fine we can conclude that Librarianship is a profession which is service oriented operable in an Information Society which operates in a specialized environment friendly society wherein the watch world is cooperation with different modus operundii.

PUBLIC RELATIONS IN PUBLIC LIBRARIES

Dr B U KANNAPPANAVAR*
C G MATHAD**
M VIJAYAKUMAR***

Presently there is no such activities among the public libraries in Karnataka. Reasons for this is the lack of financial resources. Another major reason is that such provision is not available in the K P L A-1965. Now-a-days public relation is prerequisite for any organisation to promote their services and products. So that Department of public Libraries in the state should suggest the govt to amend the act thouroughly on the modern line. Then only it is possible to establish public relation work effectively in public library system. On the other hand if the present Chief Librarians of DCL's and CCL's are trained properly in public relation work, definitely they can do a lot in communicating the essentiality of the library to the public.

QUALIFICATIONS OF PUBLIC RELATION OFFICER

A good public relation officer must have the following qualifications.

(1) Sound Educational Background preferably a Master Degree in Social Science plus a Master Degree in Library & Information Science.
(2) Deep interest in current affairs and international developments in all levels.
(3) Alertness.
(4) Fluency in writing and correctioness of language.
(5) Ability to organize ideas
(6) Good memory and accuracy in facts and details
(7) Power of concentration and personal honour.
(8) Good manners and poise.
(9) Ability to meet persons.
(10) Resourcefulness and open mindendness.
(11) Sense of responsibility.
(12) Self confidence and sense of honour etc.

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THE RELATIONSHIP BETWEEN THE EFFECTIVENESS OF LIBRARY SERVICE AND LIBRARY USE BY POST GRADUATE STUDENTS IN TWO AGRICULTURAL UNIVERSITIES

Dr HARPAL KAUR*

Studies the relationship of effectiveness of library service (regarded as the independent variable) and the quantum of daily library use (regarded as the dependent variable). Two independent samples of post graduate students have been taken one each from Haryana Agricultural University, Hissar and Punjab Agricultural University, Ludhiana. The Spearman's Rank Correlation Coefficient has been calculated for two different samples and their results compared.

Hypothesis

The efficiency of library service has a positive influence in stimulating the users' demand on library services.

Design of Study

Variations in various user studies regarding their concepts of library service (the independent variable) and library use (the dependent variable) are easily seen. To be precise in the present investigation, the independent variable namely adequency of library service has been extended to include reading materials, physical facilities and the services provided, rules/regulations, current awareness services *etc.* In short this study has identified and ranked statistically a total of 47 variables to construct a model for adequacy of library service. Ranking for each question is added and this score is divided by the number of questions answered. The resultant score belonged to the closed interval [1, 7] with 1 as the highest score and 7 as the least score. Table 1 gives the frequencies calling in various categories formed of half open intervals and other descriptive data. The significance of the difference between the scores for the independent variable *ie* the adequacy of library service has been tested by the use of K S Chi^2 Test. Calculation of scores for the

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TABLE 1
Adequacy of Library Service: Frequency Distributions

Sample Group	HAU			PAU		
Magnitude of Response	Frequency	%	Cumulative Frequency	Frequency	%	Cumulative Frequency
[0,1]	2	1.18	170	2	1.00	201
[1,2]	69	40.59	168	40	19.90	199
[2,3]	69	40.59	99	85	42.29	159
[3,4]	26	15.29	30	63	31.34	74
[4.5]	4	2.35	4	10	4.98	11
[5,6]	0	0.00	0	1	0.50	1
[6,7]	0	0.00	0	0	0.00	0
Total	170				20.10	

One way Chi^2 (HAU) = 76.92** DF = 3
One way Chi^2 (PAU) = 59.28** DF = 3
Kolmogorov Smirnov CHI^2 = 16.05** DF = 2
*Significant at 0.05 level of significance.
**Significant of 0.01 level of significance.
NS: not significant.
DF: degrees of freedom.

dependent variable namely library use has been discussed under the heading quantum of daily work done. The stated hypothesis has been tested by the use of Spearman's Rank Correlation Coefficient in the different sample groups and their results compared.

Quantum of Daily Work Done (The Dependent Variable)

The quantum of use made of the university library in a day by the post graduate students was regarded as the dependent variable. It is the self reported library use. For the sake of definiteness, library use in the present investigation is defined to be the number of tasks performed per day by a user out of the eleven tasks having direct relevance to the aims and objectives of the university library, (1) preparing lessions, (2) collecting material for research, (3) locating information in books, (4) locating information in periodicals (5) consulting unknown items, (6) searching literature in a particular field, (7) browsing through new arrivals of books, (8) borrowing/returning books (9) ordering/collecting a xerox copy, (10) using micro-reading equipment, (11) preparing assignments. For each task

the respondent was asked whether he performs these tasks (1) frequently, (2) occasionally, or (3) never. By frequently it was meant everyday, whereas occasionally implied once a week. Hence the total number of tasks performed by each student per day were computed by using the formula:

$$\frac{\text{Number of frequent tasks}}{1} + \frac{\text{Number of occasional tasks}}{7}$$

= Total number of tasks done in a day.

This gave a fairly approximate picture of the library use made by each student. It can be seen that quantum of daily library use falls in the closed interval [0,11]. Table 3 gives the frequencies of the quantum of daily library use falling in the half open intervals alongwith the percentages, cumulative frequencies in cases of Haryana Agricultural Univeristy and Punjab Agricultural University. The significance of the difference between two groups has been tested by the use of the K S Chi^2. This test statistic is found significant at 0.05 level of significance. Therefore, the two groups are not homogenous regarding the quantum of daily library use made of the university libraries by respective post graduate students. But it remains to ascertain the direction of difference as to the user group which perform greater quantum of daily library use. A look at Table 3 suggests that HAU sample group makes greater quantum of daily library use as compared to PAU sample group. The application of one-tail K S Chi^2 test supports this idea as the test statistic is found significant at 0.05 level of significance. Therefore, it may be concluced that HAU subjects perform greater quantum of daily library use. This finding is further supported by the location of the respective medians (Table 4)

TABLE 2

Adequacy of Library Service: Percentiles

Percentiles	HAU	PAU	Remarks
P10	1.22	1.45	1=The highest score. 7=The least score. Location of the median shows that a greater number of Hau subjects have better perceptions about the adequacy of library service as compared with PAU subjects as 2.20 is nearer to 1 as compared with 2.69
P25	1.59	2.10	
P50(median)	2.20	2.69	
P75	2.82	3.38	
P90	3.50	3.86	

TABLE 3
Quantum of Daily Library Use: Frequency Distributions

Sample Group		HAU			PAU		
Magnitude of response		Frequency	%	Cumulative Frequency	Frequcy	%	Cumulative Frequency
	[10,11]	3	1.76	170	3	1.49	201
	[9,10]	7	4.12	167	2	1.00	198
	[8,9]	4	2.35	160	5	2.49	196
Quantum	[7,8]	9	5.29	156	7	3.48	191
of	[6,7]	13	7.65	147	17	8.46	184
Daily	[5,6]	23	13.53	134	17	8.46	167
Library	[4,5]	20	11.76	111	32	15.92	150
Use	[3,4]	22	12.94	91	39	19.40	118
	[2,3]	23	13.53	69	23	11.44	79
	[1,2]	30	17.65	46	26	12.94	56
	[0,1]	16	9.41	16	30	14.93	30
		170			201		

One way Chi^2 (HAU) =8.64 NS DF=7
One way Chi^2 (PAU) =18.58** DF=7
Kolmogorov Smirnov Chi^2 =6.10* DF=2
*significant at. .05 level of significance.
**significant at .01 level of significance.
DF degree of freedom. NS not significant.

TABLE 4
Quantum of Daily Library Use: Percentiles

Percentiles	HAU	PAU	Remarks
P10	1.03	0.67	11=The highest score. 0=The least score.
P25	1.88	1.78	Location of the respective medians shows that a greater number of HAU subjects performed larger quantum of daily library use as compared to PAU subjects as 3.73 is nearer to 11 as compared with 3.55.
P50 (Median)	3.73	3.55	
P75	5.72	5.04	
P90	7.67	6.82	

Adequacy of Library Service: The Independent Variable

K S Chi test statistic is given in Table 1 and is found significant at 0.01 level of significance, implying that the two user groups differ significantly regarding their perceptions about the adequacy of library service. Table 1 also suggests that HAU user group appears to excel the PAU user group in having more favorable perceptions about the respective libraries. The application of one-tail K S Chi^2 test shows that the test statistic is significant at 0.01 level of significance. This supports the initial statement. Further, the location of the respective medians shown in Table 2 supports this finding.

To calculate the Spearman's Rank Correlation Coefficient, the scores for two variables (the dependent and the independent variables) were translated into rankings and their relationships were studied in detail.

$$r_s = 1 - \left[\frac{6 \sum_{i=1}^{i=n} d_i^2}{n^3 - n} \right] \quad \text{where } d_i = x_i = y_i$$

The two variables (dependent and the independent) were rated with matched scores (x_i, y_i). The test is completed by examining the significance of r_s for n=170, 201 representing HAU, PAU sample group respectively. The independent variable attains maximum at 1 and as the intensity decreases, its value in terms of score increases. The rankings in case of the dependent variable were in the reverse order, therefore, were inverted so as to fix one direction of increasing value for both the variables. To test the significance of r_s we state:

Null Hypothesis: Ho

r_s=0 where r_s denotes the correlation of the dependent variable with the independent variable.

Significance Level:

α = 0.05, n=170, 201

Decision Rule:

(*a*) if $r_s \geq$ tabular value, reject H_o

(*b*) if $r_s <$ tabular value, accept H_o.

Risk

(*a*) under (*a*) type 1 error concluding that the correlation r_s is significant when it is not.

(2) Under (*b*) type 2 error concluding that r_s is not significant when some other form of relationship is true. To test the hypothesis, the value of rs was calculated to be:

$r_s = .098 \quad n = 170$

$r_s = -.01 \quad n = 201$

The correlation turned out to be insignificant at 0.05 level of significance for the two sample groups. This led to the acceptance of the null hypothesis. The data did not support the hypothesis in any of the two sample groups. Perhaps, this is due to the fact that post graduate students do not attach much importance to the physical facilities provided to them by the library.[3] Table AB. 2 clearly shows the order of importance in terms of the number of comments invited by each aspect from the subjects. This discussion suggests that it would be possible to frame a model consisting of provision and efficiency of library service plus other physical facilities only if all such items are assigned their proper weights. These weights will depend on the importance given to each item by the post graduate students. The study showed that post graduate students do not attach much importance to the physical facilities provided to them.

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THUS SPAKE THE OPAC USER: QUANTITATIVE ANALYSIS

Dr B RAMESH BABU*
K KALIYAPERUMAL**

The concept of OPAC has been introduced. Describes the installation of OPAC in the Madras Institute of Technology (MIT) Library, Anna University. A sample of 50 users has been considered in this study. Presents the survey of the user's opinion on the use of OPAC. The user interface with the new era of on-line catalogues has been studied by the scheduled questionnaire seeking opinions on the aspects like, system environment in the library, user working experience with the system, the nature of search strategy adopted by the users, suggestions for the improvement of the system etc., *The data has been statistically analyzed using tools like factor and cluster analysis and software namely SYSTAT and STATGRAF. Based on the analysis of the data a few suggestions haves been given.*

1 INTRODUCTION

The OPAC (Online Public Access Catalogue) has emerged recently in Indian libraries. Many libraries today are involved in the installation, training and use of OPAC. Since the introduction of OPAC in the early 1980s, numerous surveys and user studies have been conducted. Principle among these have been the federated studies conducted under the aegis of the Council on Library Resources (CLR) using questionnaire, transaction log analysis and focus group interviews to determine patterns of such catalogue use. Substantial research work is being carried on both concerning the implementation of OPAC and in assessing their impact on libraries and their users in various parts of the world. This paper presents a study of the user attitude, behavior and interface towards the OPAC.

2 OPAC: DEFINITION AND MEANING

OPAC is a systematic record of the holdings of a collection. Its purpose is to enable a user of the collection to find the physical

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location of information in the collection.

OPAC is "a database describing documents via bibliographic entries, composed of fields, some of which may be queried (essentially the author, title and subject fields) for querying by the public".

Thus OPAC provides the bibliographic record content, standable in terms of a card catalogue. It also provides information on the holdings of contents of periodicals, a variety of databases including full-text databases, acquisition and circulation information and information as to how to search the catalogue effectively *etc.*,

3 SCOPE OF THE PAPER

This paper aims to study quantitatively the user interface to the OPAC. The users are drafted form the MIT Library of Anna University, Madras. In the context of this paper the OPAC is meant for accessing the catalogue information that is bibliographic description of holdings in the library.

4 OBJECTIVES

The study has been conduct with a view to:

1 examine and analyse the user search pattern and search strategy on OPAC

2 study the user experience with OPAC

3 study the system environment and working environment of the OPAC in MIT Library.

4 provide guidelines for the improvement of the existing OPAC

5 AN OVERVIEW OF MIT LIBRARY AND ITS OPAC

The Madras Institute of Technology (MIT) was established in the year 1949 and it became the constituent units of Anna University since the inception of the University in 1978. It offers Graduate, Post Graduate and Research Course Programmes in Engineering and Technology fields. It has total collection of about 30,000 volumes and subscribes about 264 Journals in the fields of Engineering and Technology. It maintains and continues to maintain traditional card form catalogue. The OPAC was initiated for the collection as early as

in 1987 and by 1990's the complete collection was put into machine readable database providing bibliographical details for the collection. Besides 1000 of Journals articles as a part of local indexing have been put into the OPAC. AT present the library has a 386 At computer with 2 MB main memory, 80 MB hard disc with two terminals (work station). The OPAC has been developed in clipper DBMS.

The System has two modules namely:

1 Staff Module

2 Student Module

The Staff Module facilitates:

- To maintain and update the database
- To check the issues & returns and similar such transactions
- To make reservations
- To issue reminders
- To generate reports

The User Module is useful:

- To search by books, articles, journals through the various access points.
- To identify the user status.

6 DATABASE & METHODOLOGY

For the purpose of the study a schedule based survey was conducted eliciting end users' opinion comprising of 50 sample. The schedule discusses about the users status, their experience with OPAC, the system environment, suggestions for improvement of the system working environment.

7 ANALYSIS AND DISCUSSION

The sample comprises of 50 users of MIT Library who are the users of the OPAC. Out of the sample 92% belong to students at U G and P G level and the remaining form part of the faculty.

72 USER EXPERIENCE WITH OPAC

Table 1 presents the variables used in measuring the user experience, and their codes and ratings used in the analysis.

TABLE 1

No	Code	Description	Ratings				
			SA	A	DA	SDA	DNA
1	AUTSEAR	Search through author is easy	5	4	3	2	1
2	COMPSEAR	Search through title is easy	5	4	3	2	1
3	SEARSUB	Search through subject is eary	5	4	3	2	1
4	SEARCALL	Search through call no. is easy	5	4	3	2	1
5	REMCOM	Remembering order of command is easy	5	4	3	2	1
6	FINDCOR	Finding correct subject term is difficult	1	2	3	4	5
7	SCANDISP	Scanning through long display is easy	5	4	3	2	1
8	CODES	Using codes is easy	5	4	3	2	1
9	INSTR	Understanding instructions on the screen is easy	5	4	3	2	1
10	LOCALL	Locating call no. on the screen is easy	5	4	3	2	1
11	SHORT	Truncation (short form) search is easy	5	4	3	2	1
12	LOGICAL	Boolean search is easy	5	4	3	2	1
13	COMOR-DER	Remembering order of commands is easy	5	4	3	2	1
14	DISPLAY	Understanding display is easy	5	4	3	2	1
15	STOPDISP	Interrupting display is easy	5	4	3	2	1
16	LONGDISP	Displays messages are too long	5	4	3	2	1
17	EASYDISP	Displays order is easy	5	4	3	2	1
18	RATERESP	Rate of computer response is too slow	5	4	3	2	1
19	STAFAD	Staff advice is not helpful	1	2	3	4	5
20	TERMFREE	Terminal is not free always	1	2	3	4	5

SA = Strongly agree, A = Agree, DA = Disagree, SDA = Strongly Disagree, DNA = Does not Apply

Table 2 presents the four factor structure analysis of the variables shown in Table 1, representing user experience, with the use of SYSTAT (System for Statistical Analysis).

Table 3 presents the component loadings of the data shown in Table 2 on user experience with OPAC.

TABLE 2

No. of Respondents	Percentage	Qualitative Terms	Quantitative Value
Factor 1			
11	22	Very high	0.5 and above
26	52	High	0 to 0.5
3	6	Medium	0 to -1
10	20	Low	--1 and above
50			
Factor 2			
18	36	Very high	0.5 and above
10	20	High	0 to 0.5
8	16	Medium	0 to -1
14	28	Low	--1 and above
50			
Factor 3			
12	24	Very high	0.5 and above
12	24	High	0 to 0.5
8	16	Medium	0 to -1
18	36	Low	--1 and above
50			
Factor 4			
14	28	Very high	0.5 and above
14	28	High	0 to 0.5
6	12	Medium	0 to -1
16	32	Low	--1 and above
50			

Table 4 presents the Eigen values and percentage of variance on the user experience with OPAC based on the data shown in tables 2 and 3.

TABLE 3

No.	Code	Loadings
Dimension 1: Online Search and Display Dimensions		
1	DISPLAY	0.86
2	LOCALL	0.86
3	INSTR	0.84
4	STOPDISP	0.81
5	EASYDIS	0.79
6	LONGDISP	0.76
7	SEARSUB	0.75
8	SCANDISP	0.71
9	RATERESP	0.70
10	COMPSEAR	.0.68
11	CODES	0.67
12	INSNOT	0.64
13	COMORDER	0.63
14	SHORT	0.62
15	SEARCOMB	0.61
Dimension 2: Difficulties with Author and Boolean Search		
16	AUTSEAR	0.52
17	FINDCOR	0.72
18	LOGICAL	0.56
19	REMCOM	0.44
Dimension 3: Staff Advice is Not Helpful		
20	STAFAD	0.42
Dimension 4: Difficulties with Finding The Terminal Free		
21	TERMFREE	0.44
22	SEARCALL	0.41

TABLE 4

Factor	Eigen Value	% of Variance
1	9.34	42.45
2	1.76	8.00
3	1.29	5.86
4	1.09	5.57

721 Discussion

Dimension 1: Online Search Display Dimensions

The first factor shown in table 4 has high loadings for the online search and display dimensions such as understanding display format, locating call number on the screen, understanding instruction on the screen etc are easy. This factor explains 42.45% of total variance with Eigen value as 9.34, which reveals that 74% of the users (22% with "very high" and 52% with "high" qualitative terms) are strongly expressing their satisfaction to the above dimensions.

Dimension 2: Difficulties with Author And Boolean Search

The second factor has an Eigen values of 1.76 with 8% of variance which reveals that 56% of the users (36% with "very high" and 20% with "high" as qualitative terms) are feeling that the Boolean search logic is difficult. Further they also expressed the difficulties with regard to the identification of correct keyword/subject and author. It may be due to variance in spellings and terminology.

Dimension 31: Staff Advice is Not Helpful

The third factor has an Eigen value of 1.29 with 5.86% of variance which reveals that 48% of the users (24% with "very High" and 24% with "high" as qualitative terms) are feeling that staff advice is not much helpful to the proper use of OPAC

Dimension 4: Difficulties with Finding the Terminal Free

The fourth factor has low loadings for the above dimensions with 5.57% of variance having Eigen value as 1.09, which explains that 56% of users (28% with "very high" and 28% with "high" as qualitative terms) are feeling that many a times the terminal is not free. This factor clearly indicates that existing terminals are not sufficient. It is also observed that during the updation of the data in the OPAC and the circulation data, the system will be locked.

73 EXPANSION OF OPAC COVERAGE

Table 5 presents the users opinion with regard to the coverage of information in the OPAC in addition to the bibliographic information of library collection.

TABLE 5

No	Code	Description	Coding
1	DISS	Dissertations	1 (or) 0
2	GOVTPUB	Government publications	1 (or) 0
3	MSS	Manuscripts	1 (or) 0
5	NEWSP	News papers	1 (0r) 0
6	TECHREP	Technical reports	1 (0r) 0
7	JOURART	Journal articles	1 (or) 0
8	CAMPNEWS	Campus news such as programmes, placement news *etc*	1 (or) 0
9	OTHER	Other matters, if any	1 (or) 0

TABLE 6

No	Code	Description	Coding
1	STEPBY	Providing step by step instruction in the terminal	1 (or) 0
2	WORDHED	Searching by any word in the title	1 (or) 0
3	WORDTIT	Searching by any subject/keyword	1 (or) 0
4	LIMSEAR	Limiting search results according to user wish	1 (or) 0
5	ABILSEAR	Ability to search acronyms	1 (or) 0
6	ABILCHAN	Ability to change the order of display	1 (or) 0
7	ABILVIE	Ability to view the list of words related to the user's search	1 (or) 0
8	ABILCALL	Ability to search through call no.	1 (or) 0
9	ABILPRIN	Ability to print search results	1 (or) 0
10	ABILTELL	Ability to tell where a book is located in the library	1 (or) 0
11	ABILILL	Ability to search for illustration	1 (or) 0
12	ANYOTHER	Any other suggestions	1 (or) 0

The opinions of the users with regard to the inclusion of the items listed in OPAC has been analyzed statistically using Cluster analysis and a Tree diagram was drawn with the use of STATGRAF (System for Statistical Graphics).

The Tree Diagram has been given in the *Appendix–I*

The Tree diagraming Appendix-I, groups the variables listed in Table 5 into two categories. The variables under category 1 are highly

suggested variables which are to be included in the coverage of OPAC. They are the items bearing the numbers 2, 5 to 8 listed in the table 5. The remaining are grouped under category 2 which are less suggested variables for inclusion in the coverage of OPAC.

74 IMPROVEMENT OF SYSTEM ENVIRONMENT

Table 6 presents list of variables analyzed along with their codes and codings, with regard to the improvement of system environment.

In the data entry, code 1 was assigned for the variable if it was suggested by the user and code '0' was assigned for the variable, if it was not responded by the user. Accordingly, the data for the idems described in the table 6 has been analyzed using single linkage method (nearest neighbour). With the resulting data matrices, a tree diagram was drawn by using Statgraf. (See Appendix-II)

The Tree diagram (Appendix-II) groups the variables listed in table 6 into two categories. The variables in the category 1 are highly suggested facilities to be included in the improvement of the system environment of OPAC. They are the items bearing the numbers 10, 5, 8, 7, 1, 9 and 4 in the order of hierarchy. On the otherhand the remaining are less suggested variables.

75 IMPROVEMENT OF WORKING ENVIRONMENT

Table 7 presents a set of suggestions with their rankings for the improvement of the system working environment.

TABLE 7

No.	Suggestions	Rank	Respondents	
			No.	%
1	More terminals are required	1	39	78%
2	Space at the terminal table be wider	2	37	74%
3	Display of commands at the terminal	3	29	58%
4	Broacher on OPAC may be placed at the terminal containing instructions	4	23	46%
5	Terminals to be installed at other than library building also	5	19	38%
6	Printer is required at the terminal	6	17	34%
7	More lighting around terminal needed	7	12	24%

8 SUGGESTIONS

From the foregoing analysis and discussion, the following suggestions are made:

(1) User orientation on continuous basis has to be offered in an effective manner to facilitate the maximum
(2) User assistance to be provided in the formulation of search strategy.
(3) Enhancement of the number of terminals required for the wider use.
(4) Coverage in the OPAC shall include primary literature such as periodical articles, technical reports *etc.*,
(5) Provision of conducive working environment for the system is required.

91 CONCLUSION

The online catalogue is not only an instrument of change in today's libraries, it is also ever changeable. Automated library system in general and specifically, online catalogues will continue to be provided and enhanced from a variety of sources; in-house development, library consortia and commercial firms. This will result in a diversity of online catalogues for the years to come. The existence of OPAC will be more welcomed by the user community

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Appendix - I

DIAGRAM-1

Distance Metric is Euclidean Distance Single Linkage Method (Nearest Neighbor)

TREE DIAGRAM DISTANCES 1.00

JOURART 0.00

TECHREP

GOVTPUB

OTHER

MSS

DISS

MAPS

NEWSP

MPNEWS

Appendix - II

DIAGRAM-2

Distance Metric is Euclidean Distance Single Linkage Method (Nearest Neighbor)

TREE DIAGRAM DISTANCES 1.00

STEFBY 0.00

WORDHED

WORDTIT

ABILCHAN

ANYOTHER

LIMSEAR

ABILILL

ABILPRIN

ABILVUE

ABILCALL

ABILBOOK

ABILSEAR

TREATMENT OF USERS : SOME ISSUES

SHYAMA RAJARAM*

A cordial and careful treatment of users is very vital to libraries. While a contemptuous and careless treatment would alienate them it is important to know what kind of treatment annoys the users most and libraries should try to improve the treatment of users. The paper emphasizes on a friendly treatment of users as it is ridiculous to spend a huge amount on the establishment and maintenance of the libraries and not bother about their user for whom they exist. The paper ends pleading for more empirical studies on treatment of users.

0 INTRODUCTION

The paper has its focus on the treatment of users in the library. Interaction with the users come under the larger umbrella of Public Relations. Public Relations plan of a library projects itself to many different targets. Harrison[1] is of the view that under Public Relations plan the libraries should project themselves internationally, nationally, regionally, locally and sectionally. For projecting itself to such targets the library may indulge in such activities like education, vocational training, the social services, the book trade, exhibitions, interaction with the media and the library staff themselves. Although a lot of literature is found on the Public Relations in the libraries only a few are focused on the treatment of users alone.

This paper is not based on any survey, but is based on the experience and observation of the author as a user of the library during her years of student life and later on as an Assistant Librarian of a large university library and once again as a user cum librarian after having become a teacher of Library Science. The paper as mentioned before has treatment of users as its focal theme.

1 IMPORTANCE OF USERS AND THEIR TREATMENT

Libraries, no matter how many crores are spent on their establishment and maintenance, must help in convincing the users that library is a place which they must visit regularly and make use of. This can be achieved only when all the members of the library staff do all

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they can to establish a favorable image of the library. In fact, when we consider the modern concept of library as a service agency and which is no more a mere respository of books, the relationship between the library and its patrons is of paramount importance. Bernays[2] while stating that the new profession of Public Relations counsel has emerged in the second decade of the twentieth century comments that it is important to cope with the problems of the relationships of an organization with the public on which it was dependent. Now it has been recognized world-wide that what ever may be the nature of the institutions, public understanding is at the core of the survival of all institutions. Therefore, a library must practice effective human relations not only for the sake of its own interest but also for the interest of the society. Books and other media of communication which form a part of the library are vital for the present and future progress of humanity. Therefore, all libraries must deal cordially and intelligently with their users in order to assure the highest level of satisfaction among them. Although the problems may very in emphasis in different kinds of libraries but fundamentally they are the same *viz* the basic principle of practising effective human relations.

Interaction with the users and especially the treatment of users is very vital, and it necessitates that all the staff members of the library should work towards an intelligent, cordial, and sympathetic treatment of users. This is not the work of a lone department or an individual but the entire library should be user oriented. When Ranganathan expressed the need for a personal contact between the library and its users he was emphasizing upon this humanistic approach.

Often the danger is that large libraries may tend to become impersonal. Especially when the staff performs its duties mechanically leaving the users frustrated and the administration is too preoccupied worrying over paucity of funds, rising costs, lack of space, staff problems etc there is a possibility that instead of getting better results, the library may alienate the people for whom it is working for. Indeed, as Kapasi points out, libraries, information centres and similar institutions are service units which are absolutely worthless without users.[3]

2 TREATMENT WHICH ANNOYS THE USERS MOST

Now let us examine what kind of treatment annoys the users most.

1 What is most annoying to the users is when they are treated like a pack of worthless morons and are kept waiting while the

counter staff finish their conversations about mundane matters or are busy settling their scores over a fight.

2 How can we blame a user if he feels annoyed beyond words when he reaches a desk clerk for some help and he does not even lift his head from what he has been gazing at (perhaps a letter) and puts on the air of a genius who should be treated with deference and slowly raises his head like a lizard waking up from hibernation. I doubt under such circumstances whether the reader would be encouraged to proceed with his query?

3 High handed behavior of the library staff while attempting to apply the library rules rigorously without appreciating the spirit behind the rules, often annoys the readers.

4 An honest and genuine reader gets annoyed when he is wrongly blamed for the mutilation of a book which is caused by an earlier borrower. In his attempt to save his skin the counter clerk wrongly pins down the genuine reader in spite of being aware of the reader's past good record.

5 A long list of 'Do nots' is often annoying. Not because the user wants to do the 'don'ts' but simply because it appears arrogant and far from courteous.

6 Annoyance on the part of users is quite justified when users have to wait in the long queue simply to return a book or pay an overdue charge. Moreover matter becomes worse when that wait and the queue seem to elongate not because of any genuine reason but just because their is total unbusiness like air about the whole library and the staff attending to the duty is either busy gossiping or is too slow and lethargic in carrying out the operations.

7 When complex subject enquiries of the users are not dealt with efficiently by professionals at high level but are answered by the staff at the lower level who have absolutely no idea of what is being asked and vainly try to wrestle with the query, leave the user not only dissatisfied but also annoyed.

8 When to get a small task accomplished say renewal of a borrower's card, the user is made to run around nearly seven to ten tables and at the end of his long journey is announced that he should come the next Monday to pick up his renewed

card. Would you blame the user if he hurls curse and abuses at the library and its staff?

9 Users are often annoyed and get into altercation with the library staff when the rules of the library are not properly and clearly interpreted to them. When there is a communication gap there is a danger that a user may feel that he has been the victim of injustice.

10 Last but not the least a shabbily dressed library staff with ruffled hair, unclean nails and always munching a chewing gum or 'pan' while dealing with the users is sure to get their goat.

Users are precious for the library. Harrison is of the view that "even one patron lost to the library is a tragedy"[5]. Therefore, when fewer patrons start visiting our library we should not fool overselves by believing that electronic media has overtaken books and people are not reading any more; neither should a librarian assume that students are reading just their classroom notes or that faculty does not get time to visit the library.

3 SUGGESTIONS TO IMPROVE THE TREATMENT OF USERS

The above discussion in no way suggests that 'problem patron' is an entity which does not exist in the libraries. In fact a wide range of disturbed, disorderly, drunk, troubled, riotous, lawless and Mephistophelian patrons march into the large and small public and university libraries everyday. Shuman has provided a good insight into the problem patron in the library in his case study of River Bend Public Library[6]. I have confined my study to the treatment of the users by the library. Now to convert the visit to the library into a pleasant experience and to retain the existing users and to encourage more individuals to use the library, the librarian and his staff should show the same zeal and enthusiasm as expressed by the commercial houses like departmental stores, hotels, banks, airlines etc. In fact a prompt and efficient service alone, cheerfully carried out is sufficient to establish and maintain a good relationship with the users. Users come more into contact with the personnel at the registration counter, issue counter, reference desk and in the stack area in open access systems. Therefore staff at these counters, should be pleasant who are suited to deal with the public. A librarian should carefully select his staff. Even if he has inherited some staff with unpleasant disposition, he should be careful not to post them at counters where they come in direct contact with the users to inflict their cynical outlook to life on them.

Because an irritated user may yell back but that would not supply him the information that he wants and he may feel defenseless. Such cyncial staff may alienate the users.

Users are also precious to the libraries because the existence of a large number of users makes it possible for the libraries to ask for more grant. According to Sangam and Konnur, "converting non-user of the library into regular user by convincing them about what is available in a library is a very simple task compared to the task of convincing the authorities and government about what is lacking in libraries and what improvements are to be undertaken"[7]. A library with a large membership can convince the authorities of the importance of libraries in national development. A large membership is possible only when users are treated well in the libraries. Following are some suggestions which could be considered for the improved treatment of users:

1 Ensure that proper sign boards are placed on the main street itself which leads to your library with a proper label on the building indicating its name. This is important to make it convenient for the newcomers to locate the library.

2 Display the timings of the library outside the library prominently so that users who visit the library when it is closed should know when to come back again.

3 Ensure the proper facility of a spacious cloak room at the entrance to keep the personal belongings of the users.

4 Provide some lounge facilities where a reader can sit and browse through a book to make it sure that a book is useful for him before he checks it out.

5 This may sound a frivolous suggestion, but libraries must be equipped with decent and clean toilet and pure drinking water facilities. Because the basic needs of the readers should be met.

6 A member who enters the library should always be greeted with a natural smile by the counter staff as a matter of policy. In fact readers have got so much used to the callous attitude of the library staff that when a reader is ignored by the library staff it does not evoke any feelings in him. But, Holiday points out that these days when you (librarians) smile and say 'good-evening', it "will probably strike him with terror, but when he has recovered from the shock he will no doubt admit to himself that he likes a gracious welcome"[8].

7 Professionals with good calibre should man the reference counters to deal with complex subject queries. Even when the answer/information could not be provided to the user, he should leave the library with a feeling that a thorough search was conducted for his query by a competent staff.

8 When a newcomer arrives at the library he should be accorded the right kind of welcome. Some friendly brochure containing all the information about the library should be handed out to him.

9 When a handicapped person wants to use the library, what treatment is mated out to him? Does the library have a ramp? Are the doors wide enough to let a wheelchair in? Handicapped user should not be subjected to bureaucratic encounters. Harrison reports the "story of a librarian who refused to admit to library a handicapped person in an invalid chair because the rules of the library stated 'no wheeled vehicles admitted'[9]. Facilities for the handicapped reader would go a long way in winning laurels for the library.

10 Users should always be explained the rules and regulations of the library to their satisfaction by the library staff. Rice[10] narrates an incident when a patron was informed at the circulation desk that reservations are not accepted on children's books, the patron wanted to know the reason. The answer given by the clerk was, "it is our policy". The user had to go to the chief librarian for a satisfactory explanation.

11 It would not be too much to ask the library staff to always keep their personal appearances and dispositions pleasant.

12 Libraries have to communicate with the users on a number of occasions like, for reservations, for renewal of library tickets, overdue notices etc. Such notices should not be curt and jargon filled. A warm and friendly personal letter for less frequent kind of communications would bear a lasting impact on the sensitive users. Even the printed postcards or duplicating letters should be so worded to possess a human touch. Such clear and friendly letters would make the readers feel that the library really cares for them.

4 CONCLUSION

To sum up one can say that the libraries should try to treat the users as politely and courteously as possible. What is of paramount

importance is that even when on certain occasions the library is not in a position to satisfy the need of the users, it should express its inability in a positive way without leaving the user feeling ignored, neglected, angered or even annoyed. Simple courtesy and common politeness does not cost us anything. It is sad that some people even try to dole it out in a service institution like a library. Certain questions emerge out of the above discussion on the treatment of users. Firstly, what is the effect of an unpleasant treatment in the mind of a user? Does the user develop a dislike for the books or the librarian or the profession of librarianship itself? Secondly, who is responsible for this kind of treatment—the librarian, his professional staff, the para-professionals, the users himself or the system as a whole? Some empirical studies are required to answer these issues.

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USE PATTERNS OF PHYSICS PERIODICALS IN A LARGE ACADEMIC RESEARCH LIBRARY

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The purpose of this investigation was to study the use patterns of physics periodicals in Delhi University Science Library. The findings are based upon an analysis of actual use data recorded from all volumes and issues left by library users on study tables from 18th October to 17th November, 1994. The Science Library, University of Delhi contains 95 physics periodicals. The study reveals that only 41(43.15%) were used even once during the one month interval. The data was collected by circulating 105 copies of questionnaires to the faculty members and research scholars of the Department of Physics and Astro Physics, University of Delhi. Only 85 physicists responded, the rate of response in percentage being 83.8 percent. The study covers from December 28, 1994 to February 9, 1995.

0 INTRODUCTION

Every type of library is facing the growing need for library space and the problem of working within ever shrinking space allotments. In addition, there are serious budgetary restrains, an acceleration in journal subscription prices and many other difficulties. As a result of these, the library collection has to be fragmented, the Journal subscriptions to some less needed titles have to be cancelled, new acquisitions have to be limited, and many other deflationary actions taken. These affect the Library users both directly and indirectly.

An interest in the informational needs of users has prompted this study—a survey of the in-room use patterns of the physics periodicals literature at the Science Library, University of Delhi.

A large number of use studies have been conducted to find out the relative use of different channels in response to questions like 'where would you search for Information' or 'how did you find the references'. At the Washington Conference a number of papers on such studies were presented.

A survey of the past library literature reveals that a few studies

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have been carried out which are relevant to the present study. In this context, the work of Ching-Chich Chen on 'the use patterns of physics journals in a large Academic Research Library'[1]. is worth mentioning.

The work of Roger Flynn on 'the use of journal of the Pittsburgh University Study'[2] is also worth mentioning. Flynn studies the six science and Engineering Libraries to determine the use of journals. Similarly the work of Barbara A Rice, on "Science Periodical use study"[3] is worth mentioning.

Several compilations of use studies exist. The most inclusive bibliography was compiled by Atkin[4] in 1971.

A recent analysis by Ford[5] examines over 100 studies conducted in academic libraries. W. Wood[6] presents an useful analysis and summary of the major studies of library use in the period 1930-1964.

D N Wood[7] lists use studies conducted during 1966-1970.

1 CONCLUSIONS AND SUGGESTIONS

1 Review articles and abstracting and indexing periodicals are usually the sources where from physicists find-out their periodical articles. Consultation with experts/seniors and Colleagues comes next. The library staff are also asked for help of such nature.

2 53.77 percent research scholars and physicists have used physics periodicals frequently for their study/research, 44.44 percent have used physics periodicals sometimes and the rest have used occasionally.

3 Scientific periodicals are considered the most important source for specific information. References found while reading literature, preprints or reprints received directly from authors and research reports are next in importance.

4 *Physics Abstracts* and *Current paper in physics* are used by a fairly large proportion of the respondents. *Current Contents* received by air by the libraries is being used by fifty percent of the respondents. *Current physics Index; Applied Science and Technology Index. Science Citation Index;* and *Solid State Abstracts* are used by more than 40 percent of the respondents.

5 Based on the responses regarding use of periodicals, the first five titles are given below in order of rank:

(i) Physical Review
(ii) Physics Letters

(*iii*) Physical Review Letters
(*iv*) Journal of Applied Physics
(*v*) Physics Status Solidi

6 Most of the respondents have used periodicals in other than their area of research. The three top most periodicals which have been used by the respondents are:

(*i*) Nature:
(*ii*) New Scientist;
(*iii*) Scientific American.

7 More than 80 percent respondents have requested that photocopies are needed when time is insufficient and the required article is most important.

8 More than 90 percent of the respondents have got photocopied periodical articles published between 1980-95.

9 42.66 percent respondents have asked for inter-library loan facilities and 57.34 percent have not used this facility.

10 30.66 percent respondents have used the inter-library loan facilities occasionally, 10.22 percent have used sometimes and 1.33 percent have used frequently and the rest have not used at all.

11 More than 10 percent respondents have used Non English periodicals *physics status Solidi* in German which ranks No. I. *Journal of de Physique* in French ranks No. 2.

12 Loan of periodicals is the most used library service. The traditional library functions continue to be the main services of the libraries even today. Though photocopying and inter-library loan facilities are provided by the libraries, the respondents have expressed their dissatisfaction with the present facilities. Thus photocopying and inter-library loan facilities need to be improved. List of latest edition of the library is inadequate. This service must be improved.

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USER EDUCATION IN COLLEGE LIBRARIES OF GREATER GUWAHATI : INTERACTION WITH THE USERS

(Mrs) DIPIKA CHAUDHURY*

Discusses the nature of libraries in the colleges of greater Guwahati and the importance of educating college library users to make the fullest possible use of the facilities available to them. Existing situation of user education programme in the college libraries of greater Guwahati, and analyses possible reasons for non-implementation of user education programme.

0 INTRODUCTION

Guwahati, the capital of Assam, is one of the most important cities of India is the gate way of North East India. It is the nerve centre of the State, which is situated in a picturesque setting.

In the context of the last few decades the college libraries of India have undergone enormous changes along with the rapid growth of colleges throughout the country. In Assam also the change is remarkable. In the last decade public pressure for higher education gave birth to new schools and colleges all over Assam. With the growth and development of higher education and respective growth of educational institutions, the academic libraries are also growing enormously. By the beginning of the twentieth century, the world of education grasped the importance to the extensive use of books in the new programme of instruction and research and library became a necessity for all the intellectual activities. It is true that college libraries are gaining importance day by day. High cost of books, higher rate of expenses on education and vast amount of literature coming in the market changed the conditions. Objectives and methods in higher education are a few factors which are making students more and more dependent upon libraries. And for these reasons it has become very important for the user to use the library and knowledge about to use methods and techniques evolved by libraries.

1 COLLEGE AND ITS LIBRARY

A college is regarded as an institute of higher learning which

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usually offers a three years or a four years course after school, leading to a bachelor's degree. Some of the colleges also offer courses leading to Master's degree.

The library of a College is expected to provide for achieving the same goals and outcomes as that of the higher education, if not something more. College library extends opportunities for self education to the deserving and enthusiastic students without any distinction. These libraries develop in each students a sense of responsibility in the pursuit of knowledge. College library stimulates the students to obtain, evaluate and recognise knowledge and to familiarize himself with the trends of knowledge for further education and learning new disciplines.

2 NEED FOR USER EDUCATION

Most of the users of libraries and those who are related with the libraries agree that instruction in the use of library is most acutely needed because to-day the libraries are fairly large and are adopting many complex aids and equipments to make them an efficient tool of self education.

User education has become the live issue now-a-days due to a number of reasons. Modern educational system also emphasizes the need of user education in libraries. Through user education readers are informed as to how they can keep themselves abreast of the nascent thought. In college library generally there are not sufficient library staff to provide all assistance likely to be needed by the users in the process of their information seeking, it is, therefore, necessary to provide user education to the user. So that they can get their relevant items from the library. Librarians and institutions will fail, if they send their graduates into the world without the knowledge of library use. User education is necessary for the college libraries, in order to acquaint the users with:

(*i*) Resource of a library.
(*ii*) Variety of documents and their peculiarities.
(*iii*) Marking & Parking patterns.
(*iv*) Use of retrieval tools.
(*v*) Organizational structure of the library.
(*vi*) Special collections.
(*vii*) Specialized services.
(*viii*) New technologies and their impact on libraries.
(*ix*) Information Networks, national systems, on-line retrieval, fascimile transmission, community information services, *etc.*
(x) Do's and Don't's in a library

3 PRESENT CONDITION OF COLLEGE LIBRARIES OF GREATER GUWAHATI

There are about twenty colleges in greater Guwahati. The libraries attached to the colleges are academic in nature. Most of the colleges of greater Guwahati are under the rule of deficit grants-in-aid system and these are not government undertakings or purely Govt. The college libraries who get UGC grants are developed upto a standard. State Govt. has no such provision of grant for the development of college libraries. Only a few colleges have got some special grants for the library development. But this amount is not sufficient. The students fee for college library is the main source of income.

4 LIBRARY COLLECTION

Library Collection are not very rich in the college libraries of Greater Guwahati. Cotton College is the only Govt. college of Greater Guwahati and it gets state government grants for library material and for this reason the collection of Cotton College is rich in quality and quantity.

32 LIBRARY BUILDINGS AND STAFF

Most of the College libraries of Greater Guwahati are attached to the college buildings, only Arya Vidyapeeth College, Cotton College, B. Barooah College and Gauhati Commerce college posses separate library buildings.

The college libraries of Greater Guwahati are very poorly staffed. In most of the colleges, the libraries are run by only one professionally qualified librarian and others are not technically qualified.

33 USERS EDUCATION IN THE COLLEGE LIBRARIES OF GREATER GUWAHATI

In the College libraries of Greater Guwahati there is no provision of formal user education programme. In Greater Guwahati, there are as many as twenty college libraries but user education programme is not introduced formally till now. Only in the Pragjyotish College the librarian is initiating a user education programme to the students. He instructs the student of the college about the library materials, use of reference books and how to consult a catalogue card. He instructs the student by lecture method and he takes informal class in the library reading room. It is the only college library where librarian takes class to introduce the student to the library resources.

In the College libraries of Greater Guwahati as there are no provisions of formal user education programme, students acquire

skills of using the library resources by various methods, for example:- discussing with their fellow friends, by consulting the college prospectus, from the readers ticket, by asking the library staff, guidance from their teachers, from display board of the library and by many other methods.

In some of the colleges some information is gained by the fresh student from the college prospectus. Through the prospectus primary information about the college library is given, such as, the library collection, access system, opening time, overdue charge etc

Student can know the rules and regulations of the library from the readers ticket also, because on the backside of the readers' ticket some rules and regulations are printed like when the card should be renewed, what to do, if the card is lost *etc.*

In another method when a student comes to the library he is instructed by the library staff, what to do and how to do in the library. Sometimes they are instructed by the library staff from their own side and sometimes students approach the library staff. Sometimes the teachers of the colleges give guidance to the students to use the library resources. The teachers also help the student to consult different type of reference books and other reading materials, so from the teacher also the student can learn about the use of the library.

In some of the libraries different types of signs are also displayed for Do's and Don't's.

4 NEED OF USER EDUCATION PROGRAMME IN THE COLLEGE LIBRARIES OF GREATER GUWAHATI

Most of the College students need to know how they can use library material for practical self help, aided by the printed tools already available at the library. In Greater Guwahati, there is a great need to introduce user education programme among the user, because:

(*a*) In the schools from where the students come, there is no any provision of library and students would not have been exposed to a well organised library system at all. Whatever books there are in the high school library are an in different assortment having no relevance to the instructional programme and even these collections are neither classified nor catalogued.

(*b*) Most of the students come from lower income group. They do not have facilities like good lighting, ventilation and

furniture and similar other comforts which a modern library provides.

(*c*) Most of the students do not know how to consult catalogue card. Majority of students do not use the libraries because of the complex nature of the libraries and unfamiliarity with the system make them confused and frustrated and finally force them to turn away from the libraries.

(*d*) In most of the colleges post graduate courses are also introduced, for which library use is needed.

There are may other reasons also for which user education is needed in the College libraries. Most of our college student do not know that it is the duty of the librarian to instruct them, how to use the library or how to consult reference books and catalogue card. Most of the student hesitate to approach the library staff.

41 PROBLEMS INTRODUCING USER EDUCATION PROGRAMME

There are many problems to introduce user education in the College libraries of Greater Guwahati.

Firstly, the staffing pattern is not suitable. In most of the libraries there is only one trained librarian but the number of students is very large, the librarian can not manage the user education programme formally.

Secondly, college authorities are not interested in the library and collection is out-of-date and most of library journals and reference books get a secondary importance.

Thirdly, most of our college teacher do not co-operate with the librarian, most of them never tell to student about the importance of the libraries in their courses of study.

Fourthly, in the college libraries there is no provision of audio-visual methods to provide user education, the librarian provide informal instruction to its user by only lecture method, if there were provisions of audio-visual methods then the user can learn better, than from lecture method.

Fifthly, students are also not at all interested to the use of library, because our curriculum programme is mostly examination oriented, students want to pass the examination by reading note books or notes dictated by the teachers in the class.

Last but not the least problem is that the teachers are also not

trained in library use. When a teacher will be trained then he can plan for a library Centered education and exploit the various educational tools and variety of documents. The library staff also has no proper training in user education.

5 CONCLUSION AND SUGGESTIONS

User education in academic libraries has become an important area of library activities where better understanding and exploitation of the academic environment should be the ultimate goal of the academic librarians. Introducing the users to the information resources and demonstrating how to make use of the resources is much better than giving the handbooks, library guides, leaflets *etc.*

On the basis of the study made, following suggestions have been provided in order to conduct user education programme in the college libraries of Greater Guwahati, effectively:

(*i*) The College authorities should provide facilities, like proper space for lecture, audio-visual materials, training to the library staff etc. to conduct user education programme.

(*ii*) The UGC should come forward to organise certain courses for college librarians on regular basis to educate them how to conduct user education programme.

(*iii*) College librarians in both local and regional levels should organise seminars/lectures in order to discuss their common problems that face in conducting user education programme in their colleges.

(*iv*) The teachers should co-operate with the library staff in imparting user education programme. They should encourage students to consult more reference books and should motivate students to consult library materials.

(*v*) Systematic study of the effectiveness of instructional programme should be a regular feature of library staff and suitable methods should be regular feature of library staff and suitable methods should be developed from time to time.

(*vi*) Every library should bring out a 'hand book' or 'know you library' type manual containing the details of the books, services *etc* for the benefit of the users. A Library Bulletin, which includes the latest arrivals of documents, announcements, etc. may be brought out to create awareness among the users.

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USER EDUCATION IN LIBRARIES OF ASSAM WITH SPECIAL REFERENCE TO K K HANDIQUI LIBRARY, GAUHATI UNIVERSITY

Dr R K BARMAN*
B GOSWAMEE**

Discusses the meaning and importance of User Education in libraries. Describes the user education available in libraries of Assam. Highlights the different aspects of user education introduced in K K Handiqui Library of Gauhati University. Analyses the data relating to user education. Lists the findings as a good beginning and offers suggestions for further improvement of user education for better management of library services.

0 INTRODUCTION

It is very difficult to give a precise definition of User Education (UE). Different authors have defined it differently. Fjallbrant and Malley[1] defined UE as, "concerned with the whole information and communication process and one part of this involves the total interaction of the user with the library." According to them it should be a continuous process starting with school and public libraries with a possibility of its extension into academic and special libraries. Mews[2] gives the most simplest definition of UE which runs as, "Instruction given to readers to help them to make best use of the library resources." Seed[3] defines it as, "A process of programmes through which users are made aware of the value of information and motivated to know the skills of locating information from the various resources available in the library."

These three terms User Education, Orientation, and Readers' initiation are used synonymously. But with the development of information technology and its application in libraries now a days 'orientation' and 'initiation' are used to mean awareness programme of the libraries usually for the new readers. According to Higham[4] there are three aspects of UE. *First*, helping them to use libraries;

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second, helping them to use literature; and *third*, using the literature for themselves. Orientation is concerned with introducing the user to the general techniques of library usages and services available in the library.

2 SCOPE OF THIS STUDY

This is humble attempt to throw light on the present scenario of UE in libraries of Assam with special reference to Krishna Kanta Handiqui Library (KKHL) of Gauhati University. This study is confined to the post-graduate students of the Gauhati University. Though there are some colleges conducting post graduate courses, students of these colleges, research scholars and teachers of the University are excluded from the perview of this study.

3 PRESENT SCENARIO

31 PUBLIC LIBRARY

Though there is a good network of public libraries starting from the District libraries to Rural libraries under the Directorate of Library Services, Assam, there is no UE programme as such. The Directorate is yet to plan for UE.

32 ACADEMIC LIBRARY

321 *School Library*

There are no duly organised libraries in schools of Assam. In most of them, there are a few almirahs full of out dated books and those too are kept either in the Headmaster's room or in the teachers' common room. So, the question of UE does not arise.

322 *College library*

At present Assam has about 240 colleges affiliated to different universities of the state. In most of the colleges there are libraries managed by qualified librarians. On an average, each college enrolls about 300 to 700 students. For these students, unfortunately, there is no provision of UE. Very recently, of course, a few colleges have started UE by way of providing some information relating to the library services through their college prospectus. As most of the colleges are maintaining their libraries in 'closed access system' students are deprived of coming in direct contact with the learning resources. As a result, no need is felt by the college librarians to educate the user about the library facilities.

323 *University Library*

There are five universities and one I I T in Assam. Since the two central universities at Silchar and Tezpur and the I I T in Guwahati are newly established, they are excluded from the perview of this study. The remaining universities are Gauhati University (1948), Dibrugarh University (1965) and Assam Agricultural University (1969).

All the three universities have their full fledged libraries catering to the needs of about 7000 students. Of these a good number of students don't feel the necessity to avail library services. Most probably this is because of their ignorance about the library services and facilities available.

3231 UE in Dibrugarh University

During the first part of 1980s. UE was started in Sahityarathi Lakshminath Bezbaruah Library of Dibrugarh University, But after one or two years it had to be discontinued. Since then there has been no efforts to reintroduce UE.

3232 UE in Assam Agricultural University Library

It is a multi campus university at Jorhat. Besides the central library at Jorhat, the campus libraries are located at Khanapara, Biswanath Chari Ali, North Lakhimpur and Raha. However, the libraries at Jorhat and Khanapara are offering the UE programme for the new entrants to the undergraduate students since the first part of 1980s.

3233 UE in K K H Library, Gauhati University

The KKHL of GU is the oldest university library in the North East region with a total collection of about 2.40 lacs of documents. Being the premier institute of higher education the library caters to the needs of 37 teaching departments. According to a report the average annual intake of the PO classes is about 3537[4]. However, nearly 2000 students became member of the library[5]. The remaining 1537 students do not bother to become member of the library (Table 2).

Though the KKHL was established in 1948, UE was not introduced as there was no such necessity and the problems were not as acute as at present. In view of the growing tendency of a section of the users to misuse the library resources the library authority and the university authority decided to introduce the UE programme in the KKHL with effect from the academic session of 1994 with a hope of minimizing the problem.

4 METHODS AND AGENCY OF UE IN KKHL

The following methods of UE are being followed in KKHL.

1 Lecture
2 Demonstration of various types of information sources
3 Visits to different sections of the library
4 Discussion and interactions with the participants
5 Printed booklet entitled "A guide to users" (in print).

At the beginning of the session students of previous year classes are invited to attend the UE programme in the library through the Heads of the teaching departments alongwith a schedule of UE programme. Besides, the students are also notified to attend programme of UE. The duration of the UE programme for the time being is of two hours for students of each department.

The Librarian, the Deputy Librarian and a senior Assistant Librarian are conducting the programme of UE.

The librarian gives an introductory speech to the participants. Next, the Deputy Librarian gives a detailed account of available library resources and how to utilize them best. The Assistant Librarian gives detailed account of library rules and regulations to be followed in the library. This is followed by a tour and demonstrations by the Assistant librarian in collaboration with the library staff of respective sections. The whole programme is closely supervised by the Deputy Librarian.

TABLE 1

Showing Faculty wise participants in UE Programme

Faculty	Year	No. of students enrolled	No. Participants in UE programme	% of participants	Average growth rate per year
Science	1994	810	214	26.4	6.4%
	1995	810	266	32.8	
Arts, (including commerce & Law Students)	1994	2727	553	20.2	1.8%
	1995	2727	600	22.0	

5 ANALYSIS

The number of student participants in UE shows a significant rise (Table 1). In 1994 26.4% students participated in UE programme which rose to 32.8% in 1995 showing an annual increase of 6.4%.

Whereas, in arts, faculty (including Commerce and Law students) the percentage of participants in 1994 was 20.2. In 1995 it rose to 22.0% showing an increase of 1.8% only. Thus, it is seen that the response from Science faculty in UE programme is far better than that of Arts faculty.

In this context it may be mentioned that most of the damages and losses of books are found to be made by readers belonging to Faculty of Arts.

It is also observed that the students from Science faculty are more interested in use of Library then the students of Arts Faculty.

From the table 2 it is observed that there has been a good impact of UE as regards loss and damages of documents is concerned which was the basic aim of its introduction. Before introduction of UE the number of loss and damages were more than 200 and after introduction of UE it came down to about 112 showing a decrease of more than 50%.

6 CONCLUSION AND SUGGESTIONS

6.1 For non-availability of a suitable conference hall in Library, the UE programme had to be conducted in the general reading room at the cost of readers' services. It is expected that University authority will think for providing a suitable conference/meeting hall for the purpose.

TABLE 4

Loss and damages before & after UE

Year	Total Loss & damages of books
1992	225
1993	282
1994	150
1995	112 (till Sept/95)

6.2 Though the teachers and research scholars are valuable users of the Library, the UE could not be made available for them for some obvious reasons.

6.3 In view of the poor response from the students of Arts Faculty, we feel, the teachers should take keen interest in sending their students to the UE programme invariably.

6.4 UE would have been more successful, had there been open access system in college libraries of Assam with UE programme.

6.5 However, inspite of all the odds, the UE programme is found to be partially successful and certainly it is a good beginning. There has been a considerable reduction in loss and damages and on the other hand, better utilization of Library resources has been noticed.

We feel that, if the present system of examination oriented education is changed into library oriented one, the impact of UE would be more significant.

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USER STUDIES : AUTONOMOUS *vs* NON-AUTONOMOUS COLLEGE LIBRARIES IN MADRAS CITY

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This study compares the information seeking behaviour of the users of Autonomous college libraries. A survey method was adopted to conduct this study. And the study revealed that the Autonomous college students make extensive use of their college library and the frequency of their visits is also higher than that of the Non-autonomous college students. The majority of the students rely on their college libraries for their information needs and to meet their syllabi.

1 INTRODUCTION

With a view to study the user behaviour of Loyola College and Candasamy Naidu College in Madras city, a pilot survey was undertaken. The former is an autonomous college whereas the latter is an non-autonomous college.

A sample of 25 and 20 questionnaries were distributed to Loyola and C N C respectively. Out of 25 only 24 responded in Loyola and as many as 20 students responded in CNC.

Table 1 gives a clear idea about the category of students reponded to the questionnaire which includes discipline wise. It indicates that 55% of the sample in science discipline uses the library in CNC whereas 54% of Arts students use their library in Loyola College. Hence, it is understood that science students use the library more than the arts students in CNC. Whereas arts students use the library more in Loyola.

Tables 2, 3 and 4 shows the information seeking behaviour of the students.

The Loyola students use their college library more than the students of CNC. The Loyola students do not use the public library whereas nearly 25% of CNC students use the public library, similarly

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TABLE 1 *Sample of The Study*

Arts		Science	
Loyola	CNC	Loyola	CNC
54%	45%	46%	55%

TABLE 2 *Libraries Used*

	Loyola	CNC
Private	8%	–
College	83%	65%
Public	–	25%
University	9%	10%

10% of CNC students use University Library.

Table 3 indicates a poor percentage of attendance of students of CNC. Only 10% of them visit their college library more frequently, whereas 51% of the students of Loyola visit their college library more frequently.

Only 5% of the CNC students said that could never get information in their library. Nearly 40% of students of Loyola said that they get information everytime when they seek information in their library. Around 65% of CNC students said that they get

TABLE 3 *Frequency of Visit*

	Loyola	CNC
Never	–	–
Very frequently	51%	10%
Frequently	33%	45%
Some time	16%	45%

TABLE 4 *Frequecy of Availability of Information*

	Loyola	CNC
Never	–	5%
Every time	38%	20%
Frequently	25%	10%
Some time	37%	65%

information from their library only sometime.

Table 5 indicates that 13% of students of Loyola felt that they get 100% of information in their college library. In C N C 45% of students said that they get only 50% of information.

TABLE 5 *Percentage of Information Available in the Library*

Percentage of Information	Loyola	CNC
100%	13%	--
75%	54%	25%
50%	33%	45%
25%	--	30%

From Table 6 it is clear that 87% of the sample are satisfied with the information available in Loyola College Library. But in CNC only 50% of the students are satisfied with the information available in their college library and an equal percentage of them are not satisfied with the information available in their library.

TABLE 6 *Satisfied with the Information Available in their College Library*

Satisfied	Loyola	CNC
Yes	87%	50%
No	13%	50%

It is clear that the data provided in this table supports the inference drawn from table No.2. That is since 50% of the CNC students are not satisfied with the information available in their college library, they visit other libraries.

INFERENCES AND CONCLUSION

1 More Arts students use their college library in Autonomous College.

2 Science students use their college library in Non-Autonomous College more than the Arts students.

3 The Autonomous college students rely more on their college library than the Non-Autonomous college students.

4 Similarly, the Autonomous college students visit their library more frequently than the Non-Autonomous students.

5 13% of students in Autonomous college get cent percent of information in their college library itself. But in the case of the Non-autonomous college, not even a single student said that 100% of information is available in their college library.

6 87% of the autonomous college students felt that they are satisfied with the information available in their library.

The above survey clearly shows that the Autonomous college students make extensive use of their college library and the frequency of their visits is also more than that of the Non-autonomous college students. It is understood that the majority of the students rely on their college libraries for their information needs as per their syllabi, both in autonomous and non-autonomous colleges.

In general it is concluded that the libraries of the Autonomous colleges are better equipped than the Non-autonomous college libraries.

USER STUDIES IN INDIA: A REVIEW

D B RAMESH
B K DALAI
R J SAHU

A review of selected articles on User studies from various institutional libraries published in the journal "Annals of Library & Information Science" is presented with reference to category and types of user, their needs, impressions, reactions, problems and interactions.

0 INTRODUCTION

This study was undertaken to review the impressions, reactions, opinions of users about library collection and services offered by their library and information centres in India to meet their needs and requirements. The data used for analysis in this study has been collected from selected articles (11 nos) on user studies published in the "Annals of Library Science and Documentation".

1 WHY USERS STUDIES

Majority of the user studies are concentrated on finding out the following:

* Information needs and requirements of users.
* Collection development to meet the needs and requirements of users.
* Areas of users research being undertaken.
* How do users obtain information and keep track of the latest ideas.
* Information seeking attitude of users.
* Types of information sources required by the users.
* Communication channels through which information is gathered by the research scholars.
* Methods adopted to locate the required information sources.
* Information resources and services available in the library to meet the users needs.
* What needs to be done to make effective use of the library resources and services.

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* Actual strengths and weaknesses of library resources and services.
* Type of current awareness services required by the users.
* Translation and reprography services.
* Planning of library services at both the local and national level.
* Involvement or participation of faculty and students in the library programmes.
* Types of problems faced by users while using the library.
* Training programmes required for meeting their requirements.
* User orientation programmes required for better utilization of the library.

2 REVIEW OF SELECTED USER STUDIES IN INDIA

Review of selected articles published in the Journal "Annals of Library Science and Documentation" on user studies conducted at different institutional/university libraries in India are as follows:

Mallaiah (T Y) & Badami (K K)[1] conducted a survey on research scholars of the university library at Mangalore which revealed several problems and deficiencies in their library policies and practices. The users are not satisfied about the collection of periodicals and report literature and 55% of users complained about the non-receipt of current journals on time and were also not satisfied about CAS, inter-library loan, and reprographic services offered. 55% of users mentioned about difficulties faced by them in locating documents in the library. 60% users were happy about environmental facilities of library such as cleaning, lighting, ventilation, equipments and drinking water.

Kawatra (P S)[2] has surveyed the use of three universities libraries in Rajasthan. He found that 97% of users refer to the books followed by periodicals (69%), research reports (62%) and doctoral thesis (51%). Users are not satisfied about current awareness services and borrowing facilities and inter library loan, *etc.* 80% of the users stated that the libraries do not provide any instructions for how to use the library, 46% of the respondents felt that the library staff were helpful in answering their queries.

Deshmukh (G R)[3] conducted a survey on user attitudes at Soil Conservation Institute, Dehradun towards areas of interest, collection, priority of services, reading room facilities, *etc.* Majority of the users are happy about the library services but not satisfied about reading room facilities.

Garg (K C)[4] has studied about the usefulness of scientific and technical literature in the three different laboratories in Delhi. Use pattern, subject specialization, types of information required, information gathering habits, sources of information, average time devoted for information collection, use of periodicals literature *etc.* Most of the users have expressed their satisfaction about its collection and services offered by these libraries.

Pichuraman (S) & Gopalkrishnan (S)[5] have reported about the visitors strength and library service utility in the library of Madras Institute of Technology.

Saha (K)[6] has made a study at IIT, Delhi regarding the use pattern of current awareness services, user strength, categories of users and library services. Some users are not satisfied about technical services of the library and also demanded to extend the library opening hours.

Satyanarayana (M)[7] conducted a survey at the Andhra University Libraries on utility of periodicals by the users with three common objectives, *viz* pattern of users and their choice of periodicals, utility of periodicals and budget and cost analysis. The users are interested to have of the periodicals section in the ground floor. Marketing approach consist of identification of the target users groups, determination of their needs, designing of appropriate services and feed back and evaluation of services.

Lahiri (R)[8] argues that the decision-making power should be enjoyed by the librarians instead of library committee or management, so that, the users will not face any administrative problems in the library. Working environment in the library, users opinion and library staff and users relationship should be properly maintained.

Kanakachary (M)[9] has conducted a survey at Kakitiya University, Warangal and stressed on search strategies used while conducting a search in the library by the users and its results. He also reported about the subject index should be placed near the catalogue and orientation programme should be conducted for the fresh students at the beginning of each session.

Dalai (B K) & Ramesh (D B)[10] have reported about the frequency of visitors, pattern of users, subject-wise interests of users, use of literature, reasons for non-availability of books in the library and priority of library services in the library of Regional Research

Laboratory, Bhubaneswar. Most of the users are interested in CAS, SDI, NETWORKING, ONLINE, CD-ROM and Reprographic facilities. Few users are not satisfied about its collection.

Krishna Kumar[11] surveyed on users attitudes towards selected services offered by the Chemistry Department at Delhi University. He also reported about orienteation training programme for all the users of departmental library on use of the library collection. Users are not satisfied about arrangement of books and complained about misplacement of books and journals and delays in binding, *etc.* He did a survey about library collection development, needs of users, choice of literature, timing, and their feed back on various services offered by the library.

4 SOME OBSERVATIONS

No single comprehensive user study has been reported in the country. Many piecemeal works of varying qualities have possibly been done and only some of them have been published. Majority of the users have expressed their unhappiness about reading room and other facilities, inadequate literature collection, *etc.* Some users have suggested for implementation of modern security measures. One of the important expectations of the scholars was that the library should provide information on major research projects carried out at the various research and academic institutions. University libraries are facing more problems than libraries of the research institutions about location of documents and other library services and facilities. Although a large number of studies on user needs have been carried out in India, the results lack in comprehensiveness, methodologies and rigorous analysis of data for a detailed comparative study.

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USERS NEED ELECTRONIC MEDIA FOR INFORMATION

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From 1990's onward the computer applications in information management has steadly grown. Simultaneously the need for prompt retrieval of information in India has also greatly increased. With the help of communication links like FAX, Telephone, E-Mail, Modems, Networks service etc, the dissemination of information would change the life-style of the world's literate users.

0 INTRODUCTION

Information centres of today have come a long way from being called as the storehouse of information to being called as the power house of information generation. Development in the computer industries and also the parallel developments in telecommunication have thrown open new vistas for provision of better information service to the needy users. The application of telecommunication technology to the computer field gave rise to computer to computer communications. The same technology is now being used in information services, and because of this a user can have access to information stored in any part of the world.

The task of information generation has been facilitated by computer especially on-line access to data base, fax *etc.* Modern technology and communication networks have substantial output of published works. Some examples of communication media are given here.

1 COMMUNICATION LINKS

The different transmission and receiving equipments that transform the spoken or written language or visuals into electronic signals, transmit them through telecommunication media and reconvert into original form. These comprise telephone, telefax, teleprinter, Pcs, Tvs and modems.

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2 TYPES OF LINKS

Communication links are of two type

Bounded link: It consists of the following :

Paired cables: These are used for transmitting signals.

Coaxical cables: Insulated inner wire is covered by a conductor in a protective sheath. It enables high frequency transmission of analogue and digital signals that needs a wide band.

Optical fibre: Optical fibres are thin flexible glass or glass fibre through which light is transmitted. A optical fibre acts as a wave guide that changes electrical signals into light signals. About eight video channels or thousands of telephone calls can be transmitted through a cable not thicker than the human hair. It has a high transmission capacity of 140 M bits/per fibre. One M bit/sec is equal to 1 million binary bits of information per second.

Unbounded link: Unbounded links include:

Microwave radio : Microwave radio signals are sent using 2 to 12 GHz frequency range. The parabolic dish antennas 12 to 15 feet radius are used for the purpose. To send messages over long distance repeater are necessary at intervals of 20-30 miles.

Satellite communication: A satellite placed in a geosynchronous station at 32,300 miles above earth and fitted with an antenna covers the necessary area of earth through a large beam. The antenna at the earth station sends the signals through a narrow beam. The transmission of messages through this method is cheaper.

With the help of satellite communication link a document can be sent at the rate of 1 Mb/s to remote receive-only station anywhere in the world. Satellite can be used for the following applications.

1 Information retrieval from on-line databases
2 Cooperative cataloguing
3 Transmission of inter library loan request
4 Document transmission by facsimile

3 PACKET SWITCHING

It is the alternative technology for data communication. The main objective of packet switching is to carry computer data (*ie.*, digital signals) efficiently at low cost. It breaks computer message into packet through the fastest communication path. The following are the advantages of packet switching.

1 A single telephone line can handle data communication and conversion.
2 It can handle both packet switched and circuit switched connection if the local digital switch has full ISDN capability.
3 Application of packet switching are file transfers through E-mail, downloading of data from a mainframe into PC or uploading of data from PC into mainframe.

4 ELECTRONIC MAIL

Communication of mail from one computer to another through a modem and generally a telephone cable is called electronic mail. It supports the interchange or sharing of data, electronic filming. The facilities are:

1 controlled and automatic access
2 Retrieval by subject, keyword or index

E-mail software maintains a collection of files and supports all forms of documents transmission including the use of Fax. E-mail is also used for producing digest or Electronic journal, databases *etc.*

5 ELECTRONIC DOCUMENT DELIVERY SYSTEM

The delivery of documents electronically to users is becoming increasingly popular in the west. The information is usually provided in the form of print of paper. The delivery of document electronically is in three types.

1 Data from full-text databases
2 Document through Fax
3 Text derived from CD-ROMs

6 CONCLUSION

To promote fast and fault free communication from a source to a user or user to source, it is important to see that the conversion of information into signals and reconversion of signals into information is achieved in such a way that

1 Transmission media is used most economically and efficiently
2 Communication system should not be expensive
3 Inter-working through different national and international networks is achieved easily
4 The speed of inter-communication must be high.

USERS' PERCEPTION OF THE ATTITUDE OF LIBRARY AND INFORMATION PROFESSIONALS

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Examines 'Service Orientation' in the context of profession. Raises issues in the context of Library and Information professionals. Gives an assessment of the users' perception of the attitude of library and information professionals of public libraries. Includes a set of attributes (in appendix) which presumably characterize a profession.

1 INTRODUCTION

Librarians just as other professional groups have been concerned about their professional status for decades, always believing that it should be improved. Just as other occupational groups possessing professional aspirations, library and information professionals have assessed their professional status using criteria derived from the more established professions. Such an exercise involves enumeration of a set of attributes which presumably characterize a profession and then assessing librarianship's success in developing each of the attributes.

An analysis of the characteristics of professions reveals that two of them are sociologically central. These are:

(i) the need for prolonged specialized training in a body of abstract knowledge.
(ii) Collectivity or service orientation.

This paper is primarily concerned with an examination of the second issue. 'Service orientation', in the context of a profession, implies that a professional decision should be based on the interests and needs of the client and not on the 'self-interest' of the practitioners. A profession must at certain points make real sacrifices. For example, a practitioner may be asked to render services to those who cannot pay. 'Service orientation' also implies that the profession spends both time and money in seeking superior candidates and

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giving them better training even though this increases competition in the field.

In this context it is necessary to raise a few issues related to library and information professionals:

(*i*) The acceptance on the part of the library/information users that the library and information professional is more knowledgeable in the field of his/her technical competence and has a monopoly of judgment;

(*ii*) The acceptance by library/information users that the services of the library and information professionals are essential for the community;

(*iii*) The acceptance by users that just as doctors, nurses and hospitals, schools and teachers, libraries and library/ information professionals are also indispensable for the community;

(*iv*) The acceptance by users that librarianship is altruistic in the same sense as law and medicine are;

(*v*) The acceptance of users that the services of library and information professionals are essential.

While the new communication and computer technologies have substantially contributed to a greater recognition of the library and information profession, the real issue in the process of professionalization of the profession is the image and perception of the profession among its practitioners and clients.

It is generally conceded that the library and information professionals are not ranked very high. Among other things, one of the contributory factors may be the attitude of library and information professionals towards users in search of information. What is the average library user's perception of the library and information professional's attitude, helpfulness, etc?

2 OBJECTIVE

This study has as its major objective, an assessment of the users' perception of the attitude of library and information professionals and the outcome (utility/usefulness, etc.) of their contact with them.

3 METHODOLOGY

A questionnaire was designed to elicit data regarding the users' background and their overall perception of the helpfulness, attitude etc of the library and information professionals they had come in contact with.

Survey data was collected from 240 library users of three major public libraries in Madras (80 from each library). What is, however, presented in this paper is only part of a much larger survey reported in a thesis.[1] Only employed people (library users) were chosen as respondents since it was thought that such people were more likely to have come in contact with different professional groups and thus better equipped to provide a comparative assessment of library and information professionals *vis-a-vis* the practitioners of other professions.

4 ANALYSIS

User's perception of library and information professionals' attitude, helpfulness, etc will naturally be influenced by a number of different factors. Assuming that a user who approaches a library and information professional generally has some information need or requirement. It is not difficult to understand that the users' judgment of the usefulness of such a contact with the library and information professional will be largely influenced by:

(*i*) The outcome of the contact with the professional group (beneficial or not);

(*ii*) The overall attitude of the professionals when a consumer with a need makes a contact with them.

Do library users' generally find the library and information professionals useful? If one were to go by the responses to this survey it would indeed appear to be so. Only a negligible proportion of respondents thought that library and information professionals were 'not useful'. It is however, not quite correct to be guided entirely by such an interpretation of the responses of users. What is really important is to understand how enthusiastic library users are in characterizing library and information professionals as useful or not. This can be gauged from the fact that just 20% of all respondents thought that library/information professionals were 'very useful'. Interestingly it was found that library users belonging to the older age groups viewed library and information professionals as more useful than the younger age groups.

Library/Information profession is essentially a service oriented profession. The attitude of the library information professionals in helping users find the information or document is bound to have an influence on the image of the profession. Do the library users view library and information professionals as 'helpful'? An analysis of the responses of users to this question indicated that generally library

users viewed library and information professionals as 'helpful'. In this survey limited to users of public libraries, however, one occupational group, *viz*, 'Administrators' found library and information professionals more 'helpful' than did other groups such as scientists and professionals. A further analysis of responses, however, indicated that users were not really keen on characterizing library and information professionals as 'very helpful'.

A major objective of this study was to examine the effect of the attitude of the library and information professionals on library use. An analysis of the responses of the users to a question relating to library and information professional's attitude indicated a positive association between this and library use by patrons. While it is not possible to assess the exact influence of library and information professional's attitude on library use, it can be safely assumed that a positive attitude on the part of library and information professionals will induce greater library use.

An idea of the assessment of the library and information professionals by library users could be obtained from the responses of users to another question in which they were asked to choose, from among a set of words, those which, in their opinion, best characterized the library and information professionals they had come in contact with. The set of words (see appendix) included such positive words as 'friendly,' 'helpful', 'efficient', as also negative words as 'dull', 'lazy', 'impatient' etc[2].

The responses indicated that users were quite forthcoming in characterizing library and information professionals as 'helpful; however, they were reluctant and not so enthusiastic in characterizing library and information professionals using other positive words. Interestingly, less than half the respondents viewed library and information professionals as 'friendly', 'polite', 'knowledgeable'. 'Efficient' etc.

5 CONCLUSIONS

It is needless to emphasize the importance of the right attitude on the part of the library and information professionals in not only achieving a greater recognition of the profession but also in promoting effective library use. Patrons of public libraries who responded to this survey were generally, readily forthcoming in characterizing the library and information professionals that they came in contact with as 'useful' and 'helpful'. They were however, reluctant to describe library and information professionals as 'very

useful' or 'very helpful'. Similarly, users assessing the attitude of library and information professionals were not enthusiastic in describing them as 'friendly' or 'polite'.

This survey was limited to public library users. It is to be examined whether the situation is vastly different in other kinds of libraries, namely academic and special libraries. In any case, it is important to bear in mind the importance of libraries and information centres becoming more responsive to users. It is necessary to adapt to preferences of users rather than expecting users to adapt to constraints of library systems.

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Appendix

Words characterizing the library and information professional

Negative words:

Dull
Impatient
Aloof, Superior
Old
Incompetent
Ill-informed
Lacks communicative skill
Obsessively tidy
Lazy
Provides only books and documents

Positive words:

Helpful
Efficient
Knowledgeable
Friendly
Polite
Enthusiastic
Possesses communicative skill
Hardworking
Patient
Knows outside sources of information

USER'S REACTION TO LIBRARY SERVICES WITH SPECIAL REFERENCE TO MILITARY LIBRARIES OF MHOW STATION

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Knowing users' view is necessary to discover the extent to evaluate the Library Services. The paper presents the opinion of three defence institutions based in Mhow of Madhya Pradesh, about their respective Library Services.

0 INTRODUCTION

A library collects, organizes, preserves and circulates the reading material among its users. It also tries to create interest in library reading and tries to increase the number of users of a library. The library readers are rightly called the users of library collection. So by knowing user's reaction, we can evaluate library collection and its services in a better way. Moreover, on the basis of user's opinion, it is possible to identify the inconsistencies in a collection, the nature and the types of reader's needs, trends and research and their present and future interest and requirements.

Knowing user's view is also necessary to discover the extent to evaluate the library service, readers interest and reader's expectations. It also discloses as to what extent the library service is being found useful for its users. Through user's survey we can know their information requirements and reading interests and what needs to be done to make effective use of the library resources. Through user's survey, the communication channels between the users and the library may be sufficiently opened up, so that users become more conscious and more able to express their requirements. Such an operation has the advantage of bringing to the attention of library management, solutions to many outstanding problems, thus helping to prepare an overall programme of physical, organizational and functional plans.

1 SCOPE

There are several possible levels of evaluation of library service.

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(*a*) *Effectiveness of service:* Evaluation of library service in terms of degree to which it meets the user's requirements.

(*b*) *Cost effectiveness:* Evaluation in terms of how to satisfy user's requirements in most efficient and economical fashion.

(*c*) *Cost benefit study:* Evaluation of the worth of the system. The scope of this study is limited to evaluation of library services in terms of the degree to which it meets the user's requirements.

2 SELECTION OF AREA

For the study, Mhow city is chosen which is one of the most important city of Madhya Pradesh. Mhow is famous all over India for military training.

21 GENERAL BACKGROUND OF MHOW

Mhow is located on Delhi-Bombay national highway on the Malwa plateau. Mhow was founded by Sir John Malcom being bastion for defence of Holkars of Indore guarding the track from Rajputana (Neemuch) and Bombay. The highest point of the Mhow, British Infantry Barracks is at a height of 1919 ft. now occupied by Military College of Tele Communication Engineering.

A number of regiments which came to Mhow contributed to culture of this place. Two eminent names associated with Mhow are Sir Winston Churchill who had been a Subaltern here and B R Ambedkar, the brain behind the Indian Constitution.

At Mhow there are three institutions namely; The Infantry School, College of Combat, Military College of Telecommunication Engineering.

211 The Infantry School

The Infantry School, Mhow, is the premier and the oldest training institution of the Indian Army. It tains a large number of officers, JCOs and NCOs of Indian Army, Navy, Airforce, Paramilitary forces and friendly foreign countries. It was established on 1st September 1941 at Sagar. It moved to Mhow on 15th August 1948. Till April 1971, the Infantry School used to conduct Infantry weapons courses and tactical courses for all arms. It bifurcated into the College of Combat and Infantry School which presently cater mainly for the training requirements of the infantry.

212 College of Combat

College of Combat was founded in 1948 when the stocks from

Dehradun, Sagar and Infantry School Mhow, were amalgamated to form the nucleus on 1st April 1971. When the College of Combat was raised, the assets of the library were divided between the Infantry School, and the College of Combat.

It also trains a large number of officers of Indian Army.

213 Military College of Tele-Communication Engineering (MCTE)

Military College of Tele-Communication Engineering was established in 1950 at Mhow. It gives training to the officers about tele-communication.

3 IMPORTANCE OF ARMY LIBRARY

The changing scenario of armed forces and technwarfare equipments have made Army no longer illiterate battle-field. The scientific, technological and strategic importance being attached to the Army, has forced today's soldier to be physically and mentally equipped with state-of-art of every movement of time. The time demands that he knows the question of who? What? How? Where? When? The 1990-91 Gulfwar has proved that today the battle-ground, derives its major strength from the back-up of excellent information system for the good of humanity. Here in lies the job of libraries whose importance and needs in Library in Army cannot be undermind.

In the Army, education is considered as a process of developing the intellectual, ethical and social qualities of a soldier, so he may perform his duties efficiently and be a good citizen of the nation. Now-a-days weapons are highly sophisticated and modern warfare become an altogether Scientific and Complex affair. So the soldier should know the latest armament technology as well as the circumstances and conditions under which he is to operate. A library is the best agency to provide such information.

Besides this, in operational area, unit Libraries of Army provide recreational documents, to convert monotoneous life into fruitful enjoyment. Along with this, judiciously selected documents are gratest instrument to generate great enthusiasm in the soldier on the front.

Hence in the Army, a library is an important institution which has a specific role both in peace and war. In peace, it serves as disseminating agency of the general and professional information. And in war, library helps to sustain the will to fight among our JAWANS by providing right guidence through reading material.

4 USER'S OPINION ABOUT LIBRARY AND ITS SERVICES

Education in Army has typical objectives of adult eduation with special aspect of continuous self-education for which library is an important agency to provide informal education. Army library can also play a vital role in boosting the morale of the JAWANS committed operationally by disseminating information against the enemy's interest or information regarding steps taken by the Government for the family of JAWANS or information regarding the pledge of the nation to be at the back of the JAWANS fighting for the national cause or providing reading materials on the old traditions of the Army.

41 METHODOLOGY

To assess the user's openion about Library services, a questionnaire was circulated among a group of regular readers of different libraries of Mhow. 25 users of each library were selected through random smapling. Out of 75 distributed questionnarie, 68 were received ie., 90% Responses received from Infantry School library were 84%, College of combat-100% and from MCTE-88% responses were received. Attempts were also made to establish personal contact with regular visitors of the library. The data were classified, analysed and interpreted separately in the tables.

411 Categories of the Users

For proper evaluation users from different categories were selected.

Analysis of table shows that out of the total 68 respondents, 32 were officers permanent staff, 22 students and 14 were other category respondents.

TABLE 1 *Categories of users*

Category of Users	Number of Respondents			
	Infantry	College of Combat	MCTE	Total
Officers	8 (38.09%)	14 (56%)	10 (45.49%)	33 (47%)
Students	10 (47.61%)	6 (24%)	6 (27.27%)	22 (32%)
Others	3 (14.28%)	5 (20%)	6 (27.27%)	14 (21%)
Total	21(100%)	25 (100%)	22 (100%)	68 (100%)

412 Use of Library

The reading habits and interest of the users are helpful in planning of library services. They are also helpful in critical evaluation of library services.

TABLE2 *Use of Library*

Name of Library	Category of users	Almost daily	3 to 6 times in a week	1 to 3 times in a week	Total
Infantry	Officers	3	–	5	8
	Students	3	1	6	10
	Others	1	1	1	3
	Total	7 (33.3%)	2 (9.5%)	12 (57.14%)	21
College of Combat	Officers	2	7	5	14
	Students	–	–	6	6
	Others	1	2	2	5
	Total	3 (12%)	9 (36%)	13 (57.14%)	25
MCTE	Officers	5	2	3	10
	Students	2	1	3	6
	Others	–	3	3	6
	Total	7 (31.3%)	6 (27%)	9 (40.9%)	22
Grand Total		17	17	34	68

Above table shows that 33.3% users of Infantry School Library use the library regularly; the percentage of regular users in College of Combat Library is 12% and in MCTE Library it is 31.8%.

It is concluded that only 25% of users use the library regularly.

413 Opening Hours

Although the opening hours do not constitute any service unit of library yet the opening hours of the library do have an impact on the use of the library. The reader's services are concerned with the library opening hours. It should be more appropriate to say that the library services are more effected by the opening hours of the library. 'Books are for use' and 'Every reader his or her book' implies that library has to keep its doors open for maximum hours in such a way that these two laws can be satisfied. It also implies that library should remain open during day time, so that users can use the library. The opening hours have their effect on its serviceability.

TABLE3 *Opinion About Opening Hours*

Name of Library	Category of Users	Library hours are		
		Convenient	Inconvenient	Total
Infantry	Officers	6	2	8
	Students	7	3	10
	Others	3	—	3
	Total	16	5	21
College of Combat	Officers	8	6	14
	Students	2	4	6
	Others	3	2	5
	Total	13	12	25
MCTE	Officers	6	4	10
	Students	3	3	6
	Others	5	1	6
	Total	14	8	22

Above table shows that out of total 21 users of Infantry library, 16 users feel that opening hours are convenient, in College of Combat out of total 25 users 13 users find the opening hours convenient and in MCTE, out of the total 22 users, 14 users feel that opening hours are convenient.

All the libraries run in two shifts—morning and evening. MCTE Library opens for 6 hours, College of Combat for 7 hours and 30 minutes and Infantry for 6 hours and 30 minutes. The College of Combat Library doesn't have any weekly off, while Infantry School Library has holiday on Monday and MCTE Library has holiday on Tuesday. All these libraries get closed on national and gazetted holidays.

5 NUMBER OF BOOKS ISSUED

In MCTE library eight books are issued to each member. College of Combat library and Infantry School library issue four books to each member.

Above table shows that out of the total 21 users of Infantry library, 18 are satisfied with number of issued books, in College of Combat out of 25 user, 22 are satisfied. In MCTE Library out of 22 users 13 are satisfied.

TABLE 4 *Opinion About Number of Books Issued*

Library	Category of Users	Do you consider the number of issued books sufficient		
		Yes	No	Total
Infantry	Officers	8	0	8
	Students	7	3	10
	Others	3	–	3
	Total	18	3	21
College of Combat	Officers	11	3	14
	Students	6	–	6
	Others	5	–	5
	Total	22	3	25
	Officers	5	5	10
	Others	2	4	6
	Total	13	9	22

6 OPINION ABOUT PERSONAL ASSISTANCE

Personal assitance is required necessarily in special libraries like Military, where the users are very busy in training and study. But, no library is having separate reference counter or reference librarian. Librarians personally assist each and every reader and tries to solve their problems. References querries are mostly attended on phone. Short courses of instruction are also offered for library use.

Above table shows that 66.6% readers of Infantry Library, 88% readers of College of Combat Library and 54.5% readers of MCTE Library are fully satisfied with staff assistance. No reader is found dissatisfied.

7 SERVICE REQUIRED

At present their libraries are providing indexing services, abstracting services, reprographic services, interlibrary-loan services and newspaper clipping services. No library is providing current awareness services or translation services.

Above table shows that 95% respondents of Infantry school library, 88% respondents of College of Combat and 90% respondents of MCTE Library require the list of articles in current magzines.

TABLE 5 *Opinion About Staff Assistance*

Library	Category of Users	Satisfaction with staff assitance			
		Fully satisfied	To some extent	Dissatisfied	Total
Infantry	Officers	6	2	--	8
	Students	5	5	--	10
	Others	3	--	--	3
	Total	14(66.6%)	7	--	21
College of Combat	Officers	13	1	--	14
	Students	6	--	--	6
	Others	3	2	--	5
	Total	22(88%)	3	--	25
MCTE	Officers	7	3	--	10
	Students	2	4	--	6
	Others	3	3	--	6
	Total	12(54.5%)	10	--	22

TABLE 6 *Opinion About Current Awareness*

Library	Category of user	Do you feel that library should circulate list of articles received every month in the library		
		Yes	No	Total
Infantry	Officers	7	1	8
	Students	10	--	10
	Others	3	--	3
	Total	20 (95%)	1	21
College of Combat	Officers	12	2	14
	Students	6	--	6
	Others	4	1	5
	Total	22 (88.6%)	3	25
MCTE	Officers	8	2	10
	Students	6	--	6
	Others	6	--	6
	Total	20 (90%)	2	22

TABLE 7 *Opinion About Translation Service*

Library	Category of user	Do you need translation service.		
		Yes	No	Total
Infantry	Officers	2	6	8
	Students	2	8	10
	Others	2	1	3
	Total	6 (28.8%)	15	21
College of Combat	Officers	4	10	14
	Students	2	4	6
	Others	3	2	5
	Total	9 (36%)	18	25
MCTE	Officers	–	10	10
	Students	2	4	6
	Others	2	4	6
	Total	4 (18%)	18	22

Above table shows that translation service is required by very few respondents. Out of the total 21 respondents of Infantry Library only 6 respondents require translation service i.e. (28.8%). Out of the total 25 respondents of College of Combat only 9 respondents require translation service i.e. (36%) and out of the total 22 respondents of MCTE Library only 4 respondents require translation service ie. (18%).

8 CONCLUSION

In a sovereign country like India, defence plays a very important role. So, today it becomes necessary that all members and staff of army should be learned, well trained and should possess all round knowledge. They must be well educated and well informed about their own country as well as foreign countries. Because, ultimately it is the defence or the army which is going to maintain the sovereignty of India.

In this modern era of science, when the war technology is developing at a rapid speed, it becomes a matter of real importance that the army staff should know about the new scientific systems of war and war equipment. The military library has to shoulder the responsibility in order to supply them with these reading material.

A standard library can be built up gradually and wisely through standard material support and human support. Military libraries should make the soldiers aware of the problems of new India and the right solution in the national and community context through selected literature containing wisdom of mankind besides providing the light literature for their entertainment in order to avoid their boredom and improve their efficiency and skill. For efficient working all the three libraries in the station should be inter linked through computer network. Documents from foreign languages other than english should be acquired and translation service should be provided. Translated journals form DRDO also should be strengthened. To meet effectively the challange of increase in number of technical documents and rise in their cost it is essential to pool the resources of Military libraries in India and to create a network of these to ensure efficient collection development. In order to provide efficient information service to the defence, a computer based information network called Defence Scientific Information System (DESIS) has been planned. These libraries can join the DESIS for better resource utilization. Most of the users are satisfied with the services of these libraries. They have expressed their satisfaction in highly praising words and they sincerely thank the librarian for their sympathetic, informal and cooperative behaviour. A Local Area Network (LAN) has been planned at Mhow Station of Army which will definitely improve the service conditions both qualitatively and quantitatively.

WINNING THE HEART OF THE READER

Ms B S SWAROOP RANI*

Library is a system with three component–Books, Staff and Readers. Readers are an important component in effective and smooth functioning of Libraries. The paper deals with various factor that the Librarian should adopt for winning the hearts of the reader. The three factors are–Self, Psychological and service. If these factors are met by the Librarian, his status and the Libraries image will improve.

0 INTRODUCTION

Since ages it has been accepted that library is a system with three components–Books, Readers and Staff. The Five Laws of Library Science propounded by Dr S R Ranganathan are based on these three components. Careful examination of these five laws makes us conclude that the 'Reader' component is given prime importance. No other topic in the Library profession arouses such interest among librarians as that of Readers/Client/Users. Satisfying and winning the hearts of users in this technological age involve subtle and complex competence by Librarians.

01 NEED OF THE STUDY

The following reasons facilitate the need for Librarians to win the heart of the readers:

1 New Information Technologies have created far beyond the simple storage and retrieval of 'Information'. The information environment has changed. The value of information, its use, its users and its dissemination are all in transitional stage.

2 Other professionals are trying to play our role. Libraries are facing growing complexities. In fact, as other information services become available the library may increasingly be ignored.

3 The Libraries continue to be grappled with the consequences of a new variety of formate as technology advances. It becomes easier to reformate information from one material type to another. The Library will be pressed not to choose

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among type of format, but to present information to the Reader's, in its most desirable and usable form.

02 METHOD OF STUDY

Various methods can be applied to study the mind of readers to understand and control their behavior. The most common method applied for this purpose is observational and Interview method.

The Observational method occupies a leading role in the study of Readers. It is economical, natural and flexible. Particularly in studying the time spent, their habits and interest and other similar personality characteristics. For example a user may stand near a catalogue cabinet without knowing how to look into. Observational method helps the Librarian to identify such cases.

Interview method provides an opportunity for getting information directly from the reader about his behavior, attitude to books, to libraries, his interest, degree of satisfaction with the service, etc. Here the reader and the Librarian both engage themselves in the mutual exchange of ideas and information. By establishing proper rapport, we can get most confidential information from the reader which otherwise, they may hesitate to reveal. This mutual rapport will build up friendship thus paving the way for winning the readers hearts.

03 BASIC FACTORS INVOLVED

There are certain basic factors that are involved in winning the hearts of the readers. They are:

(*a*) Self Factor
(*b*) Psychological Factor
(*c*) Service Factor

Each of these factors involve the Librarian and the user. The ability to attract readers depends on the acquisition of competence applicable to the library environment by librarians called the "Self-Factor". If the Librarian has the "self-factor" he can satisfy the readers "Psychological Factor". To satisfy the "Psychological Factor" the Librarian should provide variety of services oriented towards the readers called the 'Service-Factor". Thus, a competent librarian who has satisfied the reader through services has won the heart of the reader.

1 SELF FACTOR

Let us examine each of these factors[1] *Self Factor.* In this modern age, where the role of Librarian is in question, competence of

Librarians becomes essential. Competence like intellectual abilities, social skills and other abilities are certain factors which help in dealing with readers. These factors are:

a Interpersonal Communication
b Social Skills
c Library Awareness
d Knowledge of Psychology
e Self-Evaluation

(*a*) *Interpersonal Communication:* The most general meaning of the term Interpersonal Communication is "Communication between persons". It is a "goal oriented" activity in which the probability of success of winning readers heart is determined largely by Librarians' social knowledge and/or social skills to predict and satisfy users requirement. The social skills come from process of application of social knowledge–referred to as the selection of knowledge that librarians bring to an encounter with readers.

In Interpersonal communication the client spends a great deal of time talking about his requirement or difficulties that he is facing in the library. By classifying the client's remarks as either problem, restatements or statements of understanding and insight (need), the librarian proceeds to give Client-centered service based on his requirements. Thus the Librarian should be capable of handling quickly and competently all types of readers.

(*b*) *Social Skills:* Those patterns or styles of social behavior that produce some degree of effectiveness in winning the hearts of readers are called social skills. Librarians vary in all aspects of performances but in particular they vary in effectiveness. Some of the competencies needed to be effective are-non-verbal communications, listening, conversational skills, handling difficult situation, building confidence, knowledge of languages, capability of maintaining long-term relationships etc., In order to attract readers, it is necessary to send positive non-verbal signals and maintain long-term relationship which involve loyalty, commitment and concern for the readers. Conversational skills based on the principles forwarded by the philosopher H Paul Grees "Be relevant to what has been said before" or "Be responsive to previous speaker" "make your contribution no less or no more informative that is required". Above all "Be Polite" and "Be friendly". Listening is a way of recognizing; appreciating and making readers wanted. Librarians should listen to the readers, for it gives them a natural outlet for their requirements. It gives them self-assurance and makes them feel they belong to Library.

It is necessary that Librarian should know various languages. When Librarians converse in the language familiar to the reader, degree of satisfaction is more. Language is a means and process of socialization.

(c) *Knowledge of Psychology:* Librarians should have some basic facts of Psychology. Psychology touches almost every facet of our lives. As users needs are becoming progressively complex, psychology has assumed an increasingly important role in winning the heart of the readers. Librarians face specific and practical problems. According to humanistic psychology and self actualization. Every reader has a basic need to develop his potential to the fullest, to progress beyond what he is now and he expects the library to play a role in it. He may not know which information will lead to growth and he may be blocked by number of obstacles. Library here needs to focus their attention on solving this problems and thereby win readers heart.

(d) *Awareness of the Library:* Any Librarians' confidence is built up on the knowledge of his library resources and its services. Sometimes it is also good that the librarian knows the contents of some of the Reference sources and new arrivals. Through contacts of other libraries he should also be aware of certain resources available in other Libraries. Exact assessment of the needs of the readers will help to provide them the resource materials.

(e) *Self Evaluation:* From time-to-time it becomes mandatory for the Librarian to ask himself regularly. "How am I doing" "which elements are successful in satisfying and winning readers heart and how-to change the plan?" The feeback from the readers is invaluable in guiding the efforts for the Library. Self-Evaluation always helps in the growth of the Library and its services.

The level of performance of the Librarian is a function of his abilities and motivation. It can be shown mathematically as follows:

$$p = f(am)$$

where

p = performance

a = abilities

m = motivation

Thus self-evaluation will help in all, round growth of the library.

2 PSYCHOLOGICAL FACTORS

There are certain psychological factors which the librarian should satisfy in the readers. If the psychological factors are satisfied, the

librarian has won the heart of his users. The various components are:

(*a*) Attention
(*b*) Motivation
(*c*) Attitude
(*d*) Problem-Solving

(*a*) *Attention:*

Attention is essentially a process in the chain of the stimulus-response behavior. It works as a good mediator giving individual attention to reader wherever possible (stimulus) yield better response. When individual attention is given sometimes, the reader feels wanted. This counts and they are attracted to the library.

(*b*) *Motivation:*

Motivation is regarded as something which prompts, compels an individual to act or behave in a particular fashion at a particular time for attaining some specific goal or purpose. What are the real activating forces that push and full an individual to move to the library? These activating forces may be needs, drives and motives.

Need in library context is the want or desire to acquire books or piece of information. Every librarian has to strive for the satisfaction of this need. The psychological factor in all its varied forms is based ultimately on a sense of satisfaction. This satisfaction results from anticipation of successful accomplishment of a task that is well done. It is up to the librarian to make the reader get his book and send him back satisfied. Once the reader is satisfied the motivation to come to the library again and again is naturally stimulated.

(*c*) *Attitude:*

Attitude is a learned concept, which guides thoughts, feeling and behaviour towards the library and Librarian. Attitudes are hypothetical constructs which are inferred. Motivation in all its shapes, forms is always related to the arousal of the interest to visit libraries and since interest is the key factor for libraries, motivation must be considered a necessary and sufficient condition/in winning the readers hearts. Usually from verbal statements and overt behavior. Readers subscribe to particular thoughts or belief about the library. These thoughts are generally based on experience, observation or information from others. Certain potential readers would have experienced the response that the library staff give and will form an attitude. Frequently readers do make two or three

observations and then generalize. Readers also acquire attitude from their peers. The interpersonal relation that the librarians develop with readers, help them to have certain attitudes about him and the library. Hence, it becomes librarians duty to inculcate the right or positive attitude of the library in the minds of the reader.

(*d*) *Problem Solving:*

Everybody in this world is faced with some problem or the other. There are needs and motives that are to be satisfied. Readers do have definite goals or aims to set ie., get information. In an attempt to realize them they experience many obstacles and interferences.

Problem-solving is a process of overcoming difficulties that appear to interfere with the attainment of a goal. It is a procedure of making adjustment in spite of interference. Here, librarians can apply scientific procedure to solve problems of the reader. The steps involved are:

(*a*) Problem-awareness
(*b*) Problem-Understanding
(*c*) Collection of Relevant Information
(*d*) Alternative Solutions
(*e*) Selection of a Proper Solution

Once the reader's problems are solved they are motivated to come to the library, thereby ensuring the heart of the reader.

Thus, the above are the psychological factors to be taken care of by the Librarian.

3 SERVICE FACTOR

The last factor "Which helps the librarian to win the readers hearts is the "Service factor". The end goal of any library is satisfying the readers need through its various services. The current environment and what will develop in the future will help in planning viable services. Besides the regular services (Circulation, ILL, CAS, etc) various "Service factor" which aim at attracting the readers to the library are:

(*a*) Orientation
(*b*) Book Club
(*c*) Publicity
(*d*) Other extension services.

(*a*) *Orientation:*

New readers and the passive readers can be grouped together and

an orientation given. Lack of handling of various items like catalogue, the reference source, etc make the users not to come to the Library. Orientation about the library resources, its rules and regulation, services and other aspects of the library can be given, Initially the librarian himself should handle these user, rather then leave them to unskilled professional staff in the library. Today a number of audiovisual tools have come to make the orientation course more interesting. The right orientation at the right time will go a long way in winning the hearts of the users.

(*b*) *Book Club:* "Book Circle". "Book Lovers Club" or Discussions on current books or articles that have been published. Authors of these books can be invited to give talks. Informally exchange of ideas while meeting other is possible. Through sharing or exchanging of ideas a reader may have acquired the piece of information he was looking for, in the Library.

(*c*) *Publicity:* Notice Board, posters, audio-visual materials, conducting exhibition, publishing Bulletin etc will give publicity. Conducting library week and presenting various activities in Annual Reports will also help. Displaying new arrivals at the entrance of the Library will capture the attention of the reader. Application of innovative methods will help in winning the readers heart.

(*d*) *Other Extension Services:* There are other methods and practices of library services in order to reach the Readers and to draw their attention to the library activities. It however varies with the type of library users like Children, Young, Adult, Physically handicapped and aged.

4 CONCLUSION

In the Age of Information the very existence of library as said before will ultimately depend on the attitudes that users form of the librarian and libraries. The task of having right attitude towards these two is set by the competent librarian himself. Designing the services to win the reader's heart requires a long term plan and changes according to the environment. Librarians are striving hard in the methods of user study techniques and approach. By trying to understand readers nature and the needs, (interest) with the help of application of psychology, librarians can maintain harmomous relationship. The maintenance of relationship and adjustment, further helps in winning the heart of the reader and also raises the status of librarian.

EXTENSION SERVICE

Children	*Young*	*Adult*	*Aged*
(1) Group Programme	(1) Guidance for higher education	(*a*) *Public Libraries*	(1) Newspaper reading
		(1) Night Schools	
(2) Book talk	(2) Bulletin Board -Training *etc.*	(2) Films on health, Family Planning Insurance.	(2) Talk on health and problem of aged.
(3) Story Hours			
(4) TV, Audio Show of usage of books	(3) Career Corner	(3) Readers Advisory services	
	(4) Conduct Classes, talks on various topic	(*b*) *Special Libraries*	
	(5) Guidance for Competetive exams.	(1) Recreational Clubs (Story Books)	
		(2) Bulletin Publication (Private Circulation)	
		(3) Periodical meetings	

Physically handicapped

1 Brialle Books, Mobile Van
2 Dabate, Music and public speaking
3 Personality development Classes.

CENTRALIZED PURCHASE OF BOOKS IN TAMILNADU : A CRITICAL APPROACH

Ve THILLAINAYAGAM (VETHI-1925)*

1 Author of this paper (VETHI) Number ONE of Tamilnadu Public Library system (TPLS) from 18 July 1949 to Date, traces the ups and downs of the Centralized purchase of Books (CPB) for the TPLS during the last 45 years (1950-1995) under 9 Headings as detailed below:

2 The headings are: (1) Introduction (2) Ranganathan Ruled (3) Directors of Public Instruction as Ex-Officio Director of Public Libraries (4) Professionals under Exofficio's, (5) PROFESSIONAL DIRECTOR OF PUBLIC LIBRARIES (PDPL) (6) Officers on Special Duty as Director of Public Libraries (OSDs) (7) Professionals under OSDs, (8) Role of Indian Library Association (ILA) in CPB and (9) References.

3 Each Section gives comments on (1) Statutory provisions (2) Managerial outlook, (3) Professional rapprochement (4) Effectiveness of the same, and (5) Statistics wherever possible.

1 INTRODUCTION

11 MAN IS A SOCIAL ANIMAL

Man is a social animal. From the dawn of civilization to date, he wishes to remain as a part of the family, society, nation and world at large having good human relations to make his environment happy and enjoyable. What is the tool for the same?

12 TOOL CAME AS A BOOK

The tool came in the form of a book which is embodied expressed thought-implying creation of thought, expression of thought and recording of thought *ie* the end product the creator *ie* the man.

13 WHAT OF THE BOOK

A book is a written message of considerable length meant for public circulation and recorded on materials that are light, and durable enough to afford comparatively easy portability.

14 HOW OF THE BOOK

The book progressed through gestures, symbols, clay tablets,

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papyrus, codex, leather, palm leaf, paper, print, electronic media *etc.* depends upon the environment of the society through which it passed to remain as an effective material.

15 WHY OF THE BOOK?

'Book are the compasses and telescopes and sextants and charts which other men have prepared to help us to navigate in the dangerous seas of human life'—says Jesse Lee Bennelt.

'Without books, God is silent, justice is dormant, natural science at a stand, philosophy lame, letters dumb and all things involved in Cimmerian darkness'—says Thomas Bartholin.

16 EFFECTIVENESS OF THE BOOK

Correct knowledge and information being made available to every citizen, to each country about each of other countries in the world, is necessary to ensure international understanding, and peace and realization in due course of the idea of 'one world'.

For this, UNESCO proclaimed International Book Year in 1972 with specific idea to provide Free Book Service For All ![9B]

17 LIBRARY SERVICE BY LEGISLATION

To make this effective, in recognition of the importance of library service, the Government of Madras/Tamilnadu passed the Madras Public Libraries Act of 1948 which came into effect from 1st April 1950.

The same was followed by Hyderabad (1955), Andhra Pradesh (1960), Karnataka (1965), Maharashtra (1968), West Bengal (1979), Manipur (1988) Kerala (1989), Haryana (1989), Mizoram (1993 January) and Goa (1993 November). The other states are yet to follow.

18 REFERENCE SERVICE

Books are mute; they are immobile, they cannot shout to the readers as it were, 'I am the book you want, please come, take and read'.

Therefore, provision of books is only half of the battle. To make the book the effective, human canvassers and interpreters are necessary. They are called Reference librarian. Their service is called Reference Service. What shall we do for this?

19 HUMAN RELATIONS IN LIBRARY SERVICE

The library staff beginning from the Basic assistant to the top of

PLS *ie* the DPL with special reference to the Reference Service Assistant must work unision as in the case of beehive with good human relations.

Thanks to the ILA headed by Dr PSG Kumar, it has rightly chosen the theme for the forthcoming conference at Vijayawada as Human Relations in Librarianship with the facets, (*A*) with in the system, (*B*) Interactin with the users, (C) Outside the working Environment, (*D*) Human interface to Technology; and (*E*) Professionalism.[93]

This paper tries to analyze the Central Purchase of Books For TPLS as a part of relationship with suppliers and dealers in Section C of the above.

2 RANGANATHAN RULED

21 EVERY READER HIS BOOK

In his inimitable way, Ranganathan has used 178 pages out of 449 pages to explain the Second law *ie* 'Every Reader His Book' in his Five Laws of Library Science Ed2 1957, while the First Law takes 54 pages, Third Law takes 29 Pages, Fourth Law takes 38 pages, Fifth Law takes 30 pages, Preliminaries take 25 pages and End matters take 95 pages. What does he say about managerial out look?

22 MANAGERIAL OUTLOOK

Library service is a service to the intellect. Useful and acceptable service can be rendered only by intellectuals with good academic and professional library qualifications and experience with a firm attitude towards social change through library service. What about that service personnel?

23 SERVICE PERSONNEL

Hence only practicing professional librarian must undertake the library service to be effective from the beginning as in the case of Baroda experiment and achievement. The members should be recruited through Union State Public Service Commission. The numbers required for such service should be as per the Staff formula/ Designation/Grade/Qualification/Scale of salary *etc.* as enunciated by SRR. What about the learning materials?

24 LEARNING MATERIALS

Learning materials required for the PLS should be selected on the basis of actual demand and anticipated demand. This will induce the writers and publishers to bring out standard subject matter and

suitable materials for voluntary use of the readers as explained in what we read and write![9B] How they are to be acquired ?

25 CENTRALIZED PURCHASING

It may be possible to purchase and to process and to get bound all the book materials needed for PLS of the State as done in Norway. This will help to get maximum discount and processing of classification and cataloguing. What about the finance?

26 FINANCE FOR BOOKS

The Library cess collected from the public should be utilized wholly for the acquisition of learning materials required for the Public.

The expenditure on staff should be met from the State funds while the non-recurring capital expenditure of PLS-*ie*-buildings, fixtures, fittings *etc* from Central grants. The library cess accumulated should not be spent on buildings.

27 PATAMATA PLAN

The experiences of SRR for 30 years were explained on these lines under the heading 'How to make the Madras Library Act. Work' on 30.8.1952 at Patamata while addressing the Andhradesa LLAs before Dr D B Krishna Rao, the then Education Minister of Composite Madras.[95]

28 BANGALORE BOON

Again on 28/30 April 1962 while addressing the All India Seminar on PLS at Bangalore, Ranganathan hinted 'How to make a Public Libraries Act function up' in the presence of Devaraj Urs, the then Chief Minister of Karnataka.[96]

29 CENTRALIZED VS LOCAL PURCHASE

The book selection work for the branch libraries which have no resources for the work should be coordinated. The Central agency should collate all such book selection lists, consolidate and determine the minimum/maximum number of copies with which all the demands in its system can be met.

How this plan will work under the non-library person as the Director?

3 DIRECTOR OF PUBLIC INSTRUCTION AS EXOFFICIO DPL

31 ACT VS RULES

Though the Act stipulated the appointment of a qualified

practicing librarian as the DPL, the Rules made a non library man as the Exofficio DPL for the time being lasted for 22 years from 1.4.50 to 31.7.72 inspite of opposition from the library profession as well as the Public in the interest of proper library service.

32 BUNGLING OF BUREAUCRACY

Knowing the first appointment of foreign qualified librarian in William Alans on Borden as the first Director of Baroda Public Library System as early as in 1910 and refusal of Erlam Smith, the then DPL of composite state of Madras in 1933 to work as Ex-officio DPL the beaureaucracy bungled in appointing the over worked DPI to deal with books as they are accustomed to saddle the Revenue Department anything new!

33 MANAGERIAL OUTLOOK

Barring a few, all those who occupied the post of DPL as the Ex-officios, District Educational officers as Ex-officio Secretaries of the LLAs, Deputy Inspectors of Schools, as Assistant Secretaries/ Superintendents and members of LLAs who had not tasted the effectiveness of library service adopted the policy of laissez-faire. Most of them tried their best to consolidate their positions for their personal gains!

34 STATUTORY SLANT

Using the heading 'Powers of Local Library Authorities' under Section 9, became real Authorities to administer the affairs of the LLAs as the Ex-officio DPL cared little to administer the Library Act.

35 BOOKS ETC

Under Section 9(b) LLAs became competent to stock such libraries with books, periodicals, newspapers, *etc.* suitable for their purpose.

36 NO NORMS

Having no norms prescribed either under the Act or under Rules or direction for the Ex-Officio Directors, the Chairman of the LLAs who is having close relation with the higher ups had his own way of administration. In fact they tried their best to catch black cats in the closed dark rooms with closed eyes for the want of proper guidance for the library service.

37 ORDERING OF BOOKS

Each LLA ordered books from the materials made available at their hands by the book sellers and publishers without caring for the

selection of books available in the market as they had no knowledge of the same.

Discount became the major point for deciding the purchase of books with the catalogue in different colours! What is that ?

38 CATALOGUES AND BILLS

Subject to correction, it is also reported that there were two sets of catalogues-*ie*-one for the use of LLAs with inflated price in a particular colour and the other for the use of book sellers and public which will indicated a different price?

It is also reported that some LLAs demanded the bill to each of the service unit in the form of Accession register to reduce the work of the LLAs!

39 ALLOTMENT OF FUNDS

There is no stipulated allocation of funds for books as such as suggested either by Ranganathan or by the Ex-officio DPL!

What is the role of the library personnel under the Ex-officios?

4 PROFESSIONALS UNDER EX-OFFICIOS

41 SELF CONDITIONING

Whatever may be the profession one enters, he must self condition himself with work chastity to get the name and fame. 'Success comes often to those who dare and act' observed Nehru when he was the President of Indian National Congress before Independence

42 MANAGERIAL OUTLOOK

One must study, think, organize and create a positive managerial outlook towards library service as emphasized often by Ranganathan irrespective of one's position in the profession.

Human relations in Librarianship *ie* Personal rapprochements as highlighted in the Seminar with work chastity, self confidence, persuation and perseverance perform the miracle!

43 VETHI AS A PROFESSIONAL

The friendship of the Good, when continually cultivated, is like the beauty of book when studied again and again' (Tirukural couplet 783) attracted VETHI at the age 8 when he joined Std. III on June 1, 1933?

Further the address of K S Srikandan (a student of SRR and Professor of Madurai College) on Library legislation in the

Chinnamanur (native place of VETHI) on 20 May 1936 made a lasting impression in the young mind at the age of 11 ?

The frequent visit of Librachine Service introduced by Madurai District Board in 1939 to the Delivery station at Chinnamanur drew VETHI towards library movement?

The study of Five Laws of Library Science in the Madurai American College during 1944-48 at the instance. Mrs Hess and A G Solomen who were in charge of the College library attracted VETHI towards library profession!

Joining the library profession on 18 July 1949 as a deputed librarian by the Government of Tamilnadu in the Madras University, VETHI self conditioned himself following the footsteps of Ranganathan and Tirukkural[91]

44 NUMBER ONE MAN

Joining the post of Librarian on 1.4.1951 to compile the Madras State Bibliography in the Directorate of Public Libraries, VETHI became No. One man in TPLS which helped associate with the library movement as a Professional.

45 RECOMMENDATION OF BOOKS

In those days, some of the influential writers and publishers used to come to the Directorate to get their books recommended for purchase in schools and colleges.

Thanks to the then DPIs who were pleased to recommend a good number books of Ranganathan to purchase for the use of schools and colleges in those days!

While working as the librarian of the Directorate 1951-1961, VETHI came into contact with the books recommended which helped to move high as a Professional.

46 BOOK SELECTION LISTS

With rapproachment with superordinates, equals and subordinates, VETHI became instrumental to send book selection list to the LLAs, which became the forerunner of centralised book purchasing which came later into a reality.

47 CONNEMARA LIBARIAN

VETHI became the Librarian of the Connemara (State Central) Library on 12 Dec 1962 after taking MLS of the Delhi University in

1961-62 deputed by the Government of Tamilnadu at the instance of N D Sundaravadivelu, the then Ex-officio DPL on the invitation from the Delhi University!

48 BOOKS AND BOOK SELECTION

While serving as the Librarian of the Connemara Library at the instance of then Ex-officio DPL (N D Sundaravadivelu) and then Education Secretary (K Draviam), VETHI wrote a series of articles with special reference to Books and Book Selection in a Tamil Monthly entitled *Amaichan* (Minister) during June 1963-Nov 1964.

The same appeared in a book form in 1971 as library conciousness[97] which won the first prize of Rs 2,000 of the Government of Tamilnadu.

49 INSTITUTE OF LIBRARY SCIENCE

At the instance of VETHI with kind rapproachment with the then Ex-offico Director, Education Secretary and Chief Minister (M. Bakthavatsalam) who held the fortfolio of Education, the Institute of Library Science came into existance as an adjunct to the Connemara Library in March 1966.

The contact with the working librarians who came to the Institute during 1966-1972, personal contact with the Chairmen of LLAs during 1954 to 1972 and purposeful contact with Ranganathan during 1950-1972 gave VETHI an insight into the Human relations in librarianship.

5 PROFESSIONAL DIRECTOR

51 SEPARATE DIRECTORATE

The continuous efforts of MALA and Public at the instance of Ranganathan, Ma Po Sivagnanam, Mahalingam *etc* and growing needs of TPLS with about 1,500 service units with about 5,000 personnel necessitated a separate Directorate of Public Libraries headed by a practicing qualified librarian.

52 CHOICE OF DIRECTOR

The professional and general qualifications with all pervasive interest as a professional at State and National level and rapproachment with superordinates, equals, subordinates, and enthusiasts of library service for about 23 years from 1949 to 1972 elevated VETHI to be the first Professional Director of Public Libraries during Aug 1972 to Aug 1982! What are his contribution with reference to the CPBs?[98]

53 INFLUENCE OF RANGANATHAN

Th observation made by Ranganathan in the Seminar on Public Library system at Bangalore in April 1972 made VETHI to dive deep into the art and science of CPB with the helpful environment which quickned the work of CPB.

54 INCREASE OF LIBRARY CESS

Except Madras, Madurai and Coimbatore, all most all the LLAs were struggling for want of funds to run the library service. They spent little on books.

To make their work effective, library cess was increased to 5 paise per rupee on house tax with effect from 1.4.1972 (from 3 paise during 1950-1972) in GOMs No 252 Education dated 22.2.1972.

55 TWENTYFIVE PERCENT FOR BOOKS

To provide sufficient books for the LLAs Government passed orders that 25% of the matching grant payable to LLAs in future shall be spent on books by DPL in GOMs No. 2038 Education dated 28.12.1972.

56 COLLECTION OF LIBRARY CESS

To make this effective, PDPL launched a vigorous compaign to collect the cess in full and allot 25% for books with kind of cooperation of local bodies, Collectors and Government. What was the result?

Year	Total Cess Collected-Rs	Madras collection Rs
1972-73	45,12,453	18,41,555
1973-74	58,38,177	12,19,893
1974-75	53,44,988	5,00,000
1975-76	59,55,243	39,005
1976-77	1,02,80,864	37,00,000
1977-78	1,27,29,889	57,91,963
1978-79	96,86,560	18,99,602
1979-80	1,45,95,074	69,00,000
1980-81	1,24,12,199	24,74,000
Total	8,13,52,447	2,43,66,021

Out of this how much was spent on books?[9A]

57 AMOUNT SPENT ON BOOKS

Year	No of Titles	No of copies	Amount Rs
1974-75	670	1,18,401	6,76,358
1975-76	152	35,762	1,86,884
1976-77	455	2,01,512	8,97,171
1977-78	2,074	5,01,406	29,13,129
1978-79	1,484	3,66,229	24,95,075
1979-80	3,087	4,94,432	30,52,440
(1977-80-Madras	5,827	2,97,227	16,47,677
Total	7,922	20,14,969	1,18,72,734

What are the actual number of books selected to get these titles ?

58 NUMBER OF BOOKS SELECTED AND APPROVED

GOMs No	Dated	Tamil	English	Total
1068	29.5.76	-367-		367
1957	7.9.76	215	328	543
2049	17.9.76	201	-	201
2254	14.10.76	169	293	462
2419	6.11.76	75	250	325
124	24.1.77	250	-	250
1237	31.5.77	500	1,380	1,880
643	29.3.78	675	700	1,375
2095	27.11.78	1,025	920	1,945
1182	30.6.80	1,891	2,398	4,289
Total	1976-80	5,368	6,269	11,637

Here it is to be noted that things moved fast during the period of Emergency 1976-77? Some of the titles selected became out of print at the time of ordering. How was the price of the books fixed?

59 FIXATION OF PRICE

During the initial stages, the books were selected by the Minister and Secretary by seeing catalogue of books and ordered by the Director.

In the process of centralised payment after seeing the books, it was

noted with pain that price of the some books were inflated as reported earlier in Sections 37 and 38.

Hence it was decided to fix page-price formula with a committee of persons connected with the book trade.

Accordingly, the first Committee constituted in GOMs No 445 Education dated 19.7.1975 included PDPL as Chairman, Ex-Special Officer for Libraries, Secretary of Tamil Writers Coop. Society, Freedom Fighter Muthiah of Tamil Puthakalayam and Gopalakrishnan of Blackie & Co as members.

The next committee constituted G O Ms No 111 Education dated 22.1.1980 added representatives from Government Press, Education and Finance Department of Government.

The next GOMs No 298 Education dated 17.2.1981 stipulated that Director of Printing and Stationery and Managing Director of Tamilnadu Text Book Society may be consulted in revising the page-price formula.

What were the rates of this formula?

During the calendar year 1975 to 1979, 50 paise per forme of 16 pages of crown octavo size and 70 paise for demy size. The same was raised to 75 paise and Re one for the books published during 1980 and 1981 of the instance of PDPL. The same rate continued for the books published during 1982 and 1983.

A discount of 25 percent of published price were allowed uniformly when the order exceeded 20 copies at a time. Only 10% were allowed for the order of less than 20 copies.

5A SELECTION OF BOOKS

Intialy the books were selected by the Minister and the Secretary to Education which was followed by the selection of PDPL.

After some time, it was ordered that the selection of books for purchase shall be made by a Committee headed by the Minister for Education.

Accordingly GOMs 858 Education dated 11.5.1978 constituted a Book Selection committee headed by the Minister of Education as Chairman, Deputy Secretary (Libraries) as member Secretary, and PDPL, Directors of Technical/Collegiate/School-Education and Director of Tamil Development as member. The next GOMs No 2286 Education, dated 7.12.1979 extended the term of the First committee for another three years.

In fact the PDPL did all the work for the selection of books. The other Directors added some more titles of their choice at the time of meeting of the Committee at the Secretariat.

Here is a moot point to note that Directors of other departments, who were the members of the library committee were not willing to follow the same norms for their Departments for the reasons best known to them!

5B NUMBER OF COPIES PURCHASED

Books were the core of library service. Publishers are the source of supply of learnng materials to the users in the PLS. Hence PDPL had an informal discussions with the librarian chairmen of LLAs, Publishers, Education Secretary and Minister for Education *etc.* What was the effect?

As a gentleman's agreement, it was decided to purchase 600 copies of the titles selected. In addition 200/300 copies were purchased from the funds provided by the Raja Rammohun Roy Library Foundation. English Books scored 200 copies considering the requirements of service units based on their location. Prize winning books, school atlases and dictionaries etc scored 1500 copies at the rate one for each service unit!

5C CENTRALISED CLASSIFICATION AND CATALOGUING

The list of books so purchased were distributed to the LLAs with centralised classification numbers with the help of the Connemara Public Library which speeded the process of publication of Tamilnadu State Bibliography.

5D STANDARD BOOK RACKS

To arrange the new books purchased during this period 4,500 standard steel book racks costing about 50 lakhs were purchased from TANSI and distributed to the LLAs.

5E SEMINARS FOR INTRODUCING BOOKS

To make new books available to the users of libraries, a novel attempt of Seminars for Introducing books was made in each and every service unit of the PLS which scored more than 5000!

5F INCREASE IN PUBLICATIONS

The bulk purchase of books running to 600-900 copies each title speeded the activities of writers, publishers, binders *etc* which can be seen from the following:

Year	Titles	Year	Titles
1971	480	1976	762
1972	619	1977	1095
1973	651	1978	1173
1974	654	1979	1286
1975	784	1980	1345

5G TAMIL/ENGLISH ADAGE

Inspite of all these efforts, some times it so happens to confirm the adage in English that 'An Hour may destroy what an age has built up' and 'What is many days work for the potter is but a few moments work for him who breaks pots' in Tamil in the case of VETHI also which gave a wrong signal to his successors in the Directorate.

5H GOLDEN AGE

The library movement reached its peak hitherto unheard of during 1972-82. Hence the period of VETHI as PDPL is the golden age of Tamilnadu Library movement. Hence he may be called as the Pioneer/Father of the Library movement in Tamilnadu? Writes Dr S Meyyappan, the scholar publisher of Manivasagar pathegam, Chidambaram.[99]

What about OSDs?

6 OFFICERS ON SPECIAL DUTY (OSDS) AS DPLS

61 BUREAUCRACY

The bureaucracy of nowadays has got the knack to make or mar a post of intellectual nature like Tamilnadu State Archives. Directorate of Public Libraries etc-or an official like OSDs by using one strategy or other in the name Officer on Special Duty which come under the control of the Education Department in the state Secretariat?

62 THIRTEEN OSDs IN FOURTEEN YEARS

Since the exit of VETHI, the Directorate saw 13 non-librarians as OSDs within 14 years from 1981-1995 who were shunted from the departments of School Education/Collegiate Education/Non Formal and Adult Education Technical Education *etc* which are under the administrative control of Education Department in the State Secretariat. What were the results?

63 MANAGERIAL OUTLOOK

Having no knowledge, interest, qualification and service required

to administer the TPLS and shunted out from the parent departments, the OSDs feel frustrated. Just like the Jain, Buddhist and Christian Missionaries, they have no inclination to get assimilated in the library service. They remained here for the time being looking out for the next opportunity to move out some how or other dancing to the tunes of the higher ups. This kind of unbelongingness has marred the very spirit of library service as well as their personal careers. Whetever the repercussions?

64 PURCHASE PARALYSED

The well established norms for CPB after a decade long experimentation, during 1972-82 by PDPL as explained in Section 5 earlier was paralysed for want of proper consideration on managerial and professional outlook. How?

65 PRICE FIXATION

Though page-price formula was revised upwards, it does not meet the escalating cost of production of books.

To be specific, the rate fixed in 1984, as Rs 1.10 for crown size and Rs 1.60 for Demy size continued in the some rate for the next five years from 1984 to 1988. Again the increase as Rs 1.35 for crown size and Rs 1.95 for Demysize fixed in 1989 continued upto 1991 which remained a heart burning problem for the publishers.

With exit of PDPL, the discount of 25% allowed from 1954 to 1982 was reduced to 15% discount to the advantages of the publishers though the Government suffered loss in this regard.

It is a moot point to think about the fact that the persons who fixed the page-price formula for years together, got the benefit of increased Dear Allowance twice a year!

66 REVIEW AND SELECTION OF BOOKS

The OSDs disowned the work of the review and selection of books and left to the persons from SCERT and Higher Secondary schools who have no knowledge of the law of demand and supply of books wanted for the TPLS which indicates the unbelongingness of the OSDs, while drawing pay in the name of library profession!

In fact this work could have been attended to by the District library officers, who met often at Madras to review the progress of 8 point programme which aimed to get everything by donation from the public for the PLS.

67 HANDICAPS

(1) The introduction of Registration fee for consideration, (2) appointment of Review and Book selection committees with people who have no knowledge of PLS, (3) unchanged change of page-price-formula for years together, (4) variation in the number of copies to be purchased with no norms, (5) fixation of ceiling price for purchase (6) discrimination in the selection of books (7) payment for the books purchased by the DLO's in the place of Directorate *etc* were the handicaps on the part of publishers who complain that good amount of money spent on production of books remain dormant![94]

68 USERS DISAPPOINTMENT

The above changes at the hands of OSDs disappoint the readers at large who eagerly wish to see new books in the Seminars of Introducing Books as done during the term of PDPL.

69 TENNIS NET *VS* DEEP SEA FISHING NET

From the above, the CPB during the period of OSDs remains to be a tennis net which contain more holes than the rope! To obviate these things disadvantages should be eliminated and suggestions for improvement explained by Arumugam[92] must be considered to change the tennis net into a deep sea fishing net!

7 PROFESSIONAL UNDER OSD

71 EXPECTATION

The first/second generation of professionals in the TPLS are expected to culture library spirit and inculcate the same among juniors and users of the libraries.

72 OPTIMISM

As considerable number of staff are becoming professionals by acquiring professional qualification during the period of PDPL moved up as District Control Librarians (DCLs)/District Library Officers (DLOs)/Assistant Directors) (ADs)/Deputy Directors (DDs) *etc*, they must work with optimism.

73 MANAGERIAL OUTLOOK

Inspite of this expectation and optimism, majority of them does not seem to have professional attitude due to the disappointements percolating with appointment of OSDs ignoring the professional encouragement.

74 WISH TO MOVE OUT

Some of them-for want of proper treatment and lack of

professional managerial outlook-wish to move out either by voluntary retirement by getting good pensionary benefit or the next opportunity coming in the form of superannuation

75 JUNIORS ADJUST

Professionals in junior grade wish to manage to remain in their own places by adjusting some how or other without caring for the professional work having an eye only for promotion.

76 SELECTION OF BOOKS

DCLs and DLOs evince less interest in selection of books and feel that they are ignored by the appointment of persons who have no library experience as members of review committee and selection committee concerning books.

77 PUBLISHERS PUZZLED

Publishers who got their bills sattled within 6 to 10 weeks under PDPL earlier are puzzled now to have their bills settled in 18 centres getting accession certificates from the DCLs and payment from DLOs.

78 DELAY IN DESPATCH

Books are delayed in DCLs in sending to branch libraries for want of classification and cataloguing as they are getting neither the classified list of books nor the monthly and annual list of Tamilnadu State Bibliography as obtained during the period of PDPL *ie.*, 1972-82!

79 USERS UNHINGE

In spite of growing number of professionals in the lower category, the books are not arranged in classified order in branch service units. There are no persons to render reference service. Seminars for Introducing books have become rare now. The net result is that the users of library feel unhinged.

8 ROLE OF INDIAN LIBRARY ASSOCIATION

81 AUTHORITATIVE ASSOCIATION

The Indian library Association (ILA) has celebrated its diamond jubilee (1933-93). As such it is an authoritative Association of the library profession in the country.

83 FIVE YEAR PRESIDENT

The experience of the last 60 years makes one to feel that the President must have at least 5 years tenure so that he can plan, organise and implement the programmes useful to the professionals

as well as to the country. The present constitution may be amended if necessary.

84 WORK FOR THE ACT

The Association must work for the enactment of a Central Library Act and State Library Act in all the States and Union Territories of the country.

85 HAVE THE PROFESSIONAL DIRECTOR

While working for the enactment of Central and State Acts, the Association must strive to have the Professional Director from the very begining of the Act.

86 LIBRARY FUND

The Association must work to have a specific Library Fund either by Cess or sanction in the State Fund *etc.* It may be 5 to 10 percent for Libraries in the fund allocated for Education.

It must also stipulate that library cess must be spent on books while the staff must be paid by the State Government and the Capital expenditure such as building *etc.* must come from the Central Government.

87 CENTRALISED PURCHASE OF BOOKS

Subject to correction, the Association must work to have a clause for Centralised purchase of books in the Act itself.

88 YEARS WORK IN LIBRARY SERVICE

With the kind cooperation of Central and State Governments, the Association must try to published 'Years' work in library service in India'. The private sector also can be approached if possible as the country itself encourages private sector in core subjects.

89 INVOLVEMENT OF THE PUBLIC

To make this effective, each and every literate (including Neoliterate and Semiliterate) of the country should be involved in the library movement by all means available with active work of all individuals, associations of all categories and institutions of different nature to find a national library movement in close contact with the national education movement!

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HARYANA EXPERIMENT IN COOPERATIVE PROCUREMENT OF PERIODICALS

BALWAN SINGH*
S P GOYAL**

0 INTRODUCTION

Cooperation may be defined as the association of people of agencies in activities with common goals or objectives and with the purpose of providing specific benefit for all. The basic concept is that the benefits derived are shared by all. In the same way library co-operation may be defined as a system of building, preserving and promoting the use of resources among participating libraries in a given area. Library cooperation is also known as resource sharing in recent times which means a need based founded on the principle of give and take for mutual benefit.

1 COOPERATIVE STORAGE

There is need for introduction to Cooperative storage in University libraries so as to effect economy in extending the building plants of the library. Construction cost is going up day by day. Following type of material can be stored at one place without creating any problem: (*i*) Periodicals publications relating to year 1984-85 and earliers (*ii*) Books which are not used due to change in curriculum or issues of the old edition of the same book. Readers don't want to use old editions of books and it has been observed that publications before 1994 are rarely used. In case there is any demand for consulting old volumes of publications the same can be used from the depository centre; (*iii*) Duplicate issues: All libraries receive duplicate issues of periodicals which are not used by any reader. These can be stored at one place and used for filling gaps of lacking issues or sending complete volumes to the libraries which will be established in future in the region where the cooperative store is held. This transfer of complete volumes has to be supplied without demanding any payment for the same.

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2 HARYANA EXPERIMENT IN COOPERATIE PROCUREMENT OF PERIODICALS

In June, 1992, Apex Body of Haryana Agricultural University (HAU), Maharishi Dayanand University (MDU) and Kurukshetra University (KU) decided that economy be adopted in procurement of foreign periodicals in the University libraries of Haryana. Many meetings of lirbarians of these Universities were held thereafter. One of the important decision was to delate periodicals which are common in all Universities, *eg.*, Chemical Abstracts; *Biological Abstracts*; and other abstracting periodicals which are of very costly nature. These sho ld be subscribed by one library only. Readers of other two libraries be advised to consult the periodicals in the library subscribing the same. It was decided that:

(1) HAU may not subscribe periodicals in the field of social Sciences as they are being subscribed by KU.

(2) Periodicals in the field of Medicine may not be subscribed by HAU and KU as they are being subscribed by Medical College, Rohtak. MDU may not subscribe the periodicals in the field of Medicine; and

(3) KU may not subscribe periodicals in Medicine and Agricultural Sciences.

3 PROBLEMS IN FOLLOWING COOPERATION IN LIBRARIES

(1) Cooperation faces so many problems: (i) Libraries don't cooperate in procuring books at one place. Every library has its own procedure.

(2) No two libraries are following same procedure.

(3) No decision has been arrived at as to how and from where finances are to be pooled to run cooperative aspect of the cooperation.

4 SUGGESTIONS

(1) All the cooperating libraries should share the expenses of the storage.

(2) All participating libraries should follow the same classification scheme and cataloguing rules.

HUMAN RELATIONS IN RESOURCE SHARING AMONG LIBRARIES

Dr M BAVAKUTTY*
K SUDHA**

1 INTRODUCTION

Allen Kent encompasses the theoretical concept of resource sharing in a nutshell. According to him, "resource sharing in its most positive aspects entails reciprocity, implying a partnership in which each member has something useful to contribute to other and which each is willing and able to make available when needed. It has been said that inflation and budget reactions are the basic reasons that lead to resource sharing work; they are only pressures that force consideration of problems and opportunities. The only approach that permits resource sharing to work is that which entails having resources to share, having a willingness to share them, and a plan for accomplishing resource sharing otherwise the concept is an empty one since help cannot be provided as needed."[1]

Resource sharing among libraries is yet to be widely implemented in our country in its true definition. As a substitute phrase for inter-library loan, it has successfully broadened the lending of mainstream materials among all types of libraries. As a term embracing both coordinated cooperative collection development and the sharing of unique materials. It is a concept which has not been fully implemented in India.

Resource sharing among libraries often entails a shift in the philosophy of the member library from reliance on local holdings to reliance on access to materials held in other libraries. It generally means partial loss of autonomy of the participants and acceptance of participative management of the functions and a consensus involving all the members for decision making process.

2 BEHAVIORAL ASPECTS OF RESOURCE SHARING

A major task in resource sharing is to influence human behavior at the individual as well as organizational level in order to appreciate

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the value of cooperation among libraries and its contributions to the cause of larger good. In the process of cooperation, some compromise becomes inevitable, particularly in relation to the exercise of authority and sharing of resources. Decision making relating to cooperation falls under the purview of organizational heads or the board of governors and hence their attitude to cooperation is important. For effective resource sharing, attention must be focused on the administrative and organizational context of resource sharing and the service imperative of resource sharing. Human relations as a management tool is applicable here.

The study of human relations in the organization is the study of how people can work effectively in groups in order to satisfy both organizational goals as well as personal needs.

Human relations applies behavioral knowledge in operating organizations to build human cooperation toward organizational ends. It is action riented, goal-directed and operational.[2]

The basic themes in human relations are the necessity to:

- communicate effectively with others;
- motivate oneself and others;
- exercise responsibility in a just and satisfactory manner; and
- empathize or understand and make allowances for other people's needs and desires.

Here we can examine how the basic themes of human relations are applicable in resource sharing systems.

21 COMMUNICATION

Communication is an effective activity in coordinating beliefs, attitudes and actions. Successful cooperation among libraries depends to a large extent on communication. Effective communication should exist between the librarian and professional staff in the library. Within the library such a communication will enable to sort out the various aspects of policies of the resource sharing agreed to by administration and the implementation of policy by the staff. Effective communication between the libraries will ensure preservation of diverse objectives while achieving jointly perceived objectives of the system.

22 MOTIVATION

Motivation plays an important role in creating an environment conducive to a desired performance. Several motivating factors can be fruitfully employed in library situation. These include:

- setting sufficiently challenging goals that inspire a sense of commitment among employees;
- genuine appreciation and encouragement of good work done;
- creation of wider opportunities for self-improvement and participation in decision making;
- arousing the feeling of achievement;
- lessening anxiety;
- job enrichment;
- various types of financial incentives;
- skilful exploitation of group affiliations;
- allowing greater freedom and responsibility;
- impact of personality, integrity and fair treatment of subordinates by the manager; and
- reward and punishment.[3]

In the context of resource sharing motivation is required mainly for the library administrators and the library professional staff. Library administrators need to be motivated to be cooperative with each other for their mutual benefits. Motivation would be especially necessary for the administrators of larger or information rich libraries.

Library professional staff requires motivation to go with the resources sharing policies of administrators and to bear up with a smile extra duties and responsibilities. The challenging and creative work opportunities arising from resource sharing can itself be a motivating force.

23 RESPONSIBILITY

Usually the management of a resource sharing system is vested with the Board of Directors or the Governing Body. It becomes the duty of the member libraries to go with the rules and regulations laid down by the Governing Body and also to exercise its responsibilities judiously and satisfactorily. The staff within each library has to carry out their responsibilities efficiently. Otherwise the whole system will be topsy-turvy.

24 EMPATHY

The base of a successful resource sharing system is the fellow feeling. Understanding other people's needs and to make allowances will ensure smooth functioning of the system. Usually in a system the predominant flow of service will be from the larger libraries to the smaller library and the demand for a service will be usually from the information poor to the information rich. Here the larger libraries

have to make allowances for the smaller libraries and meet their demands satisfactorily.

3 CONCLUSION

'Library without walls', 'Global networking' are the terms, we constantly come across now in professional literature. It is a world envisaged by the modern man. To make this a reality the traditional notions of administrative structure, human resources, *etc* should be modified. Library resource sharing systems with well developed management strategies is the need of the day. Human relations should prove useful in establishing a climate of mutuality, understanding and participative behavior. Studies in application of human relations in libraries will prove as a tool for the library profession because this will help us to tackle our day to day problems in a most effective manner.

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RESOURCE SHARING AMONG UNIVERSITY LIBRARIES IN KARNATAKA

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Dr B U KANNAPPANAVAR**

Highlights the Concept of Resource Sharing and identifies the dire need for such programmes among the libraries in general and University libraries in particular. As a sample the resource sharing among the university libraries in the State of Karnataka in different areas is considered and the specific subject specializations in different university libraries are indicated

0 INTRODUCTION

Number of organizations and institutions are engaged, at regional, national and international levels in Research and Development activities (R & D). Many are very active in their respective subject fields and generate a vast amount of literature and new information. This ever increasing exponential growth of information in the form of articles, technical reports, Conference proceedings, books and monographs, theses & dissertations, patents, standards *etc.*, along with opening of newer and more academic and research institutions and also spread of education and technological advances has resulted in the phenomenon of "information explosion" or "literature explosion". Several measures have been taken for at least fractional, though not the whole of its bibliographical control during the past decades and now by using the latest Information Technology (IT) its collection, processing, storage, retrieval and dissemination has been facilitated in an accessible manner. But at the same time, it has not been possible for any library to acquire each and every document being published in its respective fields of specialization and process the same for general distribution. The goal of self sufficiency has become unrealistic and impracticable proposition even for the biggest library in the world. The goal or aspiration seems like a delusion of searching, a lake in the desert. This complexity and helplessness of the libraries made it imperative to establish cooperation among libraries.

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1 CONCEPT OF RESOURCE SHARING

Due to the information explosion, the concept of resource sharing emerged as a light house on the shore of information to guide librarians, administrators and managers of information systems and services to choose the right path. By resource sharing is meant an operation in which more than two parties agree to share voluntarily the fruits and cost of the operation, and in which a member has something useful to contribute to other members. It is also known as "library cooperation." It is a "need base" concept founded on the sound principle of "give and take" policy. It is not the quantum of exchange but the real desire to do so and become part and parcel of the resource sharing and networking, which is more important. Librarians and information personnel should be willing to share their resources for the mutual benefit.

11 SCOPE

In the present paper an attempt has been made to high light various dimensions of Resource Sharing among university libraries in Karnataka and to offer certain suggestions for successful operation of the proposed network *ie* KULNET.

12 NEED

This phenomenon of information explosion has affected the Library Cooperation more than any other aspect relating to Library and Information profession because "the quantity of new information being generated is such that no individual can cope to keep pace even with a small fraction of it."[1] No library, however, great or large it may be is capable of acquiring every publication and providing it to the user on demand. Even the largest libraries must engage in cooperative activities to augment their resources, for today, it is impossible for any library to be absolutely comprehensive in all fields. This has created three dimensional frustration before the world *ie.*

(*a*) The physical impossibility that an individual scientist can, in any field, read and remember all of the literature that has a reasonable probability of being useful or interesting at an unspecified later time;

(*b*) The basic impossibility that an individual or on organisation can process, for later exploitation a major part of the literature, that exhibits probable pertinent interest; and

(*c*) The mechanical impossibility that the library tools can cope efficiently with the detailed requirements of research workers for information of precisely specified relevance.[2]

Academic libraries and perhaps all the libraries, have entered a new era of austerity in which financial resources available will not be able to enable them to continue to build their collections and operate as they did during the last two affluent decades. There is evidence that exponential growth rate of library collection and budgets are declining and the demands of users are increasing and the time has now come to shift emphasis away from "holdings and size" to "access and service". More realistic concepts of collection building will have to be adopted and new patterns of services will have to be devised.[3]

To overcome these frustrations, library world has devised a system known as "library cooperation" or "Resource sharing" and has adopted various cooperative ventures which are as important as circulatory system of an individual.

2 AREAS OF COOPERATION:

The following are the widely recognized areas in cooperative activities among the libraries:

1 Free flow of communication amongst libraries.
2 Inter-library-loan or shared lending.
3 Compilation of Union Catalogue and bibliographies.
4 Cooperative acquisition and storage.
5 Cooperative microfilming programmes.
6 National, International and regional cooperations.

3 KULNET (KARNATAKA UNIVERSITIES LIBRARY NETWORK):

Karnataka has been the third state in the country to enact public library legislation. It has the following nine Universities, and one deemed university:

1 Mysore University, Mysore (1916)
2 Karnatak University, Dharwad (1950)
3 Bangalore University, Bangalore (1964)
4 University of Agricultural Science, Bangalore (1964)
5 Gulbarga University, Gulbarga (1980)
6 Mangalore University, Mangalore (1980)
7 University of Agricultural Sciences, Dharwad (1987)
8 Kuvempu University, Shimoga (1987)
9 Kannada University, Shimoga (1987)
10 Indian Institute of Science, Bangalore (1916).

All these institutions have built up well equipped libraries with

excellent collections, with the University of Mysore leading them all. They may all join in this consortium. It depends on the willingness of the participating libraries.

However, the participating libraries should maintain basic requirements to fulfill their responsibilities towards this constortium and for its successful functioning. They are:

(1) Participating libraries should come to an agreement on what to share and how to share for their mutual benefit. For this a Memorandum of Understanding (MoU) for sharing the resources is a must for successful operation of the scheme. Such a MoU must clearly give out the roles, rights and responsibilities of the participating libraries. It must contain what materials are sharable and what are not and who will bear the cost;

(2) Each participating library must maintain a separate section to attend the requirements of other libraries; and

(3) Each library should be ready to lend its documents or photocopy of the same to those who are in need of it.

The University libraries in Karnataka should divide the whole universe of subjects among themselves, *eg.*

(1)	Indian Institution of Science	–	Science and Technology
(2)	University of Agricultural Sciences, Bangalore & Dharwad	–	Agriculture, Horticulture and allied fields
(3)	Karnataka, Gulbarga and Hampi Universities	–	Humanities
(4)	Mysore, Bangalore, Mangalore and Kuvempu Universities	–	Social Sciences

Each library while taking core of the basic requirements in other disciplines, should try to concentrate more to build up a comprehensive collection in the specified discipline in view of resource sharing venture. In this way it is possible to build up a comprehensive collection of documents of all major disciplines of vital importance. It should be possible for a user to make use of any document that is located in any one of the participating libraries as if from his own library.

At the same time the participating libraries should take up

common projects such as preparation of union catalogues of back volumes of periodicals, theses and dissertations, micro film collection, and such other subject books and non-book materials, so that retrospective searching can be facilitated.

University clients need pinpointed information *ie* their needs are very specific and time bound. So keeping this in view participating libraries should take up projects-such as Selective Dissemination of Information (SDI), Current Awareness Service (CAS), Bibliographical Searches *etc.*, with the help of available Information Technology.

4 CONCLUSION

Though the University Grants Commission (UGC) has brought out a document which sets out a project proposal for the establishment and development of an Information and Library Network (INFLIBNET) in the country during the Eighth Five Year Plan (1990-95), progress shown by the project seems to be very slow. It seems to be quite feasible and possible to initiate such programmes at the local, regional or state level. Cooperation among the university libraries of a particular locality, region or state seems to be inevitable for their successful development & functioning. With mutual cooperation it is possible to avoid many of the current problems faced by university libraries. "No library can stand alone" or "Resource sharing is a must for existence and well-being of a library" seems very apt and should be adapted as the Sixth Law of Library Science.

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AGRICULTURAL AND FARM INFORMATION NETWORK FOR KERALA

R RAMAN NAIR*

Surveys the agricultural research institutes in Kerala having library and information divisions. Emphasizes the need for establishing a computer communication network interlinking these institutions and providing access to databases world wide to enable effective utilization of up-to-date information by agricultural scientists, students and farmers of the State. Puts foreword a plan for setting up an Agricultural and Farm Information System (AGFIS) for the State under the leadership of Kerala Agricultural University.

0 INTRODUCTION

Agriculture remains the primary source of employment for the majority of world's population. About seventy per cent of India's population is directly or indirectly employed in agriculture and thirty five per cent of our gross domestic product is derived from land. Despite increased urbanization and growth of industrial and service sectors, more people are working in the agricultural sector and of course more people are dependent on agricultural products than in the earlier years. The growth in the productive capacity of the agricultural sector is crucial to the survival and development of a country like ours.

As in all other parts of the world in India also the quantity of land available to agriculture is fixed or declining. A surplus labour is often available; but an expanded labour force, given a fixed land supply, is unlikely to yield a substantial increase in product relative to its cost. Hence neither land nor labour increase is likely to boost agricultural production. So we have to turn to technological improvement as the most promising path to agricultural growth.

1 AGRICULTURAL INFORMATION

Technological transformation consists of changes in material inputs, complimentary farming techniques, storage technology, and research, supply, and marketing institutions. The effective integration

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of these factors is tied closely to adequate information flows. A continuous stream of new technical knowledge and a flow of industrial inputs in which the new knowledge is embodied represents a necessary condition for modern agricultural development. The stream of inputs must be complemented by investments in general education and in production education for farmers and by efforts to transform institutions to be consistent with the new growth potentials. The critical element in this process is an effective library and informatics system that provides linkage among farmers, public research institutions, private agricultural supply firms and the markets for products.

Hence, there is no doubt that library and information systems are crucial in agricultural growth. Information flow in agricultural sector can be divided into three broad categories. Information flow to the farmer which include education, extension, market information, and information that enables group organising. Then information flow to the agricultural technicians: pre and in-service training and supervision. The third is information flow from the field to the research and supply institutions which is the feed forward.

In recent years there has been tremendous explosion of data and information in the field of agricultural sciences and technology. An indexing journal which provided 10,000 citations in 1940's now covers to 2,00,000 citations. The total number of journals in agricultural sciences alone has exceeded 15,000. This poses several challenges to libraries and systems which enable the information flow. It will, no longer be possible to track and disseminate up-to-date information required for research and development in Agricultural Sciences by the traditional agricultural libraries or farm information bureau.

2 INFORMATICS

All live library and information systems are experiencing new challenges of adopting to new environment influenced by information technology. The methods, materials and tools of library and information work are undergoing dramatic transformation. The world of information is changing rapidly due to increasing possibilities and channels of 'interconnectivity'. This has given rise to thousands of specialized information systems. In the field of agricultural sciences also many information systems like ISNAR, AGRICOLA, AGRIS, BIOSIS, ENVIRONLINE, COFFEELINE, APINMAP, IFIS, WATERNET, *etc* at international level and BTIS, ARIS, AGRIUNIS, GISTNIC, *etc* at National level have come into

existence. So any agricultural library systems has to utilize these common pools of specialized information if it is to provide effective support to research and development. All modern library and information systems enable the scientists and scholars who use the library to communicate through E-mail with other scientists across the globe, access full text databases, navigate to on-line catalogues of universities and research institutes situated at different corners of the world, access national and international databases, download files, copy electronic journals or get informal advises on their research topic.

Under such technological onslaught it has become imperative for every agriculture research institute to modernize its library system by applying latest developments in Information Technology. An agricultural university or research institute should form part of an integrated information system or if it is in an apt position it should organise an Integrated Agricultural Information System.

This pâper surveys the Agricultural Research Institutions in Kerala and proposes an Agricultural and Farm Information System that connects all these institutions.

3 AGRICULTURAL RESEARCH INSTITUTIONS

The most important system in Kerala that deals with Agricultural education and research is Kerala Agricultural University (KAU). The University has a Main Campus at Vellanikkara, geographically a centralized position of Kerala. It has eight constituent colleges and 31 research stations scattered all over the State. The colleges are College of Agriculture and Home Science at Trivandrum; College of Fisheries at Cochin; Colleges of Horticulture and Forestry at Main Campus; Colleges of Veterinary and Animal Scences and Co-operation and Banking at Mannuthy in Trichur; College of Agriculture Engineering and Technology at Malappuram; College of Agriculture at Kasaragod and College of Dairy Science and Technology to be established shortly at Idukki.

Then there are institutes under ICAR; Central Tuber Crops Research Institute at Trivandrum, Central Plantation Crops Research Institute at Kasaragod and National Research Centre in Spices at Calicut.

There are also some institutions established by Central and State Governments which have their libraries. They are Kerala Forest Research Institute; Tropical Botanical Garden and Research Institute;

Rubber Research Institute; Centre for Water Resources Development and Management; Central Integrated Pest Management Centre; Central Marine Fisheries Research Institute *etc.* Oil farm India Ltd., Spices Board; Central Institute of Fisheries Technology; Coconut Development Board; Tea Board; Farm Information Bureau, Kerala Live Stock Development Board; Poultry Development Corporation; Fertilisers and Chemicals of Travancore, Indian Potash, Kerafed; Horticultural Development Corporation; Agromachinaries Corporation *etc.* also have their libraries.

31 Dr A M MICHAEL

Till recently there was no attempt at state level to co-ordinate and integrate the libraries and information systems to develop a feasible Agricultural Information System. But recently under the able guidance of Dr A M Michael, Vice Chancellor of Kerala Agricultural University, an agricultural scientist of international repute University has started its work to establish a modern information system. In an interview to *Indian Express* he stated that university has considerably strengthened its research in the past three years and further development in research has been becoming increasingly difficult without the effective support of a modern information system which is to be the backbone of any institution engaged in research and teaching.

As the universities, colleges and research stations of KAU are widely scattered all over the State, the information system planned by the university has to extend its services throughout the State. So with the huge infrastructure it is having and the support from various external sources that it can avail; KAU is in an apt position to establish an Agricultural and Farm Information System (AGFIS) in Kerala.

Like this in others states also Agricultural Universities will be in the apt position to establish an AGFIS. The university, research institutes and Government Departments should avoid duplication of effort in this regard and pool and share their information resources under the leadership of the University. ICAR or other organizations should co-ordinate such systems at national level.

4 INFORMATION DIVISION

An Agricultural University should have an efficient and strong Division for lookingafter this Integrated Information System. Information Science is the key to success in research and development

in agriculture. In the field of agriculture and related areas also the process of research itself is becoming more and more complex and the function has come to be keenly dependent on efficient information services. The Division should also make available information on ongoing research on agricultural sciences all over the world. This has a scientific and technical focus on one had and an administrative focus on the other. The scientific aspect is that it serves to complement the published literature by bridging the prepublication information gap which exists between the time when a research project is initiated and the time its results become available in published form. The administrative aspect deals with relevant human, organisational and economic resources, including the patterned inter-relationships which exist among researchers, sources of funding, research institutions and funding levels. So an efficient information system is a powerful resource for policy makers, research managers and researchers. An efficient library and information system helps to avoid unwarranted duplication of research effort.

41 OFFICIAL NAME OF THE DIVISION

As a harbinger of modernization the official name of the University Library System may be changed to DIRECTORATE OF LIBRARY AND INFORMATICS (DLI). In Kerala; as the KAU Act specifies no name for this division of the university. It is not contrary to any provisions of the Act. As university Librarian is as per KAU Act, an Officer of University with equal status of Directors, Deans *etc.*, naming of this Office as DLI is essential. Other divisions are named as Directorate of Research, Directorate of Extension, Directorate of Physical Plant *etc.* Giving this official name to the library system will bring it outside the traditional concepts about a library system and will also give it, its due position among divisions of the University which play crucial role in education, research and development activities.

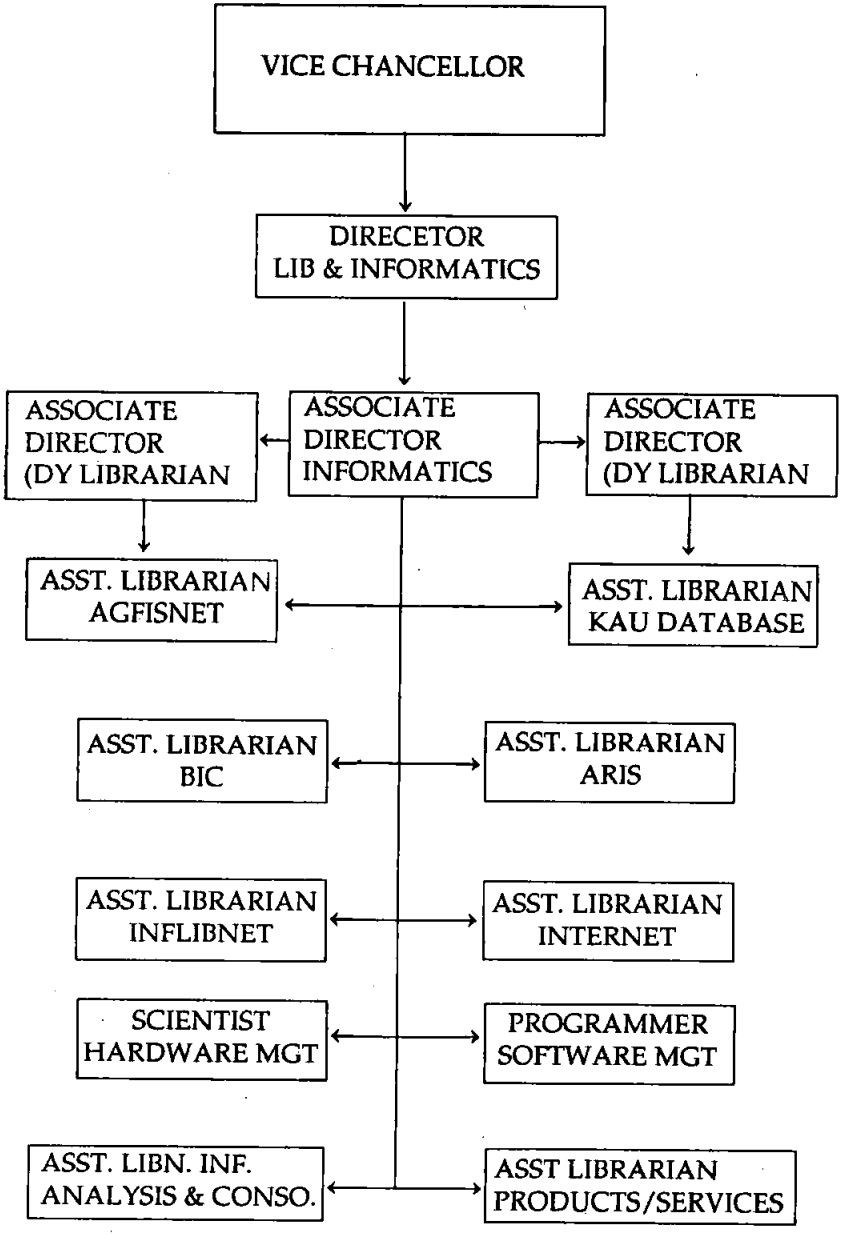
So the role of information is unique and it is essential to give to the division that handles information and equal position among other divisions or departments of the University. In Kerala Agricultural University; Library and Information Division has remained for decades without much attention. But now modernization programmes have already started.

42. OBJECTIVES OF DIRECTORATE OF LIBRARY AN INFORMATICS (DLI)

It is essential to define the objectives of the Division in Statues or other Documents of the University in the context of AGFIS. The

objectives of DLI can be defined as follows:

* To provide a Library and Information Service Network consisting of the libraries in the University campus, colleges, research stations, agricultural research institutes in the State and also the specialized information Systems available to the University.
* To build up information resources, prepare computerised databases on agricultural Sciences and to develop relevant information handling tools and techniques.
* To continuously asses the agricultural information requirements of the University and the State and to create necessary infrastructure and to provide information and computer support services to colleges and research stations and participating institutions.
* To evolve standards and guidelines for various aspects of Library and Information Systems and Networks.
* To co-ordinate efforts to access information on Agricultural Sciences world wide including establishing of linkages with national and international Agricultural Information Systems.
* To provide an active network mode in which agricultural scientists, students and decision makers get access to the community of agricultural scientists, answer requests for information in an interpretive and discussive mode and actively initiate dialogue on the fields of research and extension.
* To provide information retrieval services either on-line or off-line in all areas of Agricultural Sciences and to give overall information support in all field of knowledge.
* To conduct training courses in the specialized areas of information handling in agricultural sciences to meet manpower requirements for handling various subsystems of AGFIS and also divisions of information systems in which AGFIS participate like ARIS, BTIS, INFLIBNET *etc.* and their application to educational research and development programmes in the State.
* To perform research into advanced methods of computer based information processing and retrieval.
* To develop software package specific to user needs and conduct studies on utilization of indigenous hardware *etc.*
* To implement User Education Programmes for scientists and students on subjects like Information sources, literature search, indexing and abstracting procedures, Computerised



Systems approach of Informatics Division, Directorate of Library and Information, KAU

Information retrieval, *etc.*

* To provide inservice training for library and information professionals.
* To provide consultancy services for Libraries and Information Centres in the State.

43 INFORMATION STORAGE MEDIA

Due to information explosion and onslaught of new information storage media, only 20 to 30 per cent of up-to-date information reach us through print. The other seventy per cent come to us through specialized information systems established elsewhere like BITS, ARIS, GISTNIC, INFLIBNET, *etc.*, or in machine readable media, So DLI has to harness current information technologies consisting of computer, communication and networking technology to improve its resources and provide timely and effective services.

Many reference books, specialized collections, full set of back volumes of important journals in agricultural sciences and many other large textual databases are now available in CD-ROMs. Many such databases are available integrated with text, graphic, sound, video animation, *etc.*; as interactive systems. They are also cost effective than print media. DLI should install a CD network to share the information that it acquires in CD-ROMs *etc.* with Colleges, Research Stations and also with other institutions that participate in AGFIS.

Using the available micro earth stations and computer peripherals, DLI should make available to library users information from millions of bibliographic and full text records kept in thousands of libraries and information systems of the world and also the electronic journals on highly specialized areas which bypass print technology accessible to us through various networks.

5 INTEGRATED INFORMATION SYSTEM (AGFIS)

Traditional library systems and printed materials cannot meet the present day information requirements of agricultural education and research. Even independent automated systems cannot track required information on all fields of agricultural sciences. Hence, the present trend as seen in modernized library systems is towards improving access to networked information as compared to the traditional commitment to developing self sufficient collections. All information systems in which university participates like BTIS, ARIS, INFLIBNET *etc.* should form part of Library and Information Systems under DLI.

If all information systems available to the university work together, co-ordinated by DLI access and utilization of maximum information at minimum cost will become possible. At present information systems and equipments available to the universities under various schemes like BTIS, ARIS, INFLBNET *etc.* are kept at various departments in many universities including KAU. If information systems in the university work in isolation as at present, systems like AGFIS will not be possible and services will also be restricted to one or two specific subject fields and access will be restricted within some groups of scientists. Also professionals trained in information technology available to libraries will not be available to these isolated Information Systems to make them achieve their goal. Maximum utility of individual systems can not be extracted and services can not be extended to all the colleges, research institutes and Government departments. But an integrated information system can reach all, including the farmers at their village if it is well planned.

So the university should interconnect as AGFIS under DLI, all information systems available to it from various project like BTIS, ARIS, INFLIBNET, *etc.*, as suggested in Diagram II to be able to retrieve and correlate maximum information on agricultural sciences.

In such an integrated system, AGFIS can achieve the following benefits:

(*a*) Professionals trained in library and information technology will be sufficiently available to all information systems.

(*b*) Computer scientist recruited with support from various schemes can be pooled together and used in the integrated library and information system of the University.

(*c*) Computer and communication equipments received by the university under various schemes can be installed at different regions of the state on a set plan to form the WAN and make AGFIS a reality.

(*d*) This can enable scientists and research scholars of all colleges and stations of the university and participating institutions to use resources and services of the world through AGFIS.

(*e*) This will give the university's information system high reliability at less cost and manpower.

So bringing all information systems of the university and their computer and communication equipments under DLI as subsystems of AGFIS and extending their use through university's own network

is an inevitable necessity to enable all agricultural scientists and research students of the state to have all information generated by agricultural research institutes all over the world.

51 AGFISNET

Agfisnet at KAU will consist of Information Systems specializing in various subject fields available to the University, six Local Area Networks organised by Central Library and College Libraries, 31 Research Stations, participating institutions and an apex AGFISNET centre at the DLI to co-ordinate the activities of this Library and Information Service Network.

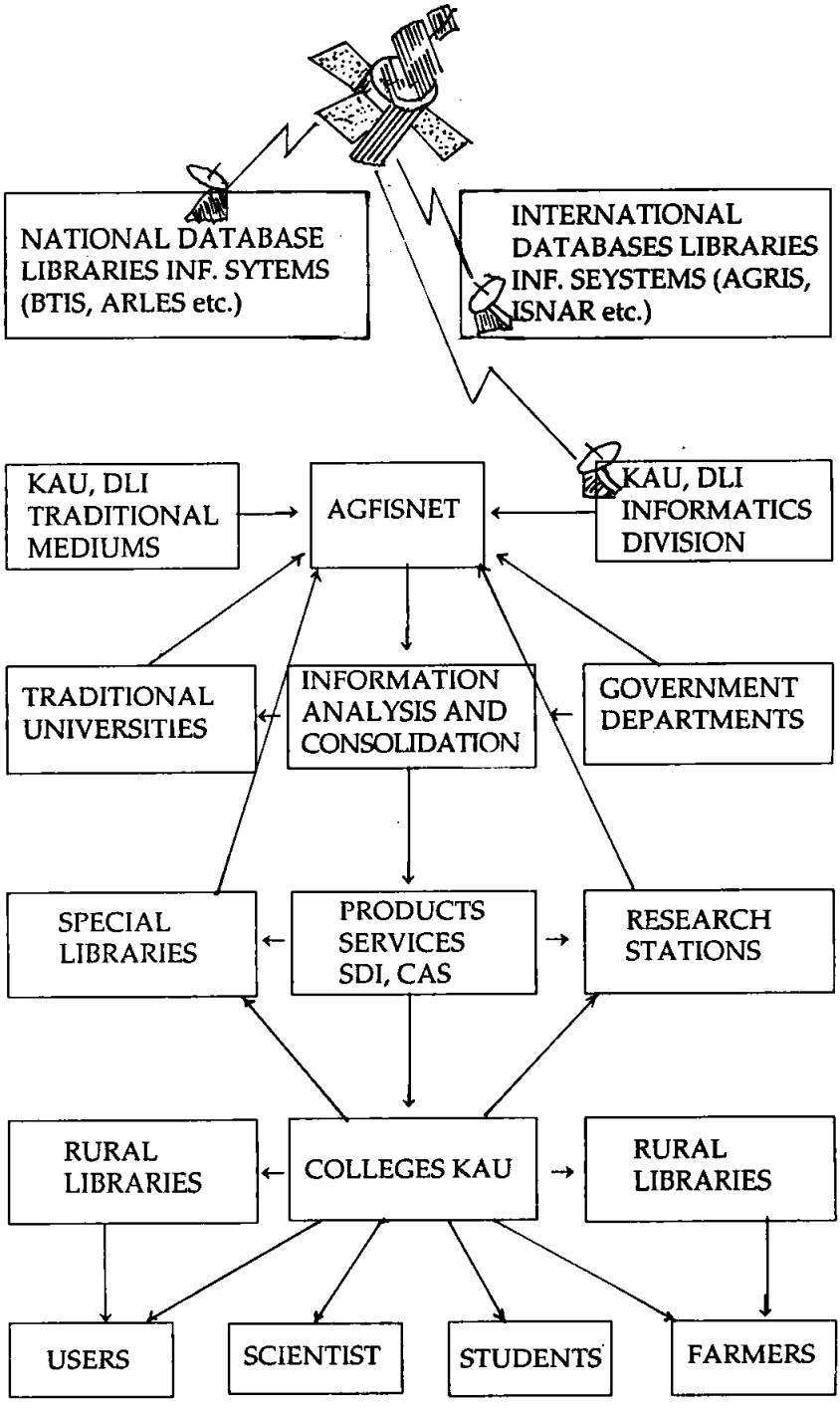
52 AGFIS CENTRE

Apex centre or AGFIS will function at DLI in main campus for co-ordinating, organising and providing information services covering a wide range of subjects of Agricultural Sciences to Colleges and Research Institutions. It will co-ordinate the activities of six Campus Networks and will provide communication network between various Campus Networks and Research Institutes. It will also co-ordinate the linkages and co-operate with external sources of information like IARI where all journals in agricultural sciences will be subscribed and their use will be shared with agricultural universities of the country and also BTIS, ARIS, INFLIBNET, etc. AGFIS will also provide linkages with libraries and documentation and information centres abroad which maintain computerised databases. This centre will have the responsibility to exchange on-line information to College Campus Networks and Research Institutes to meet their specific requirements.

This centre will have all the facilities to discharge the above functions. Micro Earth Stations received by the university under various schemes will be pooled together and shared by different colleges to enable sharing of information resources. Computerised database of all the documents available in University Central Library, college libraries and research institutes in the state will be maintained at the centre. A CD-ROM Network with 64 CD Drives will be established here and connected to AGFIS.

53 INFORMATION SYSTEMS

Various Information Systems and network participations allowed to the University like ARIS, BTIS, INFLIBNET etc. will function at AGFISNET centre. Access to them will be possible to all colleges and research institutes through AGFISNET. The databases in CD-ROM Network will always be ready for on-line search arising from any


NATIONAL DATABASE LIBRARIES INF. SYTEMS (BTIS, ARLES etc.)
INTERNATIONAL DATABASES LIBRARIES INF. SEYSTEMS (AGRIS, ISNAR etc.)
KAU, DLI TRADITIONAL MEDIUMS
AGFISNET
KAU, DLI INFORMATICS DIVISION
TRADITIONAL UNIVERSITIES
INFORMATION ANALYSIS AND CONSOLIDATION
GOVERNMENT DEPARTMENTS
SPECIAL LIBRARIES
PRODUCTS SERVICES SDI, CAS
RESEARCH STATIONS
RURAL LIBRARIES
COLLEGES KAU
RURAL LIBRARIES
USERS
SCIENTIST
STUDENTS
FARMERS

node in the six Campus Networks or Research Stations or outside institutions with which KAU have resource sharing programmes.

BTIS, ARIS, DAI, INFLIBNET, GISTNIC, NISSAT, ENVIS, AGRIUNIS, are a few of the national information systems and resource sharing programmes in which the university is participating or from where information can be accessed and disseminated by it through AGFIS. At international level the University participates in ISNAR, COGENT, AGRIBUSINES USA, AGRICOLA, AGRIS INTERNATIONAL, CAB ABSTRACTS ON-LINE *etc.*

These databases are a few from the hundreds of data bases existing in agricultural sciences and related areas. AGFIS can provide priced and non-priced on-line information retrieval services which will enables AGFIS users to access information; bibliographic or full text from millions of documents existing in hundreds of data bases all over the world which covers scientific and technical literature from full text journals, news papers and other sources.

54 CAMPUS NETWORKS

Local Area Networks will be set up in each of the campuses of the University, the main campus in Vellanikkara and College Campuses at districts of Kasaragod, Malappuram, Trichur, Eranakulam and Trivandrum. One micro earth station will be installed in each of the campuses according to their availability to the university from various schemes and information systems. This will give to these campus networks strong communication capabilities to access information from AGFISNET and also external data bases.

55 RESEARCH STATION NODES

Each Research Station will be given a pentium which can be connected to the Public Switched Telephone Network (PSTL) through dial-up modems to the college campus networks and through them to the Central Node. Any outside institution participating in the programme can also access AGFIS in the same way. If a Village Library can afford a PC and a telephone with support from Agriculture Department; farmers can have direct access to AGFIS from their village.

56 KAU DATABASES

The Kerala Agricultural University will prepare at DLI bibliographical and full text databases on location specific and regional agro-climatic based Agricultural and related Technologies on which KAU only can specialize. KAU can share these databases with other institutions so that the University will have a position of repute

among all resource sharing information systems.

6 HUMANWARE FOR AGFIS

Human beings are the most important components of an information system. The first and most important requirements for the effective functioning of any information system is the availability of qualified and experienced staff. University should reorganize its library system in a way in which sufficient qualified library and information science professionals become available to the University's Informatics Division. The organization of the Informatics Division of the University should be done as suggested (Diagram 1) under an Associate Director with required qualification and experience in automated information systems. Each section of the informatics division should be manned by an Assistant Librarian. The staff of the Informatics Division of DLI should have the following qualifications and experience in accordance with recommendation of UGC.

61 ASSOCIATE DIRECTOR

Associate Director of Library and Informatics will be in Deputy Librarian's Grade suggested by the UGC and will have the pay scale of Rs 3700-125-4900-150-5700.

Qualifications (Essential)

1 Master's Degree in Library and Information Science with specialization in Computer Application to Library and Information Services or Information handling in Science and Technology and atleast 55 per cent marks or its equalent grade.
2 Eight years experience in automated information systems.
3 Continuous research activity and innovation in library and information services evidenced by published work.

Qualifications (Desirable)

1 Doctoral Degree or equivalent published work in the field of Computer Application/Information Technology/Library Network.
2 Experience and proven ability in conducting courses on Information Technology and the use of various communication medias in teaching.

62 ASSISTANT LIBRARIAN

Assistant librarian should be in the UGC scale of pay of Rs 2200-75-2800-100-4000.

Qualifications (Essential)

1 Master's Degree in Library and Information Science with 55 per cent marks and National Eligibility Test of UGC.

2 Certificate/Diploma in Computer Application/Information Handling in Agricultural Sciences or related areas.

Desirable

Experience in automated Library or Information Systems.

63 INSERVICE TRAINING

For the success of AGFIS it would be essential to give priority to education and training of manpower. It is the man at the job who matters. If we recruit specialized staff and give excellent education and training to already available library and information professionals AGFIS will function efficiently. DLI should conduct necessary training programmes in information technology.

7 CONCLUSION

Now there is lack of co-ordination among the various research institution specialising in agricultural sciences and related areas in the State. Government's agricultural information services also operate independently. Considering the importance of information in agricultural research and development, the present information explosion and the wastage of resources due to duplication of effort in research and information systems, it has become urgent to have a conserted effort in the information sector to pool and share the information resources at State level. Kerala Agricultural University (KAU) considering its available facilities for collection organisation and dissemination of information, is no doubt the most suitable institution in Kerala to locate the State level information centre (AGFIS) as central facility. AGFIS can help the State's agricultural and farm information steering to achieve maximum productivity and avoid unnecessary duplication of resources and finance in agriculture research and developments.

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DEVELOPING MAN-MACHINE SYSTEM IN LIBRARIES AND INFORMATION CENTRES

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The paper discusses the origin, meaning and definition of man-machine system. Explains its importance in modern working environments. Highlights the importance of human being in the system and his characteristics, attitudes and aptitudes in regard to machines in the particular system. Examines the human factor engineering and its approach in developing the man-machine system. Mentions the steps involved in developing man-machine system development in general and library and information centre in particular. States the type of machines to be installed in libraries & information centres and for what functions these equipments to be installed.

Computer system, development and the step to be followed in doing so as per the local requirements have been studied. Determines the areas of computerisation in libraries and information centres & the developments of the same software accordingly. States the importance of man-machine system in libraries & information centres.

1 INTRODUCTION

Man-Machine system is just like any other systems we see in most our day to day activities. In a man-machine system human factor has to be taken utmost care. There is an interaction between man & machine when man-machine system is in operation. In this system man is an element represented by a man-machine model.

Not much has been understood of what is generally referred to as man-machine interface. An attempt has been made to study the human relations at Tata Steel in the context of man-machine development system aimed at humanizing technology.

Machines or equipment systems are built for human purpose. It is meant for the human need. Hence it is called that equipment systems are man-machine system.

2 DEFINITIONS

A man-machine system can be defined as an operating combination of one or more equipment components interacting to

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bring about from given outputs, some desired outcome within the constraints of given environment[1]. In simple words a man machine system symbolizes man with some common device or tool eloquently depicted. According to Champions a man-machine system is an equipment system in which atleast one of the components is a human being who interacts with or intervenes in the operation of machine component of the system from time to time.

In such a system man displays a basic fundamental pattern of development change, adoptability and variance. He can act differently in different circumstances. He can adopt himself to circumstances by changing his pattern of behavior.

It is clear from the above definitions that a man-machine system is an artificial arrangement of two or more components in which one should be a human being, who helps run the other components to achieve the best goal within the available environmental constrains. The system may be small or big depending upon the type of organisation and the goal to be achieved. Running a bicycle or autorikshaw, an instrument in a company with an operator to run it are simple examples of this kind.

Human factors engineers regard humans as an element in system and man-machine is the usual way of representing that relationship. "A man-machine unit consists of an individual operator working with a single machine[2]. The human operator should understand the machine display which tells him something about the condition or the functioning of the machine. The display may be a light flashing on a control panel, the readout of a digital computer *etc.*[2]

3 DEVELOPING THE MAN-MACHINE SYSTEM

In man-machine systems development psychological and social problems of man should be considered. Man is one of the major components of a complex man-machine system. A reasonable complex system requires a true interaction between man and the other parts of the system which may be machines, other men or combinations of these. "Some way must, therefore, be found for thinking about the functions of machines and the functions of machines within a framework which makes possible the relation of these two kind of functions to common-goals that is to system goals[3].

Development of the man-machine system directs the kind of people selected to operate a machine, it dictates the type of training these people will need, and conversely if job constitutes a level of

aptitude or skills that is not easy to find. It advises on redesigning of the machine operation so that more ordinary people can handle it after some training.

31 HUMAN FACTOR ENGINEERING AND MAN-MACHINE SYSTEMS

Human factors engineering is the science that studies the problems of human relations in industry. It is the science of critical application of the logical method of pragmatism to the science of man-machine interface. It is the humanization of work culture in relation to man-machine interface.

The term human-factors engineering is usual to designate equally a body of knowledge, a process and a profession. As a body of knowledge human factors engineering is a collection of data and principles about human characteristics, capabilities and limitation in relation to machines jobs, and environments. As a process it refers to the design of machines, machine systems, work methods and environments to take into the account the safety, comfort and productiveness of human users and operators. As a profession human factors engineering includes a range of scientists and engineers from several disciplines that are concerned with individuals and small groups at work.

The data and principles of human features engineering are concerned with human performance, behavior and training in machine systems. The design and development of man-machine systems and systems related biological or medical record machine men & machine & investigation where man can surpass machines and vice-versa is the subject matter of human factor. It seeks to realize greater recognition and understanding of man's characteristics, needs objectives and limitation when the procedures and products technology are being designed. In other words it is an in-depth study of the man-machine relationship so that both these may be integrated in such a way that each one's attributes compensate the other's deficiencies.

32 HUMAN FACTOR APPROACH TO DESIGN

There are two general premises which characterize the approach of the human factors engineer in practical design work. First one is that the engineer must solve the problems of integrating humans into machine systems by rigorous scientific methods and not rely on logic, institution or common sense. In the past the typical engineer tended either to ignore the complex unpredictable nature of human behaviors or to deal with it summarily with educated guesses. Human factors

engineers have tried to show that with appropriate techniques it is possible to identify man-machine mismatches and that is usually possible to find workable solutions to these mismatches through the use of methods developed in the behavioral sciences.

The second premise of the human factors approach is that typically, designed decisions cannot be made without a great deal of trial and error. There are only a few thousand human factors out of the thousands of thousands of engineers in the world who are designing novel machines.

33 STEPS IN DEVELOPING MAN-MACHINE SYSTEM

Human factor is most important element in man-machine system as explained above. Different work environments may be having different human factors problems. Following steps may be followed in man-machine system development:

1 "Identify the goals and sub-goals of the system.
2 Study and describe the technical means currently used to achieve the process.
3 Identify the functions of the human operator in relation to the role in the man-machine system.
4 Consider the role and the human capabilities limits which affects performance.
5 Pinpoint the weaknesses of the present man-machine system.
6 Consider whether more radical changes beyond the scope of the present layout could be made in man's role or in the equipment for carrying it out.
7 Consider environmental factors depending upon the nature of work.
8 Discuss the proposals with the management and draw-up an outline of alterations to be made.
9 Design the proposed new equipment in detail.

The above steps of man-machine system can be applied to any kind of working situation with a slight modifications that are necessary to suit that particular environment. It may be an industry, an educational institution, a government office or library and information centre.

As our concern, here is library and information centre let us discuss the man-machine system development. Library & Information centres are not an exception as far as man-machine system is concerned. Libraries and information centres are like any other

organisations. Man-machine system development is a must in modern libraries & information centres to ease the day to day activities. To do so we should know what type of machines can be installed in libraries and for what functions. Following machines can be installed in Libraries.

1 "Computers
2 Printing and typing machines
3 Xeroxing and photographic machines
4 Microforms, Microfiches & Microcards readers, motion picture machines.
5 Fumigation equipments *etc.*[5]

The above machines or equipments are to be installed & good working environment to be created in the libraries keeping in view the human factors problem and the goal as discussed in the foregoing paragraphs.

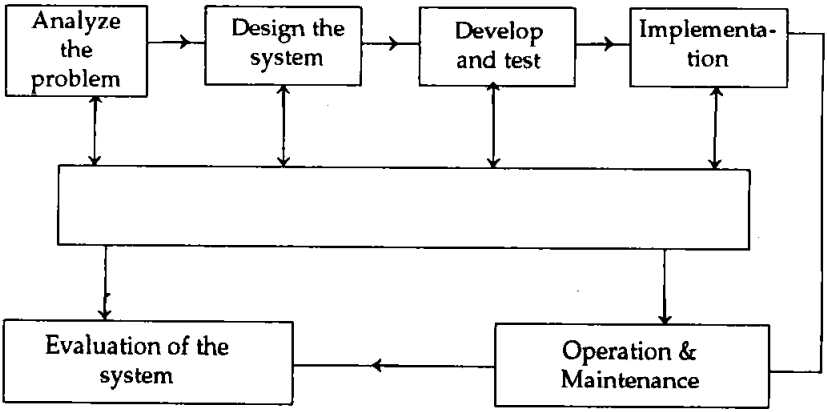
41 COMPUTER DEVELOPMENT IN LIBRARIES

Computerization of Library is just like any other man-machine system development. "Computerization of Libraries varies from one library to another[6] depending upon the requirements of the library. The necessary system is to be developed which is known as system Analysis and Design (SAD).

It is advisable to identify the areas of study, justification of the project and factors to relating to change before computerizing the specific aspects of library and information services.

42 SYSTEM DEVELOPMENT LIFE CYCLE

A system Development life cycle is to be developed as given in the following flow chart.



1 *Analysis*: In analysis we determine and define problems and opportunities related to libraries and information system and organisational process. This step is essential to seek the necessary components and to set down "describe the results of the work[7]. It is carried out by fact finding. Techniques interviewing the library staff who are going to use the system is an example of fact finding. Use of questionnaire is another technique of fact finding. Without system analysis there is danger of designing and implementing systems which do not meet the user's needs because of lack of identification of the users needs.

2 *Designing*: After analysis comes the designing. It involves the information outputs such as methods of outputting through paper on screen catalogue which includes cassetted microfiches or any other latest output device like speech synthesizers. Necessary programmes to be developed at this level. Hardware and software aspects are also to be taken into consideration so as to support the information system.

3 *Developing and Testing the System*: It is the stage at which the system will be developed and tested. Software writing is necessary to support the system and test its accuracy.

4 *Implementation*: If there is already an old system it has to be converted into the new system development. Training to the user, staff in the system is a must.

The phase covers the period from the acceptance of the tested design to its satisfactory operations supported by the appropriate user and operations manual.

5 *Operations and Maintenance*: A system has to be operated after its implementation. It will not have any value if not. At the same time the system needs to be maintained including correction of faults that arise during the operation of the system.

6 *Evaluation*: It is the last step of the life-cycle. It deals with the assessment of how well the system was developed and how well it operates.

The above five steps are not necessarily one time process. The system should be flexible in order to solve the problem arising in the middle of the process.

5 DEVELOPMENT OF SOFTWARE FOR LIBRARY AND INFORMATION CENTRES

A "number of software are available in market for library opraions. These may not suit all the libraries.[8] Keeping in view the present need and the future growth, the software can be developed in the library and information centres. We can make the following groups in software development in libraries.

A *Library management (House keeping functions)*

A1 Cataloguing
A2 Acquisition
A3 Circulation
A4 Serial Control

B *Management Supports*

B1 Accounting
B2 Budgeting
B3 Statistics

C *Data base management support and information Retrieval.*

(DBMS & IR)

C1 Data base creation
C2 Searching and query
C3 Information products, Such as SDI, CAS, Indexes & Bibliographies
C4 Directory generation.

The above three functions (A,B & C) vary from library to library. "There are countries where different libraries follow differently developed software for house keeping functions than for database management and information.[9]

Functions of the libraries, the DBMS & IR and management support vary from library to library. Different libraries follow different procedures. Hence there is a need of locally developed software for house keeping functions than for data base management and information retrieval of an individual information centre. The software developed locally are according to the local requirements and help a lot in libraries & information centres. While developing such programmes the programmer has to study certain steps. They are :

1 Understand the problem and plan to the solution.

2 Prepare a flowchart or decision table of the problem
3 Prepare the instructions in coded form
4 Test the programme until it is performing correctly
5 Prepare detailed documentation of the programme and instruction on its operations.

Computer system development or development of application software is most important in modern library & information centres. While developing this one has to consider the human factor which is an important element in the system who will operate the computers.

6 CONCLUSION

Man-machine system is a system where man operates the machines. Man is an important element in man-machine system interaction. His characters, capabilities, attitudes *etc.* have to be studied to ease the man-machine opertions. A system may be a small one or big one. The main principles of development to run the system are different depending upon the type of work situations.

Libraries and information centres are not an exception to man-machine system and interaction. In different libraries different types of activities necessitate development of different computer system. As human being is important in library operations, the library and information centres should develop the systems that are easily possible to handle the library activities. It is the man who runs the machines and not the machines.

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EFFICIENT INFORMATION MANAGEMENT THROUGH EFFECTIVE COMMUNICATION

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The purpose of communication is to achieve the organizational objectives viz.the dissemination of understanding to foster the motivation, cooperation and job satisfaction. Effective communication enhances satisfaction of the information needs through a sense of belongingness and recognition of individuals contribution. Human relations are essential ingredients in the management of information services and communication forms the flux to bind the individuals with the groups and ensures continuing effectiveness of the objectivities.

0 INTRODUCTION

Communication is a collaborative enterprise and it has proved an extremely successful one institutionally and facilitates total transformation of human relations most effectively. The rapid pace of technological development breaks down the natural barriers of time and space through the human communication process. The effectiveness of communication can be fulfilled through the objectivity and accomplishment. The communication relations greatly help the development of the library and information environment. Human communication process in any library and information environment is largely governed by the communicative behavior and patterns of the people in sharing the information. Library automation is in a constant state of change and is becoming more central to library operations. Libraries are offering sophisticated high-tech modes of accessibility with remote sources and services. The library support staff needs to be trained including the librarians to manage the modern library environment. In order to communicate effectively for information services, human relations need to be developed efficiently.

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Most interaction in organizations are based on the inter-personal relations. The individuals in an organization interact with their own working group, across groups and across various levels and ranks. The smooth functioning of library and information environment depends mostly on the effectiveness of the communication system. Infact communication process shares the messages for sharing the goals of the organisation. Infact effective communication through media helps in the reception and targets through goal orientation.

The above stated interpersonal relations effectively influence the service in a library setup. The intended results of user satisfaction for information and its retrieval are possible through the process of communication. Emphatic response achievement results by means of interpersonal relations. The success is influenced by means of effective human relations. The mechanism of communication improvement is relatively possible through effective feed back of information and data availability to the user community.

1 INTERPERSONAL RELATIONS

Dynamic changes are taking place in view of considerable financial pressures. Professionals and library administrators have to deal with information to enable them for effective management and planning strategies for future services. Library professionals must have accurate and timely information in order to manage information activities efficiently as well as to provide the user community with pertinent data. Technical expertise as well as broader overview of library operations become possible through effective communication. In today's complex and rapidly evolving information environment it is essential to communicate the tasks and handle the issues cooperatively in order to obtain comprehensive service satisfaction to the desired levels. The library managers should recognize the importance of team approach through interpersonal relationships and effective communication. The importance of joint development effort is the stressing point worth the investment on the growing automation and the accessibility to various means of information and its use.

2 CHANGE AND CHALLENGE

It is time of challenge and it is happening at an increasingly rapid pace. The information demands are increasing constantly and the library budgets are decreasing rapidly. The traditional ways of library information dissemination have undergone dynamic changes with the

advent of computerization and the patterns of accessibility. The changes in the information resources availability and the tools being developed to deal with those resources are truly revolutionary. This has resulted in the thinking process of the librarians and forced to develop more efficient and effective procedures. Significantly, the traditional ways of doing jobs in library and information centres have changed considerably necessitating digestion of constant flow of information. Anticipation of user trends and set priorities needs to be accomplished and all this process and the challenging tasks demand enormous effort on the exploitation of human skills through interpersonal relations.

3 AUTOMATION AND COMMUNICATION

The library automation process increases its users for services and shows significant improvement in the way of work. The change in the automation brings increased recognition of the need for team approach to find out answers to the questions of user community. This also necessitates innovative ways that make the most effective use of the human power and the consequent cordial interpersonal human relations in the information world. The communication process helps

- in gathering information without the process of assumption,
- in shaping the information into a plan to identify the resources,
- in assessing the focus on priorities,
- in achieving the objectives to the optimum level,
- in overcoming the constraints to accomplish alternative sources,
- in new perspectives to work-flow,
- in anticipating data gathering requirements.

4 CONCLUSION

Communication forms a basis for strategic planning, organization development and effectiveness of intended library and information service. Library management cannot succeed unless the communication system is developed efficiently. Interpersonal relations of human beings bring forth the communication enrichment and these may be perceived by means of understanding. Effective communication develops the user and staff relations and fosters cooperation and satisfaction. Today's libraries require dynamic and capable trained staff to mediate between users and the new

technological systems. The modes of information access are significantly changing with the advent of new technology and all these do require effective communication between the machines and the manpower to exploit the vast information potential to the common good of the humanity. Orientation towards employees communication through innovative and interpersonal relations enrich the library and information environment.

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HUMAN FACTORS IN THE CONTEXT OF LIBRARY AUTOMATION

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Discusses the importance of human factors, areas of library automation and critically examines the attitudes of staff-user pair to be considered and suggests the effective way of automating the library activities considering the human factors.

0 INTRODUCTION

Like many other occupations, librarianship is undergoing great changes due to technological innovations. Now, we are at the beginning of electronic revolution, characterized as revolutionary in terms of its actual or potential impact on the library. The library professionals, need to focus attention, in adopting such technology to library purposes, as it has greater effect in improving the effectiveness of library and information services in the long run. This calls for consideration of human factors, in applying technology to library. Hence, an effort is made here, to study the human factors in the context of library automation.

1 HUMAN FACTORS

One of the intrinsic characteristics of human beings is that they get used to anything over a period of time. But, in the context of library automation, the approach should not be, as it has been imposed upon us and we have to accept it. On the Contrary the intension should be to make oneself comfortable and competent of handling the situation. After all the computers are man-made machines and meant to make our work easier and faster.

Another unique but interesting quality of humanbeings is the range of attitudes that can be evoked by the same stimulus. The reactions to library automation may range from extreme end of rejection to highest point of acceptance. These responses may be

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dependent upon the various factors, the reason at the citadel is self interest. The human factors conjugated with the librar :s and according to the nature of relations to the library activities consists of three groups, *Viz.*, (*i*) Management/Authorities or Administrative Staff, (*ii*) Library Staff and (*iii*) Users.

The fact that introduction of new technology involves, heavy investment of money, is beyond contradiction. Had this not been the case, not much discussion regarding pros and cons, strategies *etc.*, would have been encouraged. Although the fiscal power rests with the management, it is only when the authorities take interest in automation, the other two groups come into picture, but these two groups play a major role in influencing the administrators by highlighting its advantages.

The reasons for the administrators to argue, to go in for library automation are many. Some have that tendency to be in forefront, hearing successful stories after launching of automation in similar libraries, discussions with over enthusiastic vendors while some go in for automation with the genuine interest of modernizing library activities and services.

2 LIBRARY AUTOMATION

Library automation is the most commonly used term to describe mechanization of library activities using the computer. It is a phenomena, in which automatic and semi-automatic data processing machines (Computers), are applied to perform library house keeping activities like acquisition, circulation, cataloguing and reference and serial control, by applying the system's approach to various operations in libraries.

According to Cox[1], the range of functions to be performed in a library are:

Control: Circulation, stock taking, maintenance of catalogues, monitoring of materials available for purchase, ordering, receipt, accessioning and cataloguing.

Archieve: The building up of a representative collection of materials for the present and future generations of users.

Service: The assistance provided to users of the library.

Cooperation: Support of and by other services in other institutions.

Research: Development of new systems and methods, and critical

appraisal of new developments in the field.

This means that the following areas of library and information work can be automated:

21 LISTING

(*a*)Periodicals holdings list
(*b*)Accounting file
(*c*) Acquisition
(*d*)Serials Management
(*e*) Circulation
(*f*) Cataloguing
(*g*)Bibliography Compilation
(*h*)Database Creation
(*i*) Resource Sharing through networking of libraries
(*j*) To provide Information Services

But there is a lot of difference between the theory and its practical applications and it is only at the time of application do the actual practical problems arise. So before embarking on automation of library activities, it is essential to study the nature and type of collections, the habits of the users and their needs and the future plans. The results of such studies are to be incorporated and the system should be modified suitably, then only there is every chance of staff and users welcoming and thereby the authorities will be satisfied about their venture.

3 ATTITUDES TO BE CONSIDERED DURING THE CHANGE:

The authorities usually have their role behind the screen, but the two human elements, the presence of each one being dependent upon other in a library are the users and the staff, which always interact with each other. The administrators will have to gear up themselves for both resistance and acceptance, from both these groups. The important factor is the response from the staff-user pair. To enumerate:

(*i*) Staff Disinterested and User Disinterested
(*ii*) Staff Interested but User Disinterested
(*iii*) Staff Disinterested but User Interested
(*iv*) Staff Interested and User Interested

When one is prepared for the worst, bad doesn't seem all that bad. So during transition one has to be prepared for combination of both the elements disinterested and the desired result is both the groups

the elements disinterested and the desired result is both the groups being interested which obviously comes only when one is benefited by the system. Hence, the success of the automation process can be gauged by the response of staff and users.

One of the typical attribute of technology is that, its presence disrupts the social, functional and economic fabric of the setting, into which it is introduced. As we all know, each one moves in his/her own inertia and are contradicting to any change. This is in two folds" One is: Contradiction exists in the process of development of all things, the other is: in the process of development of each thing a movement in opposite exists from beginning to end"[2].

Contradiction to a phenomenon is part of development, only with resistance for acceptance, can new concept be introduced that undergoes refinement with elimination of possible flaw points. It acts as a ladder to success where in overcoming resistance at each stage would mean the process is in the right direction. But the pivotal phase during the change from rejection to acceptance, the change should be by convincing and by practical demonstration and under no circumstances should it be by imposition. If the latter is the case, then the authorities will be moving towards ruining not only the forthcoming system, but also the existing system.

Talking about resistance, let us know the reasons for resistance among library staff. Basically, the library and information workers are still attached to the routine performance and want to stick to the things that they have learnt at the library schools, the concept of information technology is alien to them. The reasons for the resistance are:

(*a*) Unforeseen fear of unfamiliar gadgets
(*b*) Lack of confidence about adjusting to new techniques
(*c*) Feeling of being on alien among technical people during transactions
(*d*) Administrative bottleneck from the authorities
(*e*) Lack of proper infrastructure facilities for successful launching
(*f*) Lack of experienced staff who are well versed with the technology
(*g*) Insufficient coordination and break down of communication between the libraries and computer centres
(*h*) The cost of installation is quite high and faulty decisions during purchasing lead to additional expenditure to make the equipment operational

(*i*) Ego problems among seniors where newly appointed juniors seem more competent in accomplishing the tasks
(*j*) Fear of losing autonomy and losing their chairs to technical people
(*k*) Unawareness of all the facilities that can be exploited by automation
(*l*) Fear of incompetency in serving the users efficiently.

Let us now move on to the other group, the most important element for the existence of the library, the users. This group is also bound to have resistance for the change, the reasons being:

(*a*) Foreignness, a feeling of being picked up from a world of cozy print material into a distant world of machines
(*b*) Fear of exhibiting ignorance
(*c*) Lack of confidence in the system
(*d*) Lack of interest
(*e*) High handedness of the Staff
(*f*) Lot of redundant materials during searches
(*g*) Lack of proper training to use system
(*h*) Lack of human touch
(*i*) Lack of computer awareness and the areas to be exploited in a computer
(*j*) Absolute gap in the work in case of power failure or breaking down of machine
(*k*) Physical ailments like back pain and effect on the eyesight due to constant sitting position and viewing of monitor.

Contrary to the above two sets of people, there are enthusiastic LIS workers who are bent upon changing the image of libraries and also the profession. They usher technology with open mind to keep in face with the changing role of libraries in the Information Society. So also a group of users who are exposed to the advantages of automation and those who are inquisitive to know and exploit it for their benefit.

Now, let us know the reasons for their readiness. Following are some of the reasons to go in for automation common to both of them, like-if it is better personalized service, the library is happy to provide better service and user is satisfied by this service. Those advantages which are meant for the professionals are enumerated separately:

(*a*) Speed in accesses to information
(*b*) Ease in retrieving required information
(*c*) Better personalized service
(*d*) Boost in self-confidence

(*e*) Access to various databases
(*f*) Provision for feedback during the searches
(*g*) Remote access, ability to tap information from one's own terminal
(*h*) No human conflicts which lead to ego problems between users and staff
(*i*) Decrease in dependence upon others, sense of reliability
(*j*) Little known collections of small libraries are made known and can be accessed through national databases
(*k*) Networking leads to access to collections of various libraries
(*l*) Improvement of existing services and introduction of new services

Listed below are some of the advantages that automation can bring to the LIS workers apart from the above mentioned ones:

(*a*) Reduction in the clerical roles of para professionals
(*b*) No need of in-house programming, suitable softwares are available
(*c*) Relief from maintaining huge card catalogue
(*d*) Economy in Space
(*e*) Ease in obtaining about library activities and thereby in making decisions based on them
(*f*) Protection of records
(*g*) Reducing backlog
(*h*) Ease in updating and following up of records

Having seen both the sides of the coin of these two sets of people, lets go back to the combination of users and staff.

(*i*) Staff Disinterested and User Disinterested

This is a bit challenging situation, where in educating about the advantages by lectures, workshops and seminars may reduce the resistances. It is aptly said "the journey of a thousand miles begins with a single step"-Anonymous.

(*ii*) Staff Interested but User Disintereste

Librarians can't become so carried away by information technologies that they are far ahead of their users[3]. After all the whole system is meant for the users. The staff should encourage the users, highlighting the benefits the library automation and train them with less bombastic and technological words, especially the practical demonstration would do a great deal of help to change the disinterested users.

(*iii*) Staff Disinterested but user Interested

After all, what are libraries for? Librarians of course not, says Susan Martin[4]. Librarianship since its inception is a service oriented profession, though the tools with which we serve may change, but the essence is to help the users. Hence, the librarians have to pave way for modern gadgets and learn to handle them competently. This of course is the essence of uplifting the image of the profession.

(*iv*) Staff Interested and User Interested

This is an ideal setup for application of technology in libraries with both the sides welcoming it, but the computerization should not increase the mechanical behavior of the staff, with elimination of repetitive mechanical tasks[5]. The LIS workers on the other hand should be free for more human interaction, leading to intellectual tasks of management and designing of new services tailored to the user needs. After all a human voice is more appealing than a non expressional live "Do you need help?" On the lifeless monitor.

4 IMPLEMENTATION: THE EFFECTIVE WAY

The main consideration of introduction of new technology is the extent to which it can be integrated into everyday operations[6]. Following are the steps suggested by experts for gradual introduction of technology to yield desired results:

(*i*) *Communication:* It is very essential that the staff are made known what the changes would mean in terms of salaries, nature of work status *etc.* Any feedback from them should lead to rectifying the lacuna in the proposed plan and further care should be taken to see that time should not be wasted in solving problems of communication between professionals.

(*ii*) *Purpose:* The reasons for the change must be made known, by which the staff should be free from the notion that, may be their incompetence which has led to computersation.

(*iii*) *Leadership:* There is a necessity of a visible individual or a group who can communicate with all the sections, and move the project further if it commands, respect, prestige and legitimacy.

(*iv*) Incentives: The staff should be provided with incentives in the form of job rotation, job enlargement and job enrichment which would help them to develop positive attitude towards automation.

(*v*) *Cost Limits:* No matter how big the library might be, there are

always financial constraints. Therefore, the project should be within the budget.

(*vi*) *Change:* It is advisable to automate those activities which were done manually and only when the staff are confident about it, then one can switch over to high-tech operations.

(*vii*) *Incremental Implementation:* This would facilitate to observe the effect on the users, and the impact on them will be gradual.

(*viii*) *Collaboration:* The services are meant for the users, hence the users participation at the planning and designing stage is necessary, without which there is every chance of mismatch between the intensions of the staff and needs of the users.

(*ix*) *Design:* The design should be open ended with a provision for future expansion. It should be flexible and adaptable, then only it can be in vogue for a longer period and there by providing the staff an opportunity to change.

(*x*) *Training:* The ease of learning is the key factor in acceptance of new technology7. There should be a in-house training for staff.

(*xi*) *Alternative Plan:* As a lot of money is involved and also the services to the users is at stake. It is desired to have an alternative plan, just in case the proposed plan fails and time can not be wasted to develop a new plan.

(*xii*) *Continuation Plan:* No individual should be the whole responsibility, the skilled ones must train other staff so that the project, doesn't suffer due to the absence of any key person.

5 CONCLUSION

Automation of library functions and services have been found to be highly fruitful and significant. The sooner the libraries in India get involved in automation better will be their effectiveness in serving the users. During the early years the library profession in India has looked upon the application of computers with cynicism. Although, some of the libraries in India have performed successful experiments in library automation but in most of the cases it lacks total integrated approach. We know that the libraries are interdependent and cannot be operated in isolation. Therefore, the libraries have to exploit the benefits offered by the information technology and while doing, it must be selectively and imaginatively applied to libraries. To take best advantage of the new technology, requires on the part of the LIS

workers a thorough understanding of the nature of change and willingness to look upon it as an opportunity. Further, the need of the library profession today in India, is to equip itself to react to any given situation, so as to be able to diagnose, synthesize, analyze and choose the best for adoption.

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HUMAN RELATIONS IN LIBRARIANSHIP AND THE HUMAN INTERFACE TO TECHNOLOGY

G THAMARAI SELVI*

To achieve the goals and objectives of an automated library and information centre, there is an urgent need for human resources development and a smooth and co-operative human relation among the library personnel. No Library can render desirable service without adequate and competent qualified and skilled staff. The senior librarian should understand the sub-ordinates potential and try to take the best out of him and train him by providing motivation, training and opportunities for carrier progression. The attitude of the library personnel should be enthusiastic and bubbling with new ideas of computerization. Manpower development can be done in two ways; One by training the existing personnel through summer/winter schools and refresher courses etc. *and the other way by training the fresh students by reorienting their course curriculum. Communication system is an essential factor of HRD. The new technology products must be utilized by the library personnel with proper training. Librarian should assist the users through instructional programmes and guide them to utilize the modern facilities.*

1 INTRODUCTION

The modern information technology has brought a revolution in various operations of Library and information centres. Now the Library and information centres are being acclimatized in Computer environment for acquisition of documents, serials control, circulation control, indexing and abstracting *etc.* So there is an urgent need for effective human resources development and a smooth human relationship between the personnels to achieve the goals and objectives of a library and information centre. Among the three constituents of a Library, namely books, reader and staff, it is the staff that occupies the basic position upon which the structure of the Library stands which plays a vital role in the smooth running of a Library.

2 HUMAN RELATIONS IN LIBRARIANSHIP

Library staff holds a vital role in the matter of providing effective

automated services to the users. No Library can render desirable service without adequate and competent, qualified and skilled staff.

Human relations is the essence of productivity in Librarianship. It forms the basis of interaction between the user and the Staff, senior librarian and subordinates and professionals and library systems. The Senior Librarian should develop the basics as smiling at people, calling them by their names and listening to them patiently and attentively. They should spend leisurely talking to the subordinates about their families, their background and their attitude to society to know their strength, weakness, success, failure *etc.*

Human relations development is a personality factor. A Senior Librarian should understand a subordinate's individual potential and try to take the best out of him. He should come out to shoulder the blame of his subordinates and comfort them when they admit their mistakes. He should train and promote the new generation and colleagues by providing adequate motivation training, opportunities for carrier progression commensurate with demonstrated merit and potential for advancement in organizational behavior.

3 WORK FORCE MANAGEMENT

Basically there are two types of Library staff: (i) Clerical or non-professional (ii) Technical or Professional. It is the Professional staff of the Library, who manage the service part. Profession requires specialized knowledge and skills to provide effective information service with modern technologies and machines. Among the technical staff, technical and computer specialist staff are needed to handle the computerised information present day.

Managing people at work is essential for achieving the objectives of the Library automation, effectively and efficiently. In Librarianship work force management is a concern of top level management. For managing the work force towards desired goal, the library managers should assume a positive role of influencing the attitude and behavior of junior librarians towards enhanced production. A healthy information climate should be created by library managers where every professional believes that his economic and social interest is in safe hands and he is being best cared for by the management.

An optimistic approach and thinking among the library staff towards one another should be able to release to their energy and to raise spirit to render the library service with a sense of responsibility and social obligation.

4 ATTITUDE TOWARDS LIBRARY AUTOMATION

(*i*) The Library personnel should be enthusiastic and bubbling with new ideas of computerization of their activities and they should be urged for forward march. The spirit of complacent attitudes and inertia on the part of library personnel is very essential both for the rise of individuals as well as the development of the institution served by them.

(*ii*) The Library staff should develop the attitude of an inquisitive mind and be always in search of new ideas, new techniques and technology which may improve the efficiency of the library automation projection.

(*iii*) The attitude of progressive outlook with keen desire for adopting new techniques, new tools and recent technologies should be developed among the library personnel to cope up with the overgrowing information revolution.

5 INTERACTION BETWEEN THE MAN AND MACHINE

1 The interaction between the humanware and the hardware *ie* machines is the first and the most important requirement to achieve the goals of the library automation.

2 Computer is only an extension of the human brain's function of dataprocessing. It has been manipulated by machines. So human beings are the most inevitable component of the computer system. Staff of the automated Library and Information systems mediate between information and information seekers. The success of an Automated Library system depends on the knowledge, skills and attitudes of its staff, since they are people who have to meet the requirements of the users and it is their version of the systems objectives and their user orientation.

3 Although hardware and software are pre-requisite for the conductive working of the computerised information retrieval, one important cause for its failure in practice is neglect of humanware.

4 Now-a-days Computer plays a vital role in each and every part of our life and has made a greater impact in society than any other technical machines or devices.

5 A computer system consists of hardware, software and humanware, among which the humanware is very important to make a successful Automated Library and information system.

6 MANPOWER DEVELOPMENT

The efficiency and effectiveness of the Automated Library and Information system depends on the competence of the staff and their knowledge and skills, to interact with the computers and other modern machines. Unless it is made clear to all staff affected by the new system, that the goal is better service (or) more assistance to them in their works, resistance is almost inevitable.

Human resource development can be done in two ways:

1 As a short term measure by training the existing personnel through continuing education programmes, Summer/Winter Schools, Refresher Courses *etc.*
2 As a long term measure by training the fresh students joining different library schools by reorienting their course curriculum.

Since, Library and Information Centre is a living Social Institution made by the people and for the service of the people, acquiring their services, developing their skills, motivating them for good performance and ensuring them to continue to maintain their commitment to the Library are essential to achieve the goal of Library Automation.

7 COMMUNICATION FACTORS IN HUMAN RESOURCE DEVELOPMENT

Communication system is an essential factor of Human Resource Development. It is the process of co-ordination among the people of a Library. For qualitative development of manpower, the Senior Librarian must involve and identify himself in the work process. Communication of ideas, sharing of knowledge and experiences through the modern devices like telephone, fax, telex, computer and satellite communication is very essential to achieve the high level of performance. The vital part of communication is credibility, sincerity of purpose and acceptance.

The Library management should create a common ground of consensus. They should realize that the purpose of effective communication is to produce a participative spirit through information dissemination.

8 IMPACT OF NEW TECHNOLOGY ON HUMAN BODY

Human beings are the most important component of the computer systems. For the success of computerised Library and Information

system, knowledge, skills and attitudes of the existing staff are essential. The Computers have pointed the way to an automated information society through local, regional, national and international communication networks. The modern storage medias like, CD-ROM, microfilms, microtexts, optical laser discs, Floppy discs, magnetic tapes and discs, etc. play a vital role in the overgrowing information world. Also, now a days our daily routines and functions have been impacted and influenced by the modern communication medias like E-Mail, Electronic journals, Fax, Telex, Satellite Communication, Telecommunication, On-line network communications *etc.*

So it is very essential to provide appropriate training to the existing Library personnel and proper education to the fresh students to cope up with the 21st century. To handle and utilize the modern facilities, Librarian must have the knowledge and skills about the technologies and communication channels and should provide proper training to the staff through the Summer/Winter schools, Refresher Courses, Workshops, *etc.* conducted by the various institutions like CSIR, ISTE, INSDOC, DRTC, ILA, IASLIC *etc.*

91 USER REACTION TO MODERN TECHNOLOGIES IN LIBRARIES

A Library and Information Centre is intended to meet the demands of the users for its effective functioning. It is necessary to assess the users satisfaction with the available resources and modern services and so automating the Library functions and services is essential for providing effective service to the users.

92 CONCLUSION

Librarianship is a noble profession and no one denies the importance of Library and Information centres in the educational, cultural, Scientific and Technological programme of the country. Penny Cowell quotes the words of Melvil Dewey as, "A great Librarian must have a clear head, a strong hand an above all, a great heart". Unless there is smooth and co-operative relationship between the staff of the Library and Information centres, we cannot reach the goal and objectives of the automated Library and Information systems. The human power should be so competent and trained so that they can anticipate the day to day changes and respond to them. They must possess flexibility of attitude to attain the goal of Library and Information centres.

IMPACT OF AUTOMATION ON LIBRARY MANAGEMENT TECHNIQUES

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The paper states the evolution of human society and defines the Automation. It also discusses the library automation and the technologies operative in libraries, stresses the need of automation in 21st century, summarizes some of the global developments in library and related fields, defines management and POSDCRORB and traces the developments due to automation, explains the implications of management principles in libraries by citing examples from library management traditions, focuses on the impact of Automation on library management traditions, states that the word 'directing' has been replaced by 'leadership' and 'planning' by 'strategy'. Paper also depicts a close relationship between automation and organizational structures, explains that automated library system takes care of control by wider publicity, evaluation, suggestion and through library statistics, explains MIS manual as well as automated systems, stresses the need of decision making and shows how this process is being influenced by automation, discusses team work and staff involvement in Automated system, points out that there are clerical and paraprofessional jobs in the library administration that can be automated, tells that library is a major purchaser of furniture, equipment, stationery etc. *which need Automatic Inventory Management. It shows that budgetary and accounts matters can be controlled by computers and personnel get on the job training to manage a large number of technological products and services. Concludes that automation has changed the whole scenario and influenced library management techniques to a great extent, particularly in developed countries.*

Key words *: Automation, Communication Technology, Leadership, Strategy, Information Technology, Management Techniques.*

1 EVOLUTION OF HUMAN SOCIETY

The transition of human society from nomadic to agricultural and from agricultural to industrial society was slow. The industrial revolution brought forth a profound change in physical modes of production and led a post industrial society. In Western countries information society has developed in the form of electronic cottages, electronic offices, electronic universities, and paper less libraries[1].

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2 AUTOMATION

The essence of automation is to minimize the employment of manual labour in the production, service and programmed decision making systems of an organization, where machines can be utilized more efficiently and economically, and where machines can be utilized more efficiently and economically, and where unique human skills can more effectively be utilized outside the system as designers, planners, controllers and maintainers. To accomplish this job the design of the systems must be considered in terms of both organizational objectives and the longer range evolutionary, technical progress taking place in the environment in which the organization exists[2]. In other words, automation is an attempt to minimize the manual operation in any organization by the technical innovations.

21 LIBRARY AUTOMATION

The term automation is used generally for house keeping operations of the library *eg.*, acquisition, processing, storage and retrieval, serials control, circulation control, stock taking *etc.*[3] Librarians' connotation of automation or information technology should include all those technologies which libraries and information centers use for collection, processing, storage, retrieval and dissemination of recorded information. These technologies are operative in the following environments[5] :

(*i*) Library management : Classification, cataloguing, database creation, CAS, SDI, *etc.*

(*ii*) Library Automation : Organization and management of databases and automating library house keeping operations.

(*iii*) Library Networking : Resource sharing, information disseminations and information networks.

(*iv*) Reprography : Photography, microfilms, microfiches, audio and video tapes, printing, optical disc *etc.*

(*v*) Technical Communication : Technical writing, editing, publishing (desk top publishing systems) etc.[6]

211 *Need Of Automation In Libraries*

The passport for living in the world of 21st century is the ability for independent learning and visa for entry into it is acquaintance with 'information technology'[7]. Library organization and management is charged with the responsibility of planning, organizing, staffing, directing, and controlling organizational activities in such a way as to achieve predetermined objectives in an

efficient manner by the optimum use of man, material, method, and money.[8] The increasing complexity of our society is due to a great extent to the amazing growth of human knowledge. The information technology comes to rescue human beings to control and disseminate exploded knowledge and information. The ability of a computer to put items rapidly in order and to do so in a variety of sequences or by a number of different access points all derived from a single record, is undoubtedly one of its most alluring attributes to a librarian. The conflict when someone is attempting to file in a tray from which someone else is trying to discharge while a third hovers irritably at the side waiting to search for reserved books is a problem well known to librarians worked with Browne or Multi Cards issue systems. The computer may be able to cope with all the three activities simultaneously from three discrete terminals is a positive benefit. Physical limitations of manual system can be overcome by computer.

Mere kiss of computers will not turn frogs into handsome princesses. Worms do not turn to butterfly. System librarian has to take the help of a programmer for smooth functioning of the system. Beast may need a keeper.[9]

212 Global Impact On Library and Related Fields

Educational institutions have started to use information technology resulting growth of electronics universities, satellite based training and artificial intelligence based training. Library budgets are decreasing and emphasis is shifting from collection developments to access information. Library users prefer paper based literature and browse libraries through networks and teledelivery of documents. Libraries haye reduced technical processing and information retrieval system is becoming user friendly and customized. Library users carry out information search on-line and on CD-ROM and order document copies through E-mail or on networks themselves. Information agencies are charging fee for information and user expect relevant, current and accurate information. Library services are expected to be self relevant. Value added services such as CAS and SDI are meeting increasing competition. Major libraries of world are operating OPAC. Database producers prefer to provide access to their databases than vendors or hosts. Th Boolean searching models are being replaced by other similarly/word association based methods. Library networks are developing rapidly. Library suppliers are providing stock information online and library staff is placing instant orders electronically. Book shops offer non-paper and composite media publications (*ie.*, combination of paper, floppy, video *etc*). Readers use

pocket, lap-top and palm-top computers to manipulate the information for notes. Traditional library posts are decreasing and professionals are functioning as information intermediaries, database producers, information providers, database producers and network managers and facing problem to get top position in libraries.[10]

22 IMPACT ON LIBRARY MANAGEMENT TECHNIQUES

In origin the word management refers to the control of a team of horses pulling a cart of chariot. It has travelled a long journey. The art of getting the work done is known as management and it deals with hardware, software and human ware. The principles of management or techniques are known by the word P O S D C O R B which means planning, organizing, staffing, directing, coordinating, reporting, and budgeting. The library management tradition continues to borrow and adapt main stream practices like total quality management (TQM), strategic planning and all the other techniques.[11] Every job of the library has some managerial element and no job is entirely managerial. Management is not a matter of seniority or salary. It is fundamentally the same in libraries as in other fields. In management, the word directing has been replaced by the word leadership.

Leadership means pushing the envelop of change and taking risks which helps progress in both small and large ways. Leaders think creatively for the next generation libraries and plunge ahead to face facts so that somebody else may not take the lead. Leader position the library for leadership and for innovation without bringing all the risks and costs into the library organization. He extends his hands as a partner in library-based innovation.

The question we face today is about leadership. Will there be leaders who are able to recognize the historical movement and the choices it presents? Will they find ways to create the organization conditions in which new visions, new concepts, and a new language of work place relations can emerge? Will they be able to create organizational innovations that can exploit the unique capacities of the new technology and thus mobilize their organization's productive potential to meet the heightened rigors of global competition? Will there be leaders who understand the crucial role that human being from each organizational stratum can play in adding value to the production of goods and services. If not, we will be stranded in a new world with old solutions. We will suffer through the unintended consequences of change. By neglecting the unique information capacity of advanced computer-based technology and ignoring the

need for a new vision of work and organization. We will forfeit the dramatic business benefits it can provide. Instead, we will find ways to absorb the disfunctions, putting out brush fires and patching wounds in a slow burning bewilderment.[12]

The increasing complexity of library operations, the improvements in existing managerial techniques and advances in technology have also led to the development of sophisticated and highly automated managerial planning and control systems. Library leaders face no great challenge for the future than the effective interweaving of operating systems and information technology.[13]

In an automated library system librarian has to maintain the system through the maintenance contract. Librarian must know about the system and its hardware and software in a technical sense, at least sufficient to know which piece of equipment has failed and which engineer to send for. System librarian has to decide the type, the size of computer, size of cabling, number of terminals, suitable air-conditioning, anti-static carpeting, suitable room, acoustic cover to reduce the noise of cooling fans and printers, and safe and regulated power supply.[14]

Motivation and incentives are a combination of several influences exerted upon the organization members. They include the job requirements, the status system employed, the system reward and punishment, and the methods of communications. With on-line capability each task the methods of communications. With on-line capability each task the line worker performs enters into database in some form. A worker understands exactly what his job is and how it inter-relates to other jobs in the library. Librarian allows all men to work in the area which is understandable to them on the basis of preferences so that they can get job satisfaction. The leader who gives guidance and approval determines the status of the library system. Line worker can ask questions regarding guidance and approval for any change. The leader guides with fairness and without rigidity and play egalitarian role. Rewards and punishment are predictable and they do not stand from chaos or whims. Approval from fellow worker is more important than the leader.[15] Leader develops job motivation of an employee by recognizing achievement and a control over what he is doing. Employee is made to feel that he is using a machine or terminal as a useful tool to achieve worthwhile results. Leaders come to know the needs of users and personnel and can support, encourage and develop those who have the potential for greater responsibility. Good librarian knows his staff members and staff members know

him. He applies feasibility studies whether it can be done or not, and the interaction between the machine and staff members is healthy or not. Information available on line will aid employees to manage themselves and can grow with the job. Each employees is able to see the results of his input and can see what his involvement is if he is to continue to do more work than the required one.[16]

The hardest part of management will always be the selection, quality of leadership and the motivation of work force. If this can be achieved the deployment of resources and management of the environment is likely to take place to the satisfaction of the individual and the efficiency of the organization. If one is being honest, it is likely that in a library of any size the librarian will carry along all of the staff. Librarian must identify those members whose cooperation is crucial to the scheme and concentrate efforts on winning them to his side. In practice the idea on whether and how to computerize should arise out of general discussion as a sort of consensus. Visits to computerized libraries are important to get wide view of the operation. Staff involvement at all levels is a pre-requisite for the successful functioning of the automated systems.[17]

221 *Strategic Planning And Control Systems*

Automation is making it possible to integrate planning and control activities into one unified system. Organizing the planning activities requires spelling out what is to be done, who will do it. When it will be done, how necessary activities will be carried out.[18] Confidence of people working in an appropriate environment, the capability of the individual to make a commitment and the ability of management to provide feedback to individuals on what is being done are the three control systems. These can be termed as publicity, feedback, and suggestions. The focus on strategic visions for librarianship began due to the fear that library profession is falling behind users in adoption of information technology.[19]

Selecting a library management system is like hitting a moving target. To be successful in today's environment, a library management system and plan must be flexible enough to accommodate changing goals. Administration should think globally and not be too pre-occupied with libraries immediate internal needs.[20]

222 *Library Management Information System*

Computer provides all statistics regarding the operations of the library. They provide an adequate check on current performances and a basis for long range planning. Library administrator can judge the

work of all the staff members collectively and separately by on line facility. Computer can provide information regarding number of books, pamphlets, and other documents received by purchase, exchange and gift subject-wise. Management information system of the library provide all types of necessary data for preparing annual reports, for planning, decision-making, and control.[21]

223 *Strategic Decisions*

Decision making is regarded as a key feature of managerial activity in an organization. There is no more miserable human being than one in whom nothing is habitual but indecision. Common sense and good judgment should prevail. The overall objective of library management system is to provide information for decision making so that the better service to the user can be provided. By assisting and quickening the decision making process, the system frees the librarian for the further analysis of decision making criteria.[22] System designers need to pay more attention towards the information needs of the decision makers at the strategic and managerial levels. Successful use of computers in decision making in connection with the operations of the logistic systems at the lowest managerial levels is possible. Computer systems has a logical capability which allows to specify how various kinds of transactions will be handled under a wide variety of situation with perfect assurance that these rules will be followed consistently. Sophisticated mathematical and statistical analysis techniques can be applied with computers to an extent. Information can be presented using computer system capability in a variety of formats and media tailored to suit the needs of particular user. Library has three decision making levels—namely, strategic, managerial, and operating decisions. Up to now, computers have been used extensively to make operating decisions.[23]

224 *Organization, Structure And Processes Of Libraries*

Technological advances have made possible data to be collected, transmitted, processed, retrieved, displayed more accurately, completely, economically, and flexibly. The degree of centralization of authority and decision making relationship among line and staff activities and relative position of data processing activities have been affected by automation.[24] Although libraries generally embrace technological change, their organizational structure tend to remain conservative and traditional. Librarian deals with external matters and represent library to the administration. Lower level management deal internal matters. Total quality management with its emphasis on

team work, service and empowerment complements to excellent service.[25]

225 *Budgeting*

When the library experience a shift from manual processing to the electronic data processing, different levels and skills of person may be required. Librarian adjusts the budget by location, expansion, staff training, and other measures. Computer systems control financial and accounts matters with a collaboration with the parent institution

226 *Clerical Library Operations*

In all libraries there is a clerical side which makes no use of library skills. Computer systems can easily store staff records and can retrieve the information when needed. Provides list of staff internal telephone directory, information booklets, inventory list, and guides. Prepare overdue letters without much proof reading. The number of purchases made by a library is usually higher than those made by other non-trading departments of an organization. Computer can maintain account records and help the library administration.[27]

227 *Library Networks*

Library networking is a co-operative structure with cross jurisdictional, institutional and often political boundaries to join in a common enterprise by the several types of libraries, namely, academic, special, and public. Computer and telecommunication technologies are playing key roles in network operation and management. Library networks are of two types. First is service network and the second is 'product network'. Service network provides services such as catalogue based services, documents supply services, database services, collection development and communication based services. Product network provides microfiche catalogue, laser printed lists, and catalogue cards.[28]

228 *Managing New Technological Products And Services*

Library managers must provide an opportunity to senior professionals to learn automatic application and control of technological products and services through on the job training, continuing education, and participation in conferences. Librarian must have a solid foundation in MARC structures which is the foundation of most library bibliographical access record systems and also in an automatic elements of hardware, software, and networking. A leader, who has full command of technical services, procedures,

products, and automated system's applications should head the technical services so that he can instill confidence in the employees for their adjustment to frequent changes. Fund accounting, order placement, preparation of bibliographical records, binding systems, labelling operations, circulation functions, and management information system, reporting are the aspects of modern technical services.[29]

3 CONCLUSIONS

Recent advances in computer, communication, photography, technological products and services, technical publication and library techniques permit data to be collected, transmitted, stored, processed, retrieved and displayed more rapidly, accurately, completely, economically and flexibly. Such advances are gradually changing the way in which library operations are performed. The degree of centralization of authority and decision making, relationship among line and staff activities and relative position of data processing activities have been affected by automation. The contents and scope of decision made, the information required by and available to decision maker and the level at which decisions are made are being influenced by changes in the decision environment and information handling methods. The increasing complexity of library operations, improvements in existing managerial techniques and advances in information technology have also led to the development of sophisticated and highly automated managerial planning and control systems. Automation has brought new dimensions to library fiscal management. The total quality management and quality of work life has led to efficient and effective library services. The Librarians are using sophisticated managerial techniques to manage library staff of diverse background and skills especially in developed countries.

As regards Haryana, the use of technology in Library operations is negligible and quite low in India. Out of a total of 8700 Indian libraries (including college, university, special and R & D libraries) only 272 libraries are using computer systems, 53 libraries are using CD-ROM systems, 93 libraries are searching on-line foreign databases and 125 R & D institutions have E-mail facility. We have jet aeroplanes and bullock carts scenario. The gap between developments and practical application of technology has left the management far behind to apply the technology. Improvements in operating system along with advances in technology can help management to utilize scarce means such as man, money, method, machines and knowledge more efficiently, effectively, and economically.

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IMPACT OF AUTOMATION ON THE EMPLOYEES OF ENGINEERING COLLEGE LIBRARIES

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0 INTRODUCTION

Information is considered as a very significant commodity in the present information society. Information is needed at all levels for all spheres of activities such as planning, research, nation building activities, promoting industrial production, and uplifting socio-economic prospects of the society *etc.*

The advent of computer and telecommunications technology has brought a tremendous change in information handling and information management. The Librarians are becoming increasingly aware of the significance of their role in effective dissemination of information and the necessity to equip themselves to face the changes in the new technological environment.

01 NEED FOR THIS STUDY

The authors of this article intended to find out to what extent the Librarians in Engineering colleges are aware of this changing environment and to what extent they have equipped themselves to meet the challenges in the present situation.

02 OBJECTIVES OF THE STUDY

1 T o find out the attitude of the library staff towards automation in their libraries.
2 To analyses whether automation has any effect on their job satisfaction
3 To find out whether automation has any influence on their attitude regarding accuracy of work, speed of work, work load *etc.*
4 To determine the employees perception regarding the influence of automation on their image.

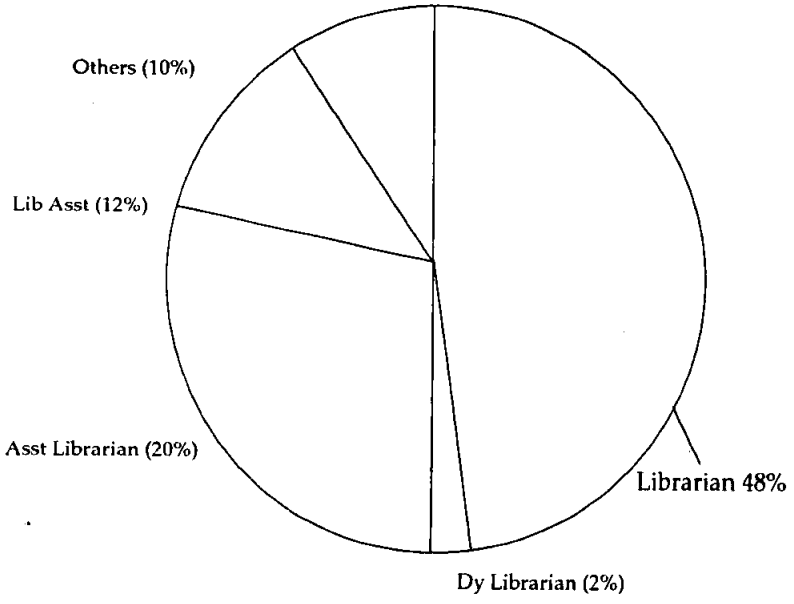
* Librarian, Pondicherry Engg College, Pondicherry-605 014.
** Reader, Dept of Lib & Info Sci, University of Madras, Madras-5.

1 METHODOLOGY

The sample consist of 50 respondents from Engineering Colleges in Madras and Pondicherry.

A questionnaire was designed to collect the data and the collected data was analyzed. Annova tables were created to test the hypotheses.

Sample of 50 Respondents



HYPOTHESIS

I Ho_1 The employee's attitudes regarding the accuracy of work, speed of work and work load and automation in their libraries are not correlated.
Ho_2 The employee's attitudes regarding the accuracy of work, speed of work and work load and automation in their libraries are correlated.

II Ho_1 The job satisfaction of the employees and automation in their libraries are not correlated with each other.
Ho_2 The job satisfaction of the employees and automation in their libraries are correlated with each other.

III Ho_1 The image of the employees and automation of their libraries are not correlated.

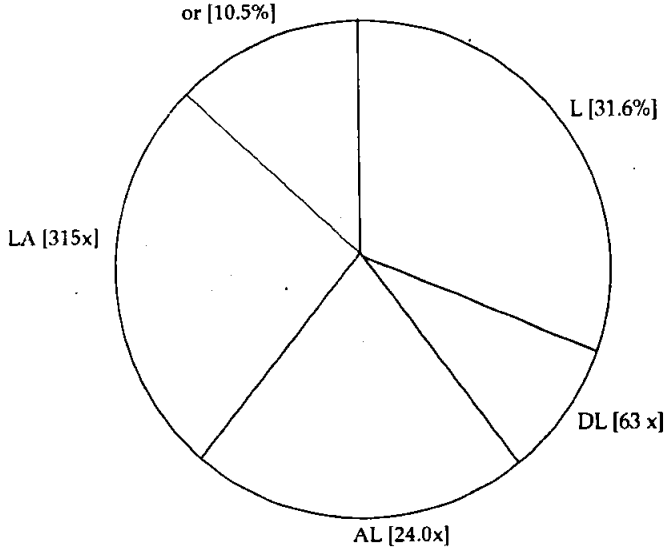
Ho_2 The image of the employees and automation of their libraries are correlated.

IV Ho_1 The personal factors of an employee such as age, qualification, experience *etc.* are not correlated with their preference in working with computers.

Ho_2 The personal factors of an employee such as age, qualification, experience *etc.* are correlated with their preference in working with computers.

ANALYSIS

1. EXPERIENCE IN HANDLING COMPUTER



Legend: L = Librarian, DL=Deputy Librarian, AL=Asstt Librarian,
LA = Library Asstt, OT=Others

The pie diagram shows the percentage of experience in handling computer in different levels of staff.

Librarians and Library Assistants have acquired equal percentage of experience in Engineering Colleges.

DEPUTATION FOR PROFESSIONAL TRAINING

20 Librarians out of 24 Librarians and 12 Assistant Librarians out of 13 Assistant Librarians have undergone professional training without deputation.

I Attitudes regarding the age versus speed of work

ANNOVA

Source	d f	Sum of squares	M S s	F-ratio
Speed of work	1	0.5625	0.5625	0.22
Age	7	100.4375	14.3482	5.59
Error	7	17.9375	2.5625	
Total	15	118.9375		

Since F_1cal=0.22<1, we accept HO and conclude that there is no significant difference in the speed of work with respect to age due to automation.

Designation versus Speed of Work

ANNOVA

Source	d f	Sum of squares	M S S	F-ratio
Designation	4	157.4	39.35	7.64
Speed of work	1	0.9	0.9	0.175
Error	4	20.6	5.15	
Total	9	178.9		

Since F_1cal=0.175<1, we accept HO and conclude that there is no significant difference in the speed of work with respect to designation due to automation.

Age versus accuracy of work

ANNOVA

Source	d f	Sum of squares	M S S	F-ratio
Accuracy of work	2	57	28.5	6.61
Age	7	81.2917	11.6131	2.69
Error	14	60.3333	4.3095	
Total	23	198.625		

F_1cal=6.61 F_1tab=3.74

We reject HO.

There is significant difference in the accuracy of work with regard to age due to automation.

Designation versus work load

ANNOVA

Source	d f	Sum of squares	M S S	F-ratio
Designation	4	157.4	39.35	2.23
Work load	1	16.9	16.9	0.96
Error	4	70.6	17.65	
Total	9	244.9		

Since F_2cal=0.96 <1, we accept HO and conclude that there is no significant difference in the work load with respect to designation due to automation.

II JOB SATISFACTION

Age versus job satisfaction

ANNOVA

Source	d f	Sum of squares	M S S	F-ratio
Job satisfaction	2	36.5833	18.2917	4.98
Age	7	73.8333	10.5476	2.87
Error	14	51.4167	3.6726	
Total	23	161.8333		

F_1cal=4.98 F_1tab=3.74

We reject HO.

There is significant difference in Job satisfaction with regard to age due to automation.

Designation versus job satisfaction

ANNOVA

Source	d f	Sum of squares	M S S	F-ratio
Job satisfaction	2	43.3333	21.6667	2.65
Designation	4	99.0666	24.7667	3.03
Error	8	65.334	8.1667	
Total	14	207.7333		

F_1cal=2.65 F_1tab=4.46

We accept HO.

There is no significant difference in the job satisfaction with regard to designation due to automation.

III IMAGE OF THE EMPLOYEES AND AUTOMATION

Age Versus Image

ANNOVA

Source	d f	Sum of quares	M S S	F-ratio
Image improved	1	0.25	0.25	0.077
Age group	7	110.75	15.82	4.87
Error	7	22.75	3.25	
Total	15	133.75		

From the table, F_1cal-0.077 and F_2cal-4.87
From the F-table, F_1tab=5.59 and F_2tab-3.79
Since F_1cal <1, we accept HO.

There is no significant difference in the improvement of image with respect to Age group due to automation.

Designation versus image

ANNOVA

Source	d f	Sum of quares	M S S	F-ratio
Image improved	1	6.4	6.4	0.79
Designation	4	49	12.25	1.5
Error	4	32.6	8.15	
Total	9	88.0		

From the table, F_1cal -0.79 and F_2cal=1.5
the F-table, F_1tab=7.71 and F_2tab=6.39
F_1cal <1, we accept HO.

There is no significant difference in the improvement of image with respect to Designation due to automation.

IV PREFERENCE OF WORKING WITH COMPUTER

Age versus preference of working with computer

ANNOVA

Source	d f	Sum of squares	M S S	F-ratio
prefer working with computer	1	60.07	60.07	0.06
Age group	7	114.44	16.35	0.02
Error	7	6874.41	982.06	
Total	15	7048.92		

From the table, F_1cal=0.06 and F_2cal=0.02
From the F-table, F_1tab=5.59 and F_2tab=3.79
Since F_1cal <1, we accept HO.

There is no significant difference in the preference of working with computer with regard to age group due to automation.

INFERENCE AND CONCLUSION

1 There is no significant difference due to the age of employee regarding the speed of work and automation. Hence it is concluded that age has no influence on their attitude regarding the speed of work due to automation. But more than 50% of the staff responded in this study have felt that the speed of the work has been reduced due to the automation. This may be due to the fact that the staff are still in the learning stage of computer technology.

2 Similarly it was found from the analysis that there is no significant difference in various designations with respect to the speed of work due to automation.

3 As per the analysis, it was inferred that there is correlation between the age group of the employees and their assumption about the accuracy of work due to automation. In general, more than 50% of the respondents felt that automation has improved the accuracy of work.

It was found, that elderly staff felt that even manually the work could be done accurately.

4 As per the Annova table, the designation of the employees and the work load due to automation are not correlated. Hence, it was inferred that automation has no effect on the work load with regard to the age of the employees.

5 Automation has an impact on the job satisfaction with respect to the age of the employee.

It is interesting to note that the staff between the age group 30 to 35 have expressed that they have more job satisfaction due to automation.

6 Designation of the employee and job satisfaction are not correlated.

7 Similarly the age group and designation of the employee are not correlated with their image due to automation.
Hence, it was inferred that the staff do not think that their image has been improved due to automation.

8 The age of the employee has no impact on their preference of working with the computer.

9 Most of the staff have shown keen interest in learning computer technology though they are not deputed by their organization.

10 The staff who are younger, have felt that they do have job satisfaction when they work with computers..

But in general there is no dramatic impact on the work load, speed of work, accuracy of work and the image of the staff due to automation.

IMPACT OF INFORMATION TECHNOLOGY ON LIBRARY MANGEMENT TECHNIQUES AND STAFFING STRUCTURE

Dr SANGITA GUPTA*

The application of latest communication and computer technologeis in libraries and information centres has lots of implications for employees, organisational structure and adminsitration of library operations. It has affected centralised decision-making in libraries. Automation may eliminate the job or deskill the job. The success of automation implementation depends upon the professional attitude of staff towards integration of automation. For the effective management of automated libraries, library professionals require high level of training in latest computer technology. Various library associations and organisations have been organizing a number of training programmes which have certain limitations. This is the high time when we must give due and immediate concern to the growing need of standard training in computer technologies.

0 INTRODUCTION

The world is entering a new technological age; an age dominated by computers and communication systems. The change is both rapid and revolutionary. Computers and communication systems have brought about a revolutionary metamorphosis in the dynamics of library system. Libraries have been very fast to respond to latest technologies. The application of latest communication and computer technologies in libraries & information centres has lot of impact on adminstration, organisational structure and human resources and this is very much the purpose of the article.

1 ORGANISATIONAL STRUCTURE

Application of latest technologies is changing the way in which management operations are performed. Due to it, the degree of centralisation of authority and decision making, and relationship among the administrators and line/paraprofessional staff activities have been greatly affected. The communication technologies are decentralizing decision making. It encourages the use of participatory model as is being applied in various high tech companies in USA.[1] This model favours increased freedom and participatory democracy.

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2 PLANNING

The success of automation implementation demands adequate planning. Participation of higher level administrators as well as para-professionals in planning process is equally important. The administrators are supposed to undertake the control of funding and support. For this, they are to remain in touch with new developments in computer technology. The para-professionals are supposed to be involved in planning process because they are to interact with the system later on. The success of automation project is determined by the involvement of paraprofressional staff in planning and implementation of computerisation.

In many library automation projects, professional librarians (who are the managers) are incharge of the project and are given the responsibility of purchasing the system. They merely concentrate on management aspect *ie.*, the cost factor and output it can provide, but they rarely bother how automation process will affect line personnel and what type of problem they may face while working with them.

3 STAFFING

Automation has lots of implications for staffing library and information services. By automating library routines, one might expect to find reductions in the number of non-professional staff or the complete retraining of professionals for different duties *eg* in computerised circulation system, time is much least involved as compared to manual charging system. So staff freed from the library routines is to be redeployed to other jobs after training or they will have to lose their jobs.

Automation may be used to deskill the jobs *ie* the affect of automating library technical services procedures has been to deskill many technical services positions through the use of computers. For example, the professionals doing cataloguing now may be appointed simply for checking computer printouts and manipulating centrally produced records brought in by some cataloguing agency.

One of the strongest components of any automation project has been a concern with the manner in which staff will respond to the implementation of the system. The professional attitude of staff towards integration of computerisation is varied in nature.

According to one professional[2] at DST Library Delhi "There are lots of problems regarding staff as they are accustomed to conventional techniques". Another library personnel[3] said, "staff

already in position are having little aptitude for computerisation. Due to lack of training and education, they are not ready to work on it". This negative attitude of professional staff is mainly due to four reasons. *Firstly,* most of the professionals just do not want to come out of their conventional mould of functioning. Perhaps they fear a sudden change to a new system. *Secondly,* lack of training on their part forces them back to sit pretty in their traditional placement and work. *Thirdly,* they are perhaps not sufficiently motivated to undertake training in computerisation. *Fourthly,* there is a fear that the environment will be dehumanized with the introduction of computers.

However, despite such pervasive negative attitudes on the part of library personnel, there are certain libraries like National Science Library, Delhi whose head[4] can claim, "All our staff is enterested in integration of computeration of library work. The staff has acquired sufficient, training in latest techniques". It indicates that automation can be either a positive or negative force on employees depending on how the automation activity is implemented and how the employees are pursuaded.

For the management of automated library and information centres, well trained manpower in modern information technology is becoming a basic necessity. A modest beginning has been made in India for the training and knowledge upgradation of professional librarians working in various libraries. The goal of large scale training of existing library personnel which may encourage prompt fusion of information technology in the library environment, is yet to be achieved.

The author conducted a survey[5] of 84 Scientific and Technical libraries. According to the survey, the maximum staff working in these libraries possess B Lib Sc or M Lib Sc Degree.

The professional education at B Lib Sc and M Lib Sc level is mostly of traditional type. However, several library schools have incorporated latest designed papers related to information technology in their syllabi, but they lack real exposure to latest information technologies[6]. Therefore, Library Professionals even recently employed in libraries having, B Lib Sc or M Lib Sc degree are not fully exposed to computers and hence require formal training regarding fundamentals of computers, use of library management packages, on-line search, networking, programming, CD-ROM system, *etc.*

Keeping in view the need of such training, various institutions such as Indian National Scientific Information and Documentation Centre (INSDOC), Delhi; Defence Scientific Information and Documentation Centre (DESIDOC), Delhi; Documentation Research and Training Centre (DRTC), Bangalore. National Informatics Centre (NIC), Delhi; University of Poona (UOP), Pune; University Grants Commissin (UGC), Delhi, *etc.*, and various library associations such as Indian Library Association (ILA), Indian Association for Special Libraries and Information Centres (IASLIC) and Association for Government Librarians and Information Specialists (AGLIS), Society for Information Science (SIS), *etc.*, organize workshops and training programmes in information technology. Table-I shows that about 274 courses ranging from one day to six weeks durations have been conducted from 1979 to 1994 training 3978 persons approximately.

However, the courses conducted by these institutions and associations have certain limitations. The courses are neither uniform nor planned according to specific institutional requirements.

After the completion of the course (organized by INSDOC), each participant was provided an evaluative questionnaire. It was found from the feed back in 1989 and 1990 as shown in Table II that overall performance in terms of organization, coverage of subject matter, course material, training methodology and quality of presentation ranged from fair to excellent. However, these feedbacks pointedly focus our attention on the need for specific improvements in these courses. A number of participants felt that they could not get sufficient time for practical work during the course, so these courses should be of longer duration with greater emphasis on practical aspects of computer training. It requires more financial assistance to purchase more equipment.

The need for better training to the library professionals is also supported in a study on Automation and Library personnel by Dakshinamurti[7] who interviewed 32 individuals engaged in a variety of computer based activities.

4 CONCLUSIONS

Automation will affect the management and administration of libraries by changing the degree of authority, centralisation and decision making. Participative management style if imperative in automated environment where manager is responsible for his subordinate's well being.

TABLE I Number of Persons Trained By Various Institutions And Associations (Year-Wise)

Years	Name of the Institutions & Associations												
	Insodoc	Desidoc	Drtc	SIS	RCC, Calcutta	ILA	Iaslic	Aglis	Uop Pune	NIC	Misc.	UGC	Total
1979-80	--	--	--	--	--	--	--	--	--	--	97	--	97
1980-81	--	--	--	--	--	--	--	--	--	--	--	--	--
1981-82	--	--	--	--	--	--	--	--	--	--	40	--	40
1982-83	--	--	--	--	--	--	--	--	--	--	--	--	--
1983-84	--	--	--	--	--	--	24	--	--	--	--	--	24
1985-86	--	--	--	--	--	--	--	12	--	--	12	--	45
1986-87	--	11	15	12	--	67	56	--	--	46	12	--	219
1987-88	--	46	20	12	--	75	86	--	33	33	56	--	361
1988-89	95	12	12	12	--	25	68	50	40	250	73	--	637
1989-90	120	--	24	12	--	22	24	151	58	65	111	--	587
1990-91	128	44	27	12	--	56	--	24	--	54	44	--	389
1991-92	115	12	51	--	--	36	65	--	77	83	99	--	540
1992-93	139	12	46	22	150	12	113	--	88	--	125	40	747
1993-94	80	--	12	12	--	--	12	--	--	--	36	116	268
Total	677	170	207	94	150	293	448	237	296	533	717	156	3978

Misc = Miscellaneous

TABLE II Course Evaluation By The Participants

Course No	Title	Year			
		1989-90		1990-91	
		Grading	Remarks	Grading	Remarks
1	Computer Application to Library and Information Activities	66	Good	83	Excellent
2	Computer Application to Library and Information Activities	63	Good	87	Excellent
3	Computer Application to Library and Information Activities	80	Very Good	85	Excellent
4	CDS/ISIS (Ver 2.3)	72	Very Good	58	Fair
5	CDS/ISIS (Ver 2.3)	75	Very Good	77	Very Good
6	Bibliometrics	86	Excellent	73	Very Good
7	DBMS and dBase	84	Excellent	67	Good
8	Information Technology	84	Excellent	87	Excellent

Source: C M Anand and B K Sen, "Manpower Development for Computer Application to Library and Information Activities : Role of INSDOC". IASLIC Bulletin, 36(4) December 1991, p 162.

Note : Feedback reports after 1990-91 have not been prepared for consultation.

Automation will positively affect staffing policy for library and information services. If a librarian is modernizing the library services adopting new information technology, he must pay attention to the development of staff. Staff must be made conversant about the latest developments in the concerned area. Staff may be deputed to the relevant institution for training. The automation requires more financial assistance on behalf of Government to the Institution conducting training courses to develop better training facilities for the library personnel.

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4 PERSONAL INTERVIEW with D N Gupta, Head, NSL, Delhi, January 3, 1994.

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MAN-MACHINE INTERACTION: ATTITUDE TOWARDS AUTOMATION

Dr M N KHAN*

Social change stimulated by office automation emphasizes employment modifications, which can be viewed as offering either (1) greater opportunities ie., *much human effort will shift from manual to mental work and from menial to more sophisticated and challenging tasks. Automation puts at our disposal the means to a materially more abundant life. (2) Employees are quite naturally concerned whether the higher rates of office work performance will result in unemployment or raising living standards. Past experience indicates that technological advancements have increased the overall level of employment. New demands have developed, the machines themselves create a large labour force required for their maintenance. Thus people are not displaced, but replaced to other areas of duty. However, if automation is not adopted, it would down grade our offices, our economy, and our society in general.*

Many people are of the opinion that skill requirements will increase for most office jobs as a result of automation. Certainly training and the need or proficiency in specific skills are emphasized by automation. Undoubtedly, the number of irksome, monotonous tasks is reduced by automation. Much laborious and time consuming office work is done by the men-machine. This is a service of automation to the mankind all over the world.

Last but not the least, the Government does not allow retrenchment of labour as a result of automation. Rather the employers are encouraged to take up new lines of activities to absorb the existing labour and to create more employment opportunities. The Government is encouraging use of computers in the Banks, LIC, Public Sector Undertakings and government departments for better information management, customer services and management of the economy as a whole.

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STAFF REACTION IN LIBRARY AUTOMATION: NEED OF TRAINING AND EDUCATORS' ROLE

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Library automation is required for increasing productivity. However, only a few staff find themselves free to be creative with automation. Enhanced in-service training, participative management and proper integration of the computer in the system are suggested to reduce technostress and anxiety of the staff. Emphasis on Computer Application (CA) is needed in L & I S curriculum. Full time expert on L & I S and CA needed in one. Refresher courses on CA exclusively for teachers in LIS needed. Internship of 3-6 months for experience of real life CA proposed.

0 MODERNIZATION OF LIBRARIES NEEDED

According to the National Policy on Library and Information System (NAPLIS), drafted by CONPOLIS[4], Modernization of library operations and services in the context of advances in information technology will be the country's primary concern in increasing productivity and efficiency, improving speed of delivery of service, optimum utilization of available resources and facilities and overall cost effectiveness.

The Empowered Committee suggested that application of computers in major libraries in the country should be introduced.

In a survey conducted by D E Jones[6] in three academic libraries of USA through questionnaire distributed to 267 sample staff of whom 133 responded, 57% of the respondents opined that technology has improved the accuracy of the records kept in the library.

1 STAFF REACTION

Only 23% of the respondents of Jones felt that Automation leaves people more free to be creative. To comment over feelings about working with computer 20% checked only negative terms like irritation, dislike, inadequacy, frustration *etc.* and 39% checked a mixed feeling.

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11 TECHNOSTRESS

According to Motowidlo, Manning and Packard[11], many librarians are uncomfortable with computerized system who for one reason or another, simply refuse to make appropriate use of the technology. They exhibit a subjective stress that leads to affective states such as anxiety, hostility, and depression and to decrements in aspects of job performance.

2 PARTICIPATIVE MANAGEMENT NEEDED

According to M P Merchant M M England[8] technology can humanize or dehumanize the work-place and an important determining factor is managerial philosophy. Using a participative philosophy in the design and implementation of an automated information /system will enhance its acceptance by the staff and provide an environment that encourages innovation and creativity. A creative staff will adapt to change and use these systems to achieve appropriate ends.

They have added: "Most people see technology affecting their lives in one of the two ways:

1 Technology is bad and suggests a waste of resources, centralized organizations, loss of personal freedom and dignity, inequality, consumerism, deskilled jobs and unemployment *or*
2 Technology is good and suggests increased personal freedom, participatory democracy, more leisure time, more knowledge and an improved quality of life.—Which view point will prevail largely depends on how library management choose to manage. If improving service is important to them, they will use participative alternatives to create humane working environments where innovation and high performance can prosper."

It is obvious that para-professional and clerical employees spend more time working directly with computers than do most librarians. But they are often not made involved in decision making while incorporating new technology. In the survey of Jones, 73% respondents mentioned that they were not at all involved in decision making concerning incorporation of new technology, while 71% of the respondents thought that 'support staff should be more involved than they are at present in decision about acquiring new technological devices'.

Sometimes the administration does not seem to be aware of how

even a small change in one department can affect another department. If staff are made more involved they can help anticipate effects.

Some of the staff comments in this concern found in D E Jone's Survey are like. 'Support staff should be consulted as they are the people who work every day with computers'...'The support staff can add valuable input that has been over looked'... 'Planning by management is minimal because they do not bother to consult the people who do the work and many processes are left out of consideration because of lack of knowledge of procedures'.

People will only accept technology to the extent that they are included in the decisions about adding new technologies and to the extent that they are well trained.

3 INTEGRATION OF COMPUTER TO LIBRARY SYSTEM NEEDED

Since the library is a system, it is obvious that any change in the system must be made with care or we may cause a loss of integrity of the system. The introduction of automation support into a library represents a significant change in the library as a system, and a significant loss of integrity may be realized if the automation support is not well-integrated into the larger system. This is one of the problems libraries face through computerization. Most librarian seem to approach the acquisition of a computerization system with little or no thought as to how the system will fit into the library (*ie.*, become integrated into the larger system. They pay little attention to how the computer system will be integrated into the library. "Integration of the system into the library is the most important matter to be considered and the difficult objective to achieve"[7]. Sufficient training is required for having the proper man-machine integration.

4 PROPER TRAINING NEEDED

41 INSUFFICIENT TRAINING GIVEN

According to Jones, the major source of technostress among those interviewed was the inadequate training that was provided for both hardware and software. 79% of the respondents of his survey indicated that the training they received in new technology was either poor or not very good or nonexistent or at best only moderately good.

According to Bichteler[2], the problem is two fold:

(*i*) Poor documentation made and little time allowed for studying the documentation, *and*

(*ii*) People are commonly not given enough time to practice what they have learnt.

In a survey conducted by a student under the guidance of the present author it was found that 40% of the respondents of some in-service trainees of some Government Libraries in India mentioned about their training that 'more time needed' and 57% mentioned that 'more practice was needed'.

Most of the NISSAT sponsored training courses organized at different corners of the country are of too short duration (10 to 12 working days) to give some fruitful training in library automation.

Coming back from training, after some time when the staff find that some parts of the training are forgotten and some parts were not covered at all, he proceeds for another training (if a chance is got) where, many things are repeated and many things remain yet untouched. Thus, the two weeks' training becomes of little value to them.

As viewed by Ms S Gupta[5], one of the reasons that computerization in Indian libraries is still at an experimental stage is the lack of emphasis on manpower development programmes in this particular area.

42 MAN-MACHINE RATIO NEED TO BE INCREASED

The man-machine ratio in short courses should be one to one so that each and every trainee can work with full confidence on his own.

43 PIT FALL OF LIBRARY SCIENCE SCHOOLS

Mr S Seetharma[13] said 'it is ironical that while Departments of Library Science have changed their names as "Departments of Library and Information Science" they have done precious little in reorganizing their curriculum. As a matter of fact these new named departments continue to teach what they have been teaching all these many years'.

44 IMPROVED QUALITY COURSES NEEDED

The NAPLIS Committee (Conpolis) observed that in view of the rapid expansion of library and information science and fast changing character of this service, there is an urgent need of introducing a planned manpower development programme both on short and long term basis. It recommended that the library and information science courses run by the universities and comparable institutions at the post graduate level should improve their quality, in particular by the incorporation of advancing information technology.

45 URGE FOR LEARNING COMPUTER TECHNOLOGY

Failure to cover new technological innovation such as the personal computer and on-line services have made the existing library and information science courses outdated and obsolete. 79.11% of the respondents of a survey conducted by Mehta & Vij[9] indicated their preference for learning computer application. Courses run by most of the Universities to not include these.

Out of 47 respondents of a survey conducted by Mr S Mishra[10] to know the areas to be included in the L & IS Curriculum of 21st Century the reported five top frequency areas are:

Sl No	Rank	Frequency	Area of choice
1	1	39	Information Technology including computer communication & Software development & use
2	2	31	Data storage & Information Retrieval
3	2	31	Networks, Networking & Resource Sharing
4	3	29	Information seeking behaviour. needs & User Studies.
5	4	27	On-line information systems & services.

Actually, four of these (Sl No. 1,2,3 & 5) are related to computer application. These should be taught as core subjects.

46 DEFICIENCIES IN THE CURRICULUM

The course contents at BLIS level are by and large traditional. According to Ms S Gupta[5], only about 9.5% of library schools studied included the paper Computer Application in Libraries.

At MLIS level various library schools have introduced the paper related to computer application in Libraries in recent years but the course contents of these papers are mostly theoretical in nature, vastly lacking in practical exposure. The main reason for the absence of practical exposure seems to be inadequate facilities for practical training. In a majority of the library schools man-machine ratio for trainees remains widely imbalanced. One computer per person is not available during training.

Some of the problems in developing information professionals competent in information technology, as observed by Mr K Sivareddy & R S R Varalakshmi[14] are:

1 Though the courses framed embraces all the arrays of information technology, while imparting, the emphasis is mainly on theory rather than on functional or practical plane.
2 Most of the library and information science schools do not possess the computers of their own to provide hands on practice on computer handling skills and on-line searching. This prevents the schools is providing training in a real work situation.
3 There is dearth of specialist faculty both in computer science and information science together. In order to exploit the full potential of information technology, and impart the same to the students, the faculty should have an in-depth knowledge, theoretical as well as practical, of information technology.

47 NEED FOR PLANNED MANPOWER DEVELOPMENT

One of the main aims of the NAPLIS[4] is stated to be 'to encourage and initiate, with all possible speed, programmes for the training of library and information personnel, on a scale and of a calibre adequate to provide the library and information services.'

5 FACULTY DEVELOPMENT

51 FACULTY UNPREPARED

Numerically as well as qualitatively, faculty members belonging to library schools find themselves unable to cope with the accelerated growth and development in the concerned spheres mainly due to insufficient resources at library schools. Only 243 full-time teachers operate in 70 library schools studied by Ms Gupta[5]. About 33% of the teaching load is shared by part time teachers in Indian library schools.

52 ATTITUDE OF OLD TEACHERS

In many cases the aged senior most teachers of the department fail to update themselves and possess computer phobia. They realize that this would be most important, favourite and modern subject of practical need if introduced. But if some junior teacher or any new comer be given the charge of teaching this subject then their apparent importance and popularity in the department will go down. With this fear, they try their best not to introduce computer application in their syllabus or if introduced, to arrange for some nominal part-time teacher for teaching this paper so that their importance is not reduced.

53 FULL TIME TEACHERS NEEDED

Students need continuous supervision while learning computer application and compared to other papers, more time should be

allotted for computer application. One half of every working day should be allotted for computer Lab. There should be atleast two full time teachers for the subject. Guest lectures may be arranged for covering aspects like on-line search, networking *etc.* if needed. Persons with sufficient experience on the subject and working in big systems may be invited for the purpose from time to time. But these need to be supplemented but knowledge of theoretical background by the class teacher.

54 ALL TEACHERS SHOULD UPDATE THEMSELVES

Gradually, all the teachers of the department should try to learn computer application. That is all-pervasive in the subject and all the works of a library can be done in a better way with the help of the computer. Consequently, considerable number of full time teachers is essential for the department. No good teaching can be maintained on adhoc basis by part time teachers visiting once or twice a week and staying for a little period.

55 L & IS AND COMPUTER KNOWLEDGE NEEDED IN ONE

A person mere expert in computer science is not suitable for teaching in library science. A person of the faculty having knowledge and understanding of all the theory and practical needs of the students and having the ability to make systems analysis of all the library activities in different situations need by acquainted himself well with computer application and the software available and then only he can train the students to tackle their problems and real-time situations. Some actual knowledge of computerization of some library activities will be an added qualification.

56 REFRESHER COURSE EXCLUSIVELY FOR TEACHERS IN L & I S NEEDED

UGC should immediately organize some special courses on computer application exclusively for teachers in L & I S of those Library Schools where computer has been installed or is going to be installed. The course should be of some 3 months duration at a stretch or divided into two equal halves as vacation courses. However, a person must attend both the halves for competition of the course. Those who would complete such training may be encouraged by giving one additional increment. The usual refresher courses in L & IS organised by academic staff colleges should cover more on computer application. Separate courses should be organised for teachers instead of organising courses jointly for teachers and librarians keeping in mind the difference of standard of librarians/assistant librarians of

colleges with the PG teachers in L & IS, teaching for many years in the Universities.

In a survey of Continuing Education Programmes in L & IS held in India during 1982-86, Shri Amitabha Chatterjee[3] has commented that one drawback of the courses is that there is lack of courses specially meant for teachers of library and informtion science which may ultimately help in incorporating the new ideas in the regular courses of library schools. The erstwhile Institute of Library Science be revived and renamed "Institude of Library and Information Science" and given the responsibility of conducting Summer Institutes or short term courses for them.

Ms Gupta[5] has proposed that at least one refresher course in a year must be organised for faculty member by INSDOC and DRTC on regular basis.

57 NEW APPOINTMENTS

A modern Library and Information Science school should be centered round the computer laboratory. Continuous supervision and guidance will be required for the students in the computer laboratory. Additional teachers and instructors need by appointed for the purpose. Any new appointment in the he department should be made from persons having knowledge of computer application in L & IS.

6 LABORATORY FACILITY NEEDED

61 CONSIDERABLE NUMBER OF PCS NEEDED

According to Mr M R Balakrishnan[1] the first change that is required in library education is to bring about a situation where computers cease to be held in awe. This change can be brought about if each and every library science institution installs personal computer so that the students can literally play around with the computer. Such a device does not require either very large memory or very large disc storage space. Installation of such fairly inexpensive personal computers in all library science colleges and making it freely available to all students will go a long way in changing the culture of library profession in India.

In order to make the students getting familiar with the computer with seriousness, different tasks can be assigned to each one of the students. Assigning one task to a group of students often leads to one of the group who gets genuinely interested in the task doing the whole job with the remaining members of the group getting very little practical experience.

62 COMPUTER CENTRE--A PRE-REQUISITE FOR MLIS COURSE

Computer application must be taught in every University at least at MLIS level. Having a computer centre should be regarded as a pre-requisite for starting new MLIS course.

Number of accessible PCs to the department must be at least half of the number of students at MLIS level, so that, practicing in two batches, each student can get a machine for individual practice.

7 INTERNSHIP NEEDED

71 URGE FOR INTERNSHIP

In an opinion survey conducted by Mehta & Vij[9] quite a few among the respondents were of the view that there is a strong need to increase the duration of the MLIS Course by six month or one year to be used for internship purposes. During this period the students should be attached to some libraries for practical training. According to Mr Chatterjee[3], most of the courses conducted by library schools lack proper orientation and as a result the professional workers find a big gap between what they have learnt in their class rooms and what they have to perform as library and information workers. There is hardly any provision in our country for either pre-course or post-course apprenticeship and the training of the students remain incomplete.

72 IMPORTANCE OF INTERNSHIP

As pointed out by Satish and Reddy[12], internship is important because it

- Enables the students to develop the necessary skills required to operate various library activities,
- Confidence to handle things individually is developed,
- Enables the student to adopt himself to varied working situations and conditions,
- Library automation can be best understood through practices.
- Ensures thorough theoretical knowledge with sound practical skills.

73 MODE OF INTERNSHIP

After a brief period of study, the students may be required to work in the nearby libraries. The internship programme should continue till the end of the course. Libraries having strong collection and computer facilities should be chosen for internship.

Internship may be provided alternatively at the end of the course

for a period of 3 to 6 months. At the end of the training programme students shall have to submit project report of training for evaluation and completion of the course.

The student shall be paid by the institute where he has worked.

8 L & IS DEPT AND THE UNIVERSITY LIBRARY TO WORK TOGETHER

The computerization of the University library and the training of the students in the Library and Information Science Department should proceed in a coordinated manner. The expertise of one should be exploited for the other also. Existing staff of the library may be trained in the L & IS Department about computer application and students of the Dept may be made to involve in the retro-conversion of the University Library under the joint guidance of the departmental teacher and the librarian or the incharge of the computer centre of the library.

The students should be paid something for the work done by them. This will reduce their financial burden, make them more interested and help to acquire real life experience of computer application.

91 CONCLUSION

Thus to reduce technostress and to increase job satisfaction and encourage creativity among the staff while modernizing our libraries for increasing work efficiency and improving service quality, automation is needed to be introduced with careful integration of the computers in the whole library system, adopting a participative management policy involving more semi professionals in decision making and enhancing their training facility. Our library science schools need to be modernized with inclusion of good computer centres with considerable number of PCs, increased number of full time teachers with knowledge of computer application and sufficient time allotted for hands on experiences of each and every students. Internship need to be introduced in our LIS courses to enable the students to adopt themselves with varied working situations to reduce their on-job anxiety.

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THINKING HUMAN SIDE OF LIBRARY AUTOMATION : CASE OF A UNIVERSITY LIBRARY

SUKHDEV SINGH*

Library Automation involving the use of computers for its house-keeping jobs is the need of the hour. Drastic developments in the computers have revolutionized the information processing, storage and retrieval techniques which are very useful for the libraries. New technology has its apparent impact on information storage and retrieval. Global networking has brought the information community closer to each other. Now, the information available in any part of the world can be accessed at the other places. The Internet is playing very important role in this direction. Networking at national and local level has facilitated the exchange of information at these levels. Scientists, technologists and the researchers in various fields working in different parts of the world can exchange their message through e-mail. Tele-conferencing is now possible. CD-ROM technology is also playing its important role in popularizing the use of computers in libraries. It is emerging as an alternative, though not fully, to the costly on-line access to the international databases which the developing countries cannot afford.

Indian university libraries are adopting the new information technology slowly and slowly. There are many factors for this slow progress and human factor is one of the main factor. Human aptitude to adapt to new technology acts as the inhibitor in this direction. But, now this aptitude is changing though at a slow speed. Besides this, attitude of the library staff, users and above all that of the university authorities are the other factors. The staff and users both need training for working on the machines and the university authorities are required to make the necessary arrangements for this purpose. The University Grants Commission is providing special grants. The grand INFLIBNET Proramme is a right step in this direction. The university authorities should get benefit of this.

1 LIBRARY AUTOMATION

Broadly speaking, library automation means the use of automatic machines, now mainly computers, for the house-keeping jobs and for various types of services to be given to the readers to help them in their studies and research. The technological developments achieved in the field of electronics and telecommunication have been adopted and this has radically transformed the library operations saving the time of library staff as well as the users[1].

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2 IMPACT OF NEW TECHNOLOGY

No one could think of networking, artificial intelligence, expert systems and e-mail when the computers were in their earlier stages (generations). Now, networking, time-sharing and multi-programming are popular features of the computer. On-line consultation of databases located at far off places of the world have now been possible. Information compressed in the CD-ROM's is also available to the users. All these developments have eliminated the boundaries of the world. Information available in any part of the world can be accessed anywhere.

Networking at the international level has brought the researchers of the world closer to each other. International networks Internet, Bitnet, Usenet, Janet, Euronet, Scanet *etc.* are fast steps in this direction[2]. The researchers can seek the required information immediately while sitting at their own terminals.

3 CD-ROM TECHNOLOGY *VS* ON-LINE

The CD-ROM Technology is contributing its share equally in popularizing computers in libraries. Besides being cheaper in comparison to the on-line access to the international database, it gives ample time to the researcher to search a particular database available on a particular CD-ROM. The researcher feels relaxed while working on a CD-ROM, whereas on the on-line, he works under somewhat tension. Moreover, as Salvia James feels "... devoting one PC to one On-line Disc System is still not really feasible in certain areas and careful attention needs to be paid to storage of discs and careful updating and recording of updates..."[3]

Patricia N C Phiri also recommends the adoption of CD-ROM technology for developing countries because it is an intermediate technology bridging the gap between the advanced expensive on-line systems and paper-based systems which still predominate the developing countries[4].

Robin Williamson is of the view that despite on-line database, CD-ROM industry is not a panacea for all the ills of on-line delivery and is not going to replace on-line. There is room for both types of systems. There are advantages and disadvantages of both forms which are particularly emphasized when we compare the same database available on different On-line hosts as well as CD-ROM. On-line gives user frequent updates, but at the cost of time based charges whereas CD-ROM has cost advantage and a simplicity of interface which encourages research and extensive browsing as well as extraction of

texts for subsequent processing[5]. Moreover, CD-ROM takes 3-4 months for updating. Generally, quarterly updates are supplied by the CD-ROM manufacturers. Thus, the information on CD-ROM is not up-to-date as in the case of on-line.

4 HUMAN ASPECT OF AUTOMATION

Human side is equally important in automation. After all, the automatic machines cannot run on their own. There must be someone to handle them. They require the operator to operate them. The computer needs programmer to give it the necessary instructions to carry out the desired functions. The computer operator has to feed the required data into the computer. Only then it can give the required results according to the given programme. No doubt, the number of human-beings required for working on machines will be comparatively less than the manual operations, yet the automation cannot eliminate the human factor completely. The computers, however, will not solve all the information problems. No doubt computers have potentialities, they also suffer from limitations.

The personnels working on machines should have aptitude and taste for the particular work assigned to them. They should be ready to adopt automation of their respective sections. They should also be trained properly to work on particular machines.

5 ATTITUDE TOWARDS LIBRARY AUTOMATION

Attitude towards library automation includes the attitude of the staff, the university authorities and the users of the library.

51 ATTITUDE OF THE STAFF

The library staff should be willing to accept the challenge of new technology. They should not hesitate to work on the computers. Any fear psychosis in their minds towards automation will not help to fulfil the aim of the project of automation. After all, they are to serve the aim of the project of automation. After all, they are to serve the reader community and they can surely do so in a better manner with the help of new technology. They should not hesitate even to go for training at far off places for this purpose.

52 ATTITUDE OF THE AUTHORITIES

Sometimes the concerned authorities are not in favour of adopting the new technology easily. It may be due to the financial stringency faced or otherwise the negative attitude towards automation or some other unknown reasons. Generally, the authorities hesitate to depute

their personnels for training at distant places, as if the concerned persons are to be trained for their personal benefit and not for the institution.

After all, the infrastructure for automation including hardware, software and humanware has to be provided by the authorities and their positive attitude towards automation is most essential. The computer hardware of the latest available model should be procured and the cost of software should also be considered while procuring the hardware as most of the firms now supply software alongwith the hardware.

53 TRAINING OF THE STAFF

Training aspect should be given equal weightage as without the trained personnel, the machines are useless. Some of the staff members should be deputed for training before the procurement of computers. Other members should learn from the trained person. Four to six weeks courses and also short term weekly/fortnightly courses are run by some institution and professional bodies such as INSDOC, NISSAT, DRTC, ILA, IASLIC *etc.* Library personnels should be sent frequently to attend these courses.

54 ATTITUDE OF THE USERS

User of the library—students, research scholars and teachers in the case of a university library—should also be ready to adopt the new technology. Now, the computer technology is becoming more and more popular and a number of courses are being run in the Universities throwing ample light on new subjects, particularly in the field of Science and Technology. Students and teachers in the other fields of Arts, Social Sciences and the Humanities should also take interest in learning the application of the latest technology in the library.

55 TRAINING OF THE USERS

The users should be trained to know the applications of new technology in the libraries. Short terms courses should be run to train them about the use of computers in the libraries so as to know what they can get from the library and how they can get it while sitting on the terminals available in the library reading room. This can be done easily in the library with the help of trained staff.

6 CASE OF AN INDIAN UNIVERSITY LIBRARY

University libraries in India started automating their house-keeping jobs such as acquisition, cataloguing, issue/return of books

and serial control in the later 1980's. Four to six PC's were procured for this purpose. Usually one PC was assigned for the jobs of each section of the library. The relevant files were maintained in the computers for each section and the processing of these files carried out.

Guru Nanak Dev University, Amritsar located in the far North-Western region of India started automating its library in the 1990's without caring for the required infrastructure. Five PC/XT and one PC-AT of 286 model, alongwith three DOT MATRIX Printers were procured after negotiations with some of the leading firms dealing with computer manufacturers. The PC's and Printers remained packed in the wooden boxes for about one year for want of an Air-conditioned Room. Thereafter, there was no trained personnel to handle these computers. Only in 1993, a computer operator was employed, of course, possessing the requisite qualifications to run the computers but without the knowledge of library working. No attention was paid to train the library personnels. Only 2-3 persons were sent to the University computer Centre for one hour daily for a few days to try their hands on keyboards. The programmers at the University Computer Centre also hardly knew anything about the working of university library. What could they tell the library personnels about the library automation?

The automation of the library was started in a rather hap-hazard manner. No proper planning was done. The Acquisition Section started processing the orders of the books and accessioning of the books received from 1993 onwards. The Serial Section started feeding the data of periodicals subscribed in 1993 and the receipt of different issues of the journals in the library. A local D-Base programme was used for this purpose which did not work well for issuing reminders of the missing issues of journals. It however, delivered the lists of journals subject wise and vendor-wise, which was not sufficient as the output. The Circulation Section started feeding the record of the defaulters who did not return the books for a fairly long time. Reminders were issued to them in simple Word-Star language. One PC remained busy in the secretarial and other miscellaneous work. Another PC was installed in the Librarian's Room which remained practically idle as the librarian hardly knew anything of working on computer. The CDS/ISIS software was procured in 1994 and two persons were sent for one-month training to get acquainted with the technical know-how of this programme. Now, this software is being used for the working of acquisition, cataloguing and serial control etc.

But, a lot of work remains to be done. Bibliographic record of about three lacs of books procured before 1993 and holdings of journals starting from the very beginning of the Library in 1970 has to be fed into the computers which is not less than the Herculean task and requires more computer terminals and manpower. Apart from this, computerised Readers Service have yet to start in this library.

The above picture is a representative model of not only Guru Nanak Dev University Library but also of a large number of University Libraries, particularly the libraries of the Northern Region. On visiting some libraries of Punjab, Haryana and Himachal Pradesh, it was observed that the scene was not different from that of the Guru Nanak Dev University. Only in Punjab Agricultural University, Ludhiana, three CD-ROMS relating to the AGRIS, AGRICOLA and BIOSIS were being used, of course with the help of only one CD-ROM drive. The other libraries were not having even this facility.

7 NEW CHALLENGES FOR LIBRARY PROFESSIONALS

The library and information professionals of the 1990's and 21st century whether employed in a private or the public sector have to deal with the traditional users as well as the new users of the 21st century. They will have to equip themselves with the latest knowledge of handling the techniques of storage and retrieval of information. They will have to face various challenges which may include:

New type of users.
New type of subjects with inerdisciplinary approach.
New type of information *eg.*, hyhertexts.
New type of jobs *eg.*, networking, database management and information evaluations.
New type of management
New information technology.
New type of work and responsibility.
New ideas and modes of thinking.
The growing problem of keeping up-to-date with the new developments of the information profession.
More efficiency of the library professionals with regard to quick to pin-pointed information.
Accurate and comprehensive information within a specified time.
Sufficient computer literacy of the library professionals.

8 STAFF RATIONALIZATION

There is now clear trend towards allocation of staff to the Readers Services away from the Technical Services. With the automation of the library, the number of library professionals engaged in acquisition and technical processing of the books, journals and other material will decrease and these professionals will be absorbed in rendering the Current Awareness Service (CAS) and Selective Dissemination of Information (SDI) for the readers. More personnels will be required for educating the readers to the new techniques of acquiring the required information. Several surveys and forecast predict that the number of middle level professionals will decrease in a remarkable way and more strategists, technicians and professionals will be needed in future. These studies also foresee that principle growth in the profession will occur outside the traditional library environment[6].

91 CONCLUSIONS

New technology has its apparent impact on information storage and retrieval. CD-ROM technology is playing its important role in popularizing the use of computers in libraries. It is emerging as an alternative, though not fully, to the costly on-line access to the international databases which the developing countries cannot afford.

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RELATIVE INDEX

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Key to Abbreviation

AGFIS = Agricultural & Farm Information System
AGLIS = Association of Government Librarians and Information specialists
Agr = agriculture
agrl = agricultural
coll = college
dept = department
engg = engineering
i.r.t = in relation to
info = information
inst = institute
int = international
lib = library
lib & info = library and information
prof = professional
pub = public
res = research
sc = science
tech = technology
tqm = total quality management
univ = university

A
Academic library 241
AGFIS 298, 301, 302, 303, 305, 306, 316, 317, 310, 301
AGLIS 340
agr= agriculture
agrl
  farm network 298
  info 298
  integrated info system 305
  res inst 300
  scientists
  -info requirements 231
Ambia, Golam 246
Ansari, M M A 113
Ashok Kumar 266
Assam
  Academic libraries 241
  Agrl Univ Lib 237
    i.r.t. user education 242
  Coll libraries 241
  Pub libraries 242
  School libraries 242
  Univ libraries 242
Atkin, P 247
Automation 146, 360
  attitude towards–, 334, 346, 353
  its impact on employees 356
B
Baba, Abdul Majid 22
Babakutty, M 269
Badami, K K 251
Bajpai, S K 91
Balwan Singh 278
Bandyopadhyay, Amit Kumar 360
Barman, K K 240
Basu, Keya 140
Behavioral skills 74
Bhat, C R 67
Billington, James H 142
Blanchard, K H 5
Book
  clubs 174
  how of–, 280

seminars for–, 291
what of–, 280
why of–, 281
Burhanuddin, Mohd 27, 380
C
Canadasamy Naidu Coll Lib (Madras) 223
CAS 350
CD-ROM
databases 349
network 305, 307, 321
tech 337, 339, 345
vs online 345
CDS/ISIS 391
its use in info retrieval 391
Central Inst of Agrl Engg,Bhopal 231, 242
Central purchase of books 280
Central Tuber Crop Res Inst 300
Chatterjee, Shyamoli 229
Chaudhury, Dipika 216
Chaya Devi, V 384
Ching Chih Chen 247
Civilisation, graphic records of-, 156
Coll lib 241
Coll of Agr and Home Sc (Trivandrum) 300
Coll of Agrl Engg & Tech (Mallapuram) 300
Coll of Dairy Sc & Tech (Idukki) 300
Coll of Fisheries (Cochine) 300
Coll of Veterinary Sc & Animal Sc & Cooperation & Banking (Mannuthy) 300
Communication 350
interpersonal 110
links 251
process 84
Computer, application of–, 360, 364
courses on–, 366
working with–, 366
Conflict 40, 76
between norms and human considerations 76
handling 5
interpersonal 42
management 44
resolution 4, 5, 44
–method 5
situation 4
types of–, 42
what of–, 41
why of–, 41
CONPOLIS 360, 363
CSIR 337
D
Dabas, K C 313
Dabas, Sheela 313
Dakshinmurti 340
Dalai, B K 250, 252
Davis, K 5, 24
Delegation of authority 37
Delhi Univ Sc Lib
use of physics periodicals in–, 246
Dept of Lib Sc
change of name 363
cooperation with univ libraries 369
laboratory facilities 367
Deshmukh, G R 251
DESIDOC 340
Dewey, Melvil 336
Dibrugarh Univ Lib 242
i.r.t. users education 242
Dilli, K T 223
Dougherty, R M 23
Dr V S Krishna Memorial Lib, Waltair 199
DRTC 340
DST Library, New Delhi 338
Duty is joy for ever 176
E
Electronic
document delivery system 268
mail 268
media 266
Empowered Committee 360
Empowerment in librarianship 10, 11, 12, 15
Espionage system 156
Evans, G E 1, 3, 9
Extension services 174

F
Farooqui, K K 113
Female literacy 6
Five Laws 148
  i.r.t. user education 148, 167, 177
Flynn, Roger R 247
G
Gambhir, Sushma 397
Gandhi, M K 17
Ganga Raju, K 96
Ganju, S 266
Garg, K C 252
Gauhati Univ K K Handiqui Library
  i.r.t. user education 242
Gender problem
  Beijing Conference 6
Global networking 272
Goal conflict 42
Gopal Krishnan, S 252
Goswamee, B 240
Gotherwal, Hemlata 231
Goyal, S P 278
Gralapp, Marcele 146
Guidelines for motivation 37
Gupta, Sangeeta 337
Guwahati
  coll libraries 233
  user education in–, 233
H
Harpal Kaur 209
Haryana
  Agrl Univ Lib 211
  cooperative procurement of periodicals 278-279
Heinritz, F J 23, 67
Hersey, P 5
Human behaviour 40
Human factor in lib management 140, 146
Human relations
  competencies in–, 111
  components of, 2
  crisis in lib management 107
  cultivation 9
  definition 2
  focus on–, 8
  goal of–, 158
  Hanson, John on–, 9
  in agrl librarianship 229
  in ancient times 156
  in librarianship 332
  in public libraries 156
  in public relations 156
  i.r.t. empowerment 11
  i.r.t. lib service 266
  i.r.t. success 1
  its philosophy 93
  vs publicity 158, 161
  what of–, 1
  with superordinates 77
Human resource development 320
  communication factor 320
Human Society
  evolution of, 313
I
IASLIC 336, 340
Ijari, S R 273
Incentives 317
Indian Lib Association 8, 282, 295, 336
  i.r.t. status 48, 340
Indian Univ Libraries 348
INFLIBNET 344
Informatics 299
Information
  requirements of agrl scientists 231
  storage media 305
  technology's impact on lib management 337
Initiation 160
INSDOC 340, 336
Interaction with user 119, 216, 227
  necessary skills for–, 227
Interpersonal
  communications 110
  relations 40, 118
  relationship 81, 82
Interface with technology 332
ISTE 336
J
Job
  enlargement 36

enrichment 34
performance 75
satisfaction 34
security 34
Johri, Nutan 108
Joshi, Nirupama 341
K
K S Chi Test 209
Kaliymmal, K 227
Kaliyaperumal, K 255
Kanakachary, M 148, 252
Kannappanavar, B U 67, 181, 273
Kantimathi, S 72
Karnatak
Resource sharing in univ libraries 273
Univ Lib 54
Kattimany, S N 53
Kerala
Agrl res inst 300
Agrl Univ Lib 301
Khan, MN 379
Kherde, Mohan R 32
Konnur, P V 53
Krishna, K 81
KULNET 274, 275
need for–, 274
scope of–, 274
Kumar, P S C 282
Kwatra, P S 251
L
Lahiri, R 252
Laws of lib sc 161
Learning material 282
Librarianship
gender injustice 7
i.r.t. human relations 8
i.r.t. empowerment 10
philosophy 131
productivity in–, 333
studies in-, 333
Library
& inf system
user friendly–, 160
as non-profit organisation 40
automation 314, 334, 338, 352
authorities attitude 346
human factor in–, 351
human side of–, 344
staff attitude 346
users attitude 347
components of–, 168
conflict in–, 43
cooperation 229
management
human factor in–, 140
impact of info tech on–, 337
info system 318
periods of development 22
pre-1937, 22
techniques 22
of tomorrow 142
personality of–, 8
profession 230, 337
Benchmarks of–, 27
professionals 349
service orientation 163
status 40, 47
users' perception of–, 163
attitude of–, 156
challenges for–, 334
schools 131
science
curriculum
areas to be included in–, 363
deficiencies in–, 364
faculty development 369
first law 128
internship programme 368
service
by legislation 281
efficiency of-, 224
impact of tech on-, 132
model of adequacy of–, 209
promotion of–, 95
user education for–, 192

systems dynamics 337
without walls 272
Local purchase 283
Loyola Coll Lib (Madras) 223
M
Madras Inst of Tech 256
Maharshi Dayanand Univ 279
Mahawar, K L 231
Maheshwarappa B S 351
Mallaiah, T Y 251
Man-machine system 309, 310, 312, 316
Managerial
mindset 12
skills 40
Marrital status
i.r.t. need satisfaction 60
Maslow 54
Mathad, C G 181
Mayo 23
McGregor 38
Mhow 189
Michael, A M 286
Military libraries 192
Mishra, Sanjaya 364
Modern tech
users' reaction to–, 336
Monarches
i.r.t. info collection 156
More, Saraswati 106
Motivation 27, 172
benefits of–, 38
definition 32
guidelines 37
through congenial environment 30
techniques 32
N
NAPLIS 360, 363
National Commission for Women 7
Nelogal, Shankar B 324
NISSAT sponsored training courses 363
New Tech
impact of–, 330
Nithyanandam, K 371
O
Oakland model of TQM 19
Online 345
OPAC 240–9, 300
Organisational goals 147
Orientation of users 160, 173
Orissa Univ of Agr & Tech 49
P
Packet switching 252
Para-lib staff 94
Parida, Baman 46
Participative management 5
basic components of–, 5
Patamata plan 283
Patron-lib-interface 27
Performance appraisal 68, 69
advantages 70
disadvantages 70
Periodicals, cooperative acquistion of–, 278
Pharande, C P 176
Phiri, Patricia N C 345
Planned manpower 365
need for–, 365
Planning 338
POSDCORB 31
Pradeep, C 380
Productivity in librarianship 333
Professional status 35, 46, 163
classification 47
Professionalism 124
Public
lib 156, 241
human relations in–, 157, 162
pub relations in–, 181
relation 182, 199
Publicity 174
Punjab Agrl Univ 211
R
Radhakrishnan, S 47
Raghavan, K S 163
Raina, Roshan 10
Rajaram, Shyama 182
Rajyalakshmi, D 107
Raman Nair, R 298
Ramesh, D B 250, 252

Ramesh Babu, B 255
Ranganathan, S R 1, 38, 47, 161, 168, 176, 178, 282
Rapport with users 144
Readers, winning the heart of–, 167
factors involved in–, 168
Regional Res Lab (Bhubaneswar) 238-9
Reference service 281
Remedial management 28
Resource
sharing 145, 269
concept 274
human relations in–, 269
utilisation of–, 160
Role conflict 42
S
Saha, K 252
Sahu, R J 250
Samyuktha, R 163
Sangam, S L 53
Sastry, R S 1
Satyanarayan, M 252
Sayles 36
SDI 350
School library 241
Self actualisation need 56
Selvi, G Thamarai 332
Sharma, N N 156
Sharma, S K 266
Shuman 185
SIS 340
Siva Kumar, A 27
Siva Reddy, K 364
Social
shades of meaning of–, 1
Sonal Singh 189
Sornam, Ally 40
Spearman's Rank Correlation Coefficient 225, 228
Sridharan, S 17
Srinath, Manorama 223, 371
Staff association 86
Staffing 338
Standard Book Racks 281
Strauss 36
Subbarao, C V 113
Sudha, K 269
Sugatri Devi 199
Sukhdev Singh 344
Sunil Kumar 17
Support staff 361, 362
Swaroop Rani, B S 168
T
Tadasad, P G 351
Taher, Mohd 81, 124
Tamil Nadu
centralised purchase of books 280
collection of library cess 288
Connemara Pub Lib, Madras 287
Inst of Lib Sc 287
prof director of Dept of pub lib 287
Taylor 23
Thillainaigam, Ve 280
Total Quality Management 10, 17, 31
need for–, 18
Training and education 8
U
UGC 340
Lib Committee 47
UNESCO
i.r.t. Int Book Year 281
United States of America
public relations in Lib & info services 156
Univ Education Commission 47
Upadhya, Padma V 119
User education 143, 157, 159, 216, 176, 240
and human relations 159
curriculum based–, 178
coll libraries 216, 241
Gauhati Univ Lib 242
in academic libraries 241
in Assam Agrl Univ Lib 242
in Dibrugarh Univ Lib 242
methods and agency 243
need for–, 217, 219
problems of–, 220
pub libraries 185, 241
purpose of–, 159
suggestions for–, 221, 244

User friendly 124
User satisfaction 170
User studies in India 223, 250, 251
Users perception
of Lib & Info prof attitude 163
Users, rapport with–, 144
Utkal Univ Lib 48
V
Varalakshmi, R S R 364
Varkkey, Biju 10
Venkataramana, V 27, 380
Verma, M M 5
Vijayakumar, M 181
Vijaya Sudha, V 1
W
Wood, D N 247
Winning the hearts of users 168
basic factors 169,
Women class IV employees 113, 115, 116
Women staff 113
advantages with–, 118
risk involved with–, 117
Work climate 2
Work environment 29, 35
Work relationship 109

ROLE OF THE PROFESSIONAL ASSOCIATIONS IN BUILDING UP HUMAN RELATIONS

Ms V CHAYA DEVI*

Library and Information Science profession has been recognised as one of the interactive profession since its inception. To serve the user, keeping in view the time factor, relevence of information and the actual requirements has been the ultimate intention of this profession. With this aim, the library professional has always tried to use his professional skills to achieve user satisfaction. However no single library can meet the task of achieving the user satisfaction in the present day information environemnt, with the constraints of resources and prolifereated growth of information. Hence the mutual understanding among the library professionals becomes necessary, which leads to the establishment of good relations between them. More over, satisfaction of the user requirement at the ultimate level requires the coordination and cooperation among the library professionals. The professional associations ought to play a vital role in the development of coordinated efforts through well established human relations among professionals.

0 INTRODUCTION

The word "Profession" has been defined with a variety of meanings and characteristics by different authors. The various approaches of defining the characteristics of profession without really defining it, is dangerous because characteristics may be added to or substracted from any existing list by any author without any theorotical rationale. Therefore, an operational definition of profession may be given as follows:

"The profession is an occupation for which specialised knowledge, skills and training are required and use of those skills is not meant for self satisfaction but these are used for larger interests of the society and the success of these skill is measured not in terms of money alone".[1]

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However, Howle and McFarland have defined the term profession with 14 and 5 characteristics. Broadly speaking, the characteristics of the profession are summrised as follows:

1 Existence of an organised and systematised body of knowledge;
2 Formal method of acquisition of knowledge;
3 Existence of an association with professionalisation as its goals;
4 Formualtion of ethical codes; and
5 Service motives.[2]

1 LIBRARY PROFESSION

William A Fitzerald[3] has rightly remarked about the "Library Profession" in the following words:

"As a profession, librarianship aims at service. Only those persons should be encouraged to the entire field who are itnerested atleast as much in opportunities to help others as in a suitable salary and satisfactory conditions of work. Librarians to be should, of course, like books. They should also like people and be able to work well with people. Good physical health and a certain amount of vitality are also required".

2 DUTIES TO THE PROFESSION

A profession has been defined as a calling for admission to which, special training, education and character are required. This exalted profession, being a learned profession, has public service as its ideal. To maintain this high ideal, a librarian should cultivate "Professional Habits" and should shun the "Business Habits".[4]

3 DEVELOPMENT OF LIBRARY PROFESSION

The discussion of professionality by librarians in the 1980's are little different in tone and content from those of the 1950's and 1960's despite substantial changes in the attitudes and interpretations.

Melvil Dewey is the first person who contributed for the development of library profession, with the establishment of first library school at Columbia College in USA in 1887. During the later period Andrew Cornegie, Asa Don Dickenson, and W B Sayers *at al* have made their distinctive efforts for the development of library profession within the country and abroad.

The efforts and contributions of Dr S R Ranganadhan in India and

Edward Edwards in UK for the development of library profession and establishment of associations have a significant place in the history of library profession in these countries.

There has been a remarkable growth in librarianship as a profession. It satisfies all the characteristics and duties of the profession similar to other established professions like Medicine, Law, Accountacy *etc.* Due to this reason, it has also become a distinct profession.

Library and Information Science profession is one of the noble professions. Like other professions, in this field the professionals are dedicated to the service of humanity. Professionals like Doctors, Engineers, Teachers *et al* are in a possition to help only in the particular sphere of activity, whereas the librarian is the one who is helpful to all, at all levels and in all their endeavours.

4 DEVELOPMENT OF PROFESSIONAL ASSOCIATION

Every established profession has found it necessary to form organisation or association to bring together its practitioners in order to promote its objects, further its ideals by discussion and instruction to develop techniques.

Librarianship is not an exception in this regard. The professional associations are a powerful force that use their organisational machinery, work force and resources to help solve business, economic and social problems, The central purpose of the professional associations has always been to serve the needs and to protect the interests of the profession it represents. The present trend of any professional association is to widen its purposes and to serve the overall needs of the nation. Today almost all professions can seek help from association in formulating and explaining new laws and administrative rules, which can effect their functioning. The government, too, relies on associations to present a single voice for the profession.

There is an excellent analysis made by William B Paton who has listed six attributes of professional associations while presenting librarianship as a profession. These are;

1 A body of knowledge as a common profession and extended by united efforts;
2 A standard of conduct based on courtesy, honour and ethics which guides the practitioner in the profession in relation with clients, colleagues and the public;

3 An educational process based on a body of knowledge, in which the professional group has a recognised responsibility;
4 A standard of educational qualifications for admission to the professional group based on character, training and proved competence;
5 Recognition of status by one's colleague or by the state as basis of good standing;
6 Organisation of the professional group devoted to its common advancement and its social duty rather than the maintenance of an economic monopoly.

5 IMPORTANCE OF HUMAN RELATIONS

Establishment and maintenance of good cordial relations can be regareded as an essential element for any profession. It is a process of creating an understanding and cordial relationship with all the people of community. This calls for a greater amount of co-ordination effort by the professional organisations and it covers subsidiary functions relating to this concept.

The following are the major activities of the American Library Association (ALA)[5] and the Library Association (LA)[6] that need to establish human relations within the LIS profession.

1 Establishment and promotion of library schools and professional training programmes.
2 Maintenance of cordial relations with international bodies like FID, IFLA, COMLA, UNESCO *etc.*
3 Providing consultancy and advisory services.
4 Holding of seminars, conferences and exhibitions to discuss various problems and techniques.
5 Development of projects for bringing foreign librarians for study and observation of local library methods.
6 To Widen up the mutual exchange programmes, office of the international relations should be established.
7 Growth of memberships and publication programmes.
8 Effort to unite all the librarians and libraries on a single platform.
9 Conduction of refresher courses for a short duration.
10 Promotion of exchange of library personnel and programmes of internship.
11 Organisation of study tours and cultural exchange programmes.

6 OBJECTIVES OF THE STUDY

It is an established fact that, the American Library Association (ALA) and the Library Association (LA), London are the well established library professional associations in building up the human relations than the others at the international level. The prime objective of the study is, to compare the activities of the Indian professional associations with that of the activities of the above reputed professional associations to know how far they are succeeding in the promotion of human relations among the professionals.

61 SCOPE AND METHODOLOGY

The scope of this paper has been restricted to some well established professional associaitons like American library association (ALA), Library Association (LA), Indian Library Association (ILA), Indian Association of special libraries and information centres (IASLIC), Indian Association of Teachers of Library and Information Science (IATLIS), Society for Information Science (SIS), Association of Government Librarians and Information Scientists (AGLIS) and finally Andhra Pradesh Library Association (APLA). The Primary Intention of this paper is, to highlight the role of these professional associations in building up the human relations. The American library association and the Library Association are the oldest professional associations and have the strong professional identity, commitment and unique character. Therefore, the activities of the ALA, LA have been taken as basis, to lay down a comprehensive list of activities that can establish healthy cordial relations among the community and these activities can be compared with the activities of the other associations like ILA, IASLIC, IATLIS, SIS, AGLIS and APLA.

In fact, the history of the development of professional associations has begun with the establishment of first library professionals association *ie.*, American library association in Chicago, USA on 6th October, 1876 with the primary objective of establishment of cordial relations since its inception. This great landmark was immediately followed by next year with the establishment of the Library association on 5th October, 1877 with the aim of, to unite all the persons engaged or interested in library field, by holding various conferences and meetings.

Both the American Library Association (ALA)[5] and the Library Association (LA)[6] have been running on same line, inrespect of building up the healthy cordial relations. Broadly the following are

the various activities of these associations that can assist in the establishment and promotion of human relations.

1 Both the American Library Association (ALA) and the Library Association (LA) have been involved in holding of various seminars and conferences to discuss various problems and techniques with regard to profession. ALA committee is actively participating towards this way for the promotion of human relations among the librarians. Sponsoring of awards is another major attraction of these conferences and workshops.
2 They have also developed the projects for bringing foreign librarians for study and observation of local library methods. Both Rockefeller Foundation and the State Departments are active towards this direction.
3 With an idea to widen up the mutual exchange programmes and for the promotion of co-operation and co-ordination with other international organisations like British Counsel, UNESCO, IFLA, FID, and COMLA *etc.* Office of the Board of International Relations and the International Relations sub committees have been established in U S A and U K.
4 They also promote exchange of library personnel and internship programmes for professionals in developing countries.
5 The Associations also hold various international exhibitions in cooperation with other associations.
6 They have also been playing a leading role in organising a number of study tours and cultural exchange programmes.

Whereas, in special librarianship field the Special Library Association (SLA)[7] in USA and Association for Information Management (ASLIB)[8] in UK are the major professional associations which promote and coordinate for the cause of special libraries and profession. They have been conducting the following activities in respect of the enhancement of human relations.

1 Besides the annual conferences, they have also been organising conferences, seminars and professional meetings to discuss issues confronting the library and information specialists.
2 Organisation of specialist groups has been another major contribution of SLA and ASLIB to provide opportunities to the members to share experiences and knowledge.
3 They have also been playing an active role in conducting

'Visit Programmes' which can consist of guided tours and discussions on a variety of information centres and industries.

The observation of the various activities mentioned above has been revealing the fact that ALA, LA, SLA, and ASLIB have been playing their significant roles in building up the closer relations among the various professionals in library field. Most of these activities have concentrated mainly in uniting all the persons on a single platform, to establish cordial relations among them. Its primary purpose is to create and maintain good cordial relations among them. Its primary purpose is to create and maintain good cordial relations among the between individuals and groups inside and outside the organisation.

7 ROLE OF THE PROFESSIONAL ASSOCIATIONS IN INDIA IN THE DEVELOPMENT OF HUMAN RELATIONS

71 INDIAN LIBRARY ASSOCIATION (ILA)'

This has been the first professional association established at the national level like ALA in USA and LA in UK, which has developed the general library consciousness in the country. Due to the library movement and organisation of conferences and seminars at different levels it came into existence on 13th September, 1933 with the efforts of A C, Woolner, M O Thomas and Kumar Munindra Deb Rai Mahasai of Bengal *et al*, with a view to promote the training facilities for librarians and co-operation with international organisations in matters of common interest.

711 ACTIVITIES TO BUILD UP HUMAN RELATIONS

1 It conducts conferences/seminars annually at different places. By hosting 1992 IFLA conference, it got a great opportunity to make an impact on international library scene by inviting 2000 foreign delegates from all parts of the world.

2 As a part of its activities in building up the human relations it has beenengaged in continuing education programmes for working librarians and information specialists.

3 Another major landmark of ILA is the celebration of national library week which provides an opportunity for both public and professionals to meet at a common plat form.

4 It has also been maintaining good cordial realtions with IFLA, COMLA and affiliated to FID/CR. It attended the first world congress of librarians in 1935 and worked for the establishment of Asian Federation of Library Association in

1951 and is represented in the national bodies like BIS, RRRLF, NBT *etc.*

5 It has also been trying to improve its relations through consultancy and advisory project services through the recruitment of experienced library personnel to carry out the work.

6 This is the premier association in the country working as a mouth piece of the library profession representing not only the library professionals but also other people interested in library affairs.

7 The association has also been improving its relations through various projects and membership programmes.

721 *Indian Association of Special Libraries and Information Centres (IASLIC)*[10]

With an idea to float a special libraries association, Indian Association of Special Libraries and Information Centres was formally formed on 3rd September, 1955 due to the efforts of J Saha, A K Mukherjee and G B Ghosh, with the objective to co-ordinate the activities and to foster mutual co-operation and assistance among the special libraries and research institutions.

722 *Activities to Build up Human Relations*

1 The association has been playing a significant role in sustaining and maintaining professional solidarity among its memebrs by holding seminars and Conferences.

2 It has been conducting the short term training courses in various subjects and it has been organising regular training programmes and workshops in some of the important areas, such as computer applications in Library and Information Science, use of D/B like CDS/ISIS and thesaurus in information retrieval *etc.*

3 It has also been inviting a number of both Indian and foreign experts to deliver talks on different aspects of Library and Information Science. Organisation of annual special lectures each year is another major contribution of the association.

4 IASLIC has also initiated the concept of study circle to exchange ideas and information which leads to the expansion of closer relations among librarians.

5 It has also been active in achieving the co-operation and co-ordination with other professional associations.

Telugu people, it has been organising annual conferences regularly and adopted other indegenous methods like library pilgrimages and spring festivals to popularise the library movement.

2 Further, it recognised the need for training personnel for managing the libraries and it has been conducting the same.

3 As one of its prime objective, it has been developing closer relations through the organisation of village and mobile library services.

4 The Association has been active in communicating professional literature through its publication programmes and arrangement of lectures and speeches.

8 CONCLUSION

The above description reveals that all the professional associations in India have been engaged in most of the similar activities for building up and enhancement of human relations. In this regard their activities are comparable with that of ALA, LA, SLA and ASLIB. However, ILA and IASLIC have been concentrating much for the establishment of healthy human relations through their activities among the different professionals.

(*a*) ILA has not been carrying out any projects like ALA and LA for bringing foreign librarians for study and observation.

(*b*) Moreover, when compared with the activities of SLA and ASLIB, the IASLIC has not been organising any advisory, consultancy services and visit programmes of guided tours and discussions at different places.

(*c*) Similarly, even though IATLIS has conducted some refresher course programme, its activities towards the expansion of human relations has not been satisfactory to the expected extent due to its irregularity and absence of amy programmes like library personnel exchange programmes, internship programmes etc.

(*d*) Furhter it could be observed that the A P Library Association has slowly slackened its activities after the formation of Andhra Pradesh, though it laid down a great milestone in the history of the library associations in India.

91 SUGGESTIONS

To establish and promote more cordial relations among the

professionals throughout the country

(*a*) The ILA, IASLIC, IATLIS, AGLIS and SIS should orgnaise refresher courses, internship programmes, library personnel exchange programmes and create subject panels *etc.*

(*b*) The IASLIC and IATLIS have to concentrate in the development of projects for inviting foreign librarians.

(*c*) Further, they have to promote and organise the library study tours, visit programmes and consultancy services to widen up their relations with others.

(*d*) In addition to the general activities the SIS has to involve and takeup some more programmes like organisation of continuing education programmes and maintenance of cordial relations with international bodies like IFLA, FID and COMLA *et* to enable the maintenance of closer relations among the community.

(*e*) Similarly, the Andhra Pradesh Library Association has to take initiative for further programmes such as invite outsiders from both national and international levels to deliver lectures and speeches which can help to discuss and exchange of ideas and knowledge for the proper enhancement of human relations.

(*f*) Further, establishment of 'awards' should be considered by all professional association on the lines of SIS which promotes not only the co-operation and co-ordination among the professionals but also the professional excellence.

(*g*) Moreover, each of the association has to organise study circles and expert lectures on the lines of IASLIC, with an intention to share their experiences and ideas leading to the enhancement of human relations among the professionals and their associations.

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