Professionalism in Library Administration

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Abstract

Library is the trinity of library resources, researchers and staffs. To bring coordination among the three components, the library administration is based on five library science laws and the institutional administrative policy. Usually the Head of the library is a professional, qualified in the library science field with vast experiences and engaged in academic activities. The librarian community does not wear an overcoat to prove themselves as a professional but acts professionally and benefits society. Human Resource Management (HRM) is implemented in libraries after filtration. Therefore, HRM organizational goal, work culture, team, training and development, motivation, empowerment, employee retention, data policies, etc., are integrated into HRM in libraries. On the basis of her experience, the author pen down certain philosophical point, which are not taken care of by the non-professional when they remain in-charge library of the administration. The author feels that, the library management should always think globally but act locally. The library professional should connect heartily to the reader community, think over their need, and provide the service with transparency, ethically, poliferen for sustainability.

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Keywords

Library administration; Professionalism; Non-professionalism; HRM.

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1.0 Introduction:

In the Society Libraries play fundamental roles. The Resources and services offered by the libraries create learning opportunities, and creating innovative ideas, implementing the ideas and giving rise to a creative society. A library not only provides nascent thoughts but also helps in going through the knowledge created and accumulated by the past generation. Libraries play key role in fastening listening and learning. The knowledge gained from the library resources help in creating building blocks of development in the array of subjects available as the part of the universe of knowledge. The libraries help in safeguarding the world's cultural and scientific heritage in the shelves/ archives/ museum/ rare collections etc. The IPR cell in the library helps in plagiarism check and continues to work as central to innovation policy. The Inter Library Loan (ILL) service is one of the library services that help the readers access too many libraries and get minute resources like articles. The CAS and SDI services attract the readers. The awareness programs organized by the libraries in the form of information literacy programme help the readers know about the library resources and services of the parent library and the services of NDLI-INFLIBNET-DELNET and many others libraries. Due to integration of ICT to the library database and services are available remotely. Different tools have made the library services modern with world-wide visibility. In course of time, the libraries as the part of the extension services expanded to the community. The libraries help the community to simplify the day-to-day life through navigating to different government policies readers housing needs to financial literacy to digital literacy and other areas. Role of libraries is to act as a knowledge center for the as well as the intellectual commons for the respective communities they serve. Libraries play major role not only for the development of the individual but also for nation building. The librarian is the person, who acts as the master thinker. The innovative activities can occur among the individual's organization and environment. Either for individual or organizational innovations the environmental innovations plays a key role for inter-organizational relationship or technological innovations.

2.0 Librarianship as a Profession:

The importance of the professionals is felt due to the most important change in modern society's occupational system. Professionals are neither capitalists nor workers, nor are they typical

bureaucrats. It is very distinctive that, first among the criteria to be professional is the requirement of formal technical training accompanied by some institutionalized mode of validating both the adequacy of the training and the competence of trained individuals. There should be prominence of intellectual component; cognitive rationality is applied to a particular field. The second criteria are that, skills in some forms of its use must be developed. The third and final core criterion is that full-fledged profession must have some institutional means of making sure that such competence will be put to socially responsible uses. The most obvious uses are in the sphere of practical affairs such as classification, cataloguing of library resources. As this relationship between the intellectual discipline & the society has become institutionalized, it has come to Centre in the two complexes of universities and research institutions. The application of knowledge to the practical affairs is involved in basically social, psychological and cultural. Every major innovation in the organization of societies involves a new leadership element in structural rather than personal terms. The fundamental origin of the modern professional system then has **lain** in the marriage between academic professionals and certain categories of practical men. The latter have taken responsibility on the basis of more of specialized competence for variety of operative functions in the society. (International encyclopedia) Now-a-days we know now all three criteria for professionalism is relevant in the field of library professionals. For librarianship as a profession the requirement of formal technical training, prominence of intellectual competence proves how the library professional are selected on the basis of intellectual/cognitive rationality. The technical skill is proved by the criteria of number of years on experience. Through innovation on the basis of above criteria and applying different tools in library services the societal benefit is proved which is visible through societal involvement.

3.0 HRM: Major Influencing factor in library Administration:

Human Resource Management has become the need of the hour due to workforce diversity, economic and technological change, and organizational restructuring changes in the nature of jobs and work and more over due to globalization. The major challenges are experienced due to workforce diversity change in technological platform, work-family balance and lack of skills among the staff.

The objective of Human Resource Management rest on few parts like:

- To achieve organizational goals
- To maintain work culture
- To sustain team integration
- To continue training and development
- To take care of employee motivation
- To develop workforce empowerment
- To take steps for employee retention
- To compile data
- To analyze the data and improve the policy.

3.1 In order to achieve the **organizational goals** it is very important to handle the workforce. In order to meet this aspect a lot of tools are available in the form of handbooks manuals guides to monitor different situations in a standardized and uniform pattern. We can pronounce them as low of the land in layman's terminology. This also includes the staff requirement aspect through hiring or appointment on boarding those staff pay role management, staff benefits up to retirement, without a set of parameters for goals and mission and resources, HRM is incomplete. Once you know your resources, meeting or organizational goal is never kept behind if the manager is professional. In the field of library science POSDCORB (Planning, Organizing, Staffing, Directing, Co-coordinating, Reporting & Budgeting) is very important. Librarian has to create/generate work to engage the workforce. Its main province should be that of creative work in all matters connected with the technique of library work and service and the organization and management of the library. He remains in personal touch with the readers. He trusts the staff but goes through the accession register and other registers. During classification and cataloging sometimes puzzles arise and he has to find out the solution.

Meeting the readers, solving their problems, meeting the staff and finding out the solutions, attending the files of different nature starting from new proposals to maintenance, budget management, leave management. Staff management, resource management, attending inter-departmental meetings is the activities of the librarian besides liasencening work. No library professional succumb to the red tape for getting the duty to the first three laws of library science. Once the pleasure of service in tasted the tendency is thrown to the wind. In the interest of the professional solidarity in the country, there's a feeling of oneness irrespective of the position may be a

senior librarian or a professor or middle manager or lower manager or a student. The professionals share among themselves in the interest of the library practices/techniques to cultivate a sense of professional loyalty. It helps them to share their progress and applies total quality management in different sections. It is very important to bring the professional staff of the library into contact with the professionals outside the library may be through professional association, professional publications & professional seminars/ conferences. This association also helps in inter-lending of library resources. Contribution to professional papers should be regular feature of the library.

3.2Work Culture:

Work culture is otherwise known as the culture that is felt in our work place. In the work environment, we have employees. The employees are encouraged to work in a team and try their level best to achieve the organization's goal. The employee's attitude, behavior, understanding the workflow combined together gives rise to the work environment. Healthy work place has different components like pay, job security, promotion, loyalty to workers. Balance between work and personal life. The workers need to work with full work ethics.

Work ethics include attendance, attitude, character, cooperation, communication, organizational skill, and respect to each other, team work and finally productivity but sometimes it is observed that some employees come late & leave early, interrupt in the work procedure, remain busy in cell-phone ignoring office work, display unnecessary sense of urgency. In the working environment one should not be complaining in nature. The employee should always volunteer to work. Dressing appropriately is also equally important in the work environment. When we talk to the boss, we should try to communicate point to point. We shouldnot gossip about the people in the team or outside the team. In each and every institution, the job is assigned by the leader. Once job is assigned, one should understand the job role within the team with accountability and positive attitude. Positive work environment provide employee with clear expectations for success. It is otherwise can be considered as engaging workplace. Theengaging workplace is possible only when the leader establishes strict zero tolerance. Establishment of strict zero tolerance zone has no effect on the workers. But non-workers become aggressive and with the help of the week leadership try to divide and rule. In some institutions, partiality in behavior, facilities, decision making allow the non-worker to get attracted towards "opportunity" this pollutes the work place and leads to a toxic workplace. So, when it comes to handling HRM effectively, Employee and work environment are two important factors. While talking about performance, work culture plays a vital role. Developing healthy and transparent environment among team members lead to good work culture. But it is usually experienced that, non-professionals when they board the chair-due to lack of professionalism, start dividing the staff and rule; they monopolies due to ignorance of professional skills and tail in employee management. Some non-professionals also mar the work culture through workplace bullying.

3.3 Team Integration:

In order to bring proper team co-ordination among the team players, the manager has a prime role to play. Making integration easier and smooth proves the success. Each communication is very important for this purpose. It is very important that, the team members are introduced to each others. Knowing each other helps in completing the team goal in set time period. Collective understanding and collaborative learning environment are two important components. Team integration leads to productivity.Education of the team member, in which environment the team member has been indoctrinated and how many years of experience in which organization, the team member possess are directly or indirectly affect the team integration. Sometimes the team member enters through some wrong means and cannot sustain in the profession. But some members of this category also adapt the team & sustain. Team leader takes the responsibility of producing streamlined operations and tasks in a functional manner. Respect and relation between team members rope them strongly. Team integration leads to closeness to HR folks.

3.4 Training & Development:

According to Steve Jobs, "Innovation is the ability to see change as an opportunity not a threat". Effective workforce and performance are two elements of work achievement. Usually the incumbents are selected on the basis of their qualification and experience. When the employer evaluates the scholarship and professional competency and deputes the staff for training, the incumbent improves and proves as a shilled personal. In Library scenario, while selecting the books, the technical terms like subject scatter,

style scatter, physical make up, interlibrary loan etc. are to be kept in mind. Similarly knowledge on cataloging code is vital. The libraries should practice open access without hesitation. As books are arranged on the stack according to the class number, the library staff needs to be well-conversant with the scheme of classification and to know how class number is reflected on the APUPA pattern in developing the bay guides/shelf guides.The reference librarian hunts for information, data and knowledge from the library resources. The reference service is a personal service which saves the time of the readers.Standardizations, specifications and laid procedure save the time of the routine work. Library extension service taps the community potential. Building civic responsibility, library ethics and hygiene, knowing the reader, long-range & short range reference services, basic knowledge on acquisition, technical processing, circulation, journals subscription, application of tools, integration of ICT, copyright laws, E-resources: their management, maintenance, remote access and soon are vital issues for library management. For maintaining professionalism, training to the professionals both on-site and off-site arethe part of the continuous Professional Development Training which is very important. Providing opportunities to the employees is one great step to ensure workforce management.

3.5 Employee Motivation:

The prime objective of HR folk is to keep things on the right path and keep away from distraction and negative vibes. Employees need to be motivated throughout. It is essential to empower to them taking their views on things, involvingthem in weekly meetings, keeping their morale always high takes the center stage in library management. Employee appreciation makes them feel great. When employees are satisfied and motivated nothing can prevent them from contributing to achieve the goals/objectives. Motivation plays a key role for effective management. Managers must be sensitive to the needs and values among people they supervise which should be equal. Managers must try to increase subordinate's expectations that, their effort can result in effective management. The subordinates should be rewarded on the basis of their performance. Managers must ensure that subordinates feel that they are being equally treated by the organisation. Managers should encourage their subordinates to set performance goals that are specific to the employees. Physiological needs, safety needs, social needs, self-esteem, self-actualization are the basis needs for motivation.

3.6 Workforce Empowerment:

For work group effectiveness, two key ingredients have been identified. First, all members of the groups must be prepared to invest a high level of effort in the work; second, the members of the group must possess among themselves the knowledge and skill neccessary for effective performance of the work, the group is responsible for. In order to achieve the above two key ingredients, the workforce needs to be empowered. In order to empower the workforce, the administrationhas to design a relaxed orientation program in order to create organizational loyalty. Orientation need to be geared to give the new employees about specific information they want and need immediately like; Information about payroll, training programme, their work assignment, division in which they will be working, to whom they will be reporting and so on. The tone of the orientation program should be relaxing. The orientation program is a step towards the success of the organization. The employee work and provide new ideas and good suggestions. Sometimes the ideas, suggestion are appreciated and implemented and sometimes it goes to the waste-paper box due to professional jealousness or ignorance of the immediate boss. It is felt that, when the employee work and work and become older and senior in the organization, but slower promotion is there.In cases, there is scope for promotion, but authority faces negative attitude and delays the promotion leading to frustration, Threatening work environment are not conducive to success. Due to non-professionalism attitude of the library in-charge, it is found that they feel intellectual threat and don't come in contact with the senior-most professional staff. They provide opportunities to the lower grade and discuss and try to grab the chair as long as they can manage the day-to-day routine work, without any innovative ideas. They try to imitate from the past practices and from the nearby institutions. They feel insecure to discuss with the senior-most professional staff and try to make them hostile. Poor training to the subordinate staff, lack of motivation for heavy workload, inadequate facilities when get imbalanced inside the organization due to leadership attribute that lead to poor success. Some cases have proved that, internal cases of performance, such as ability, effort and commitment within the able-employee is miscommunicated leading to mar the reputation of the employee. Sometimes it is also observed that, poor performance attributed due to internal factors like: laziness, carelessness of the individual employee became contagious to other

employees,While making appointment to the leadership positions, manager must understand that personal traits are not sole determinant of leadership effectiveness. Lobbying with the senior management benefits a few but the performance is not proved. Lobbying sometimes is encouraged to the lower management personnel causing curse for the middle managers. The professionally qualified managers put more energy into skillfully handling group discussions and reform in policy decision. When there is a lot of uncertainty surrounding job definitions, employee experience role ambiguity, role conflict, role overload, role under load.Interpersonal relationships amount of contacts with others, amount of contact with people in other Departments, organizational climate, and personal factors of the role player put the staff in stress.Self-esteem, tolerance for ambiguity, individual differences are few points that affect the workforce. Therefore, in library management, we should empower the employee and should look for easy employee management tips.

3.7 Employee Retention:

Employee retention is one of the organizational goals to foster positive work environment. While recruiting the employee, the organization follows certain rules from different points of view. Once the employee is selected, necessary effort is made to retain the employee and delivering required performance Compensation, environment, growth, support and relationship are the components for employee satisfaction. A supportive work culture helps the employee in growing professionally. Attractive package, skill development, recreating, addressing grievances, growth opportunity, work-life balance are the factors necessary for any employee. When the organization recruits the right people, empower the employee, make employee realize that they are the assets for the institution, have faith on them, trust them and respect them. The employee acquires feel good factors. While recruiting the employee, the organization spends some amount and through employee retentions, cost is reduced. Employee morale can be lifted through retention program. When the employee is engaged, come across a lot of knowledge about the organization, gets experienced and when cannot be retained, opportunity loss happen for the organization. When employee leaves, immediate productivity loss takes place. Retaining top talent helps in revenue generation too. However, retaining the employee is a big challenge. Employee experiences need to be carefully attended. Due to negative vibes, many organizations harass the competent skilled staff by not forwarding their applications showing irrelevant reasons. As a result, the employee motivation is negatively impacted. But from HRM point of view, the employee retention should be given priority providing justified benefits of the employee. In many organizations it has become the part of the innovation, how employee can be retained. Sabbatical programme is a great way to retain top talents. Every employee wants to be acknowledged with appreciation/ recognition. Employee appreciation gives a long way to feel valued. The staff retention strategy is successful when your employee trust & believe in each other,when they value each other, they help each other and work in a team. “People don’t leave jobs, they leave bad bosses” – Marcus Buckingham.

3.8 Data and Compliances:

The professionals have a strong sense of ethical responsibility. They know that work they contribute to a fair and ethical relationship following the work procedure to meet the goal of the organization. The data pertaining to the institute become helpful in getting the statistical report of the institution. The statistical data are reported in the annual report of the institution. The statistical report helps in bringing reforms in the institutional workflow. Working through the reformed workflow, there is transformation. There are examples of the libraries which gained transformation from dark-age to IT age. The data also helps strengthening the website and the institution become visible world-wide attracting national/international visitors. Therefore, the compilation of data is very important. In the age of IT, it touches upon different issues. Data compilation is a process that identifies the applicable governance for data collection, data protection, security, storage and other activities that is helpful in establishing policies, procedures and protocols ensuring data is fully protected from unauthorized threat. Hence, it becomes the need of the hour to strengthen the information literacy program in the libraries – both for the library staff and the readers.Learning through doing should become the administrative policy. When someone works small errors occur. Human being means encore. On the other hand, small encores and miscalculations lead to huge loss. Therefore, one needs to know the rule of the land and need to be skilled. Due to the integration of ICT different software’s are in use and help in generating accurate reports. Access to data, preservation of data, data privacy help in show easing work output.

4.0 Changing environment in Library Management:

"The laws of Library Science command the library authorities and the librarians to work actively to transform the library fund into actual services to the people." (Ranganathan, 1960) The library managers can realize when more and more readers visit the library and more services are provided keeping in mind the needs of the new-age readers. The command of the laws brings changes in the outlook of the libraries. When the public explores the extent of the library services through the website, a new climate is created in the favour of the recognition and of the acceptance of the services of the library, publicity through the websites proves its values to the wider world. The library professional must know the ways of the library publicity – General or Individual.Library anecdotes of the librarians and library users help in the library publicity. The publicity should be organized in different media with full care. The objective of the publicity is to create in the community a climate favorable to make people go the library. For creating the library climate, it is seen that, it has to be deliberately developed among the people. Library rules are there but hardly help for public relation. Persistent, persuasive public relation work is necessary to develop library civics among readers. Work assignment among library staff, library extension service, tapping the community potential, building civic responsibility, maintaining library ethics and hygiene, knowing the readers, knowing the library resources, providing proper services, joy of reference service, knowledge about circulation work, work behind the screen like – book selection, book/journal ordering, accessioning, physical processing, maintenance work, finance and accounts building, furniture, equipments, library stationaries are some important aspects to mention. Knowledge on international and national standards developed in the field of library management play a pivotal role. Technical knowledge and classification and cataloguing are vital for library professionals. Due to integration of information technology, use of softwares in different sections has made the library professionals techno-savvy. Due to emergence of various types of library resources, library readers and library services, the library professionals in the interest of the professional solidarity keep themselves abreast with new development through continuous professional development program.

4.1 Role of Professionalism:

Professionalism encompasses as the conduct, aims or qualities that characterize or mark a professional person. Profession – as a calling require specialized knowledge and often long experience and academic preparation. The attributes of a professional are specialized knowledge, competency, honesty and integrity, accountability and self-regulation.

4.11 Specialized Knowledge:

A professional is marked by his/her conduct, aims and goals in workplace. A professional possess specialized qualification, vast experience and is involved in academic preparation. With serious, thoughtful, sustainable way of working, become a master thinker in the subject field.

4.12 Competency:

Professional competency is knowledge of problems that are peculiar to a certain area. It is a study of problems within specialized areas that one finds the most applicable information. These are sufficiently varied and challenging to provide opportunity for a lifetime of study and research. Professional competency help in solving the problems through situational analyses. Professional doesn't do expenses but they focus on solutions. They try to keep their promises.

4.13 Honesty and Integrity:

Professionals exhibit qualities such as - honesty and integrity. They keep their work and they can be trusted implicitly. They never compromise their values and will do the right thing even when it means taking a harder road. Professionals are humble. They learn from each other. They serve with transparency with ethical values. Politeness is their motto.

4.14 Accountability:

Professionals hold themselves accountable for their thoughts, words and actions, when they do mistake. This personal accountability is tied with honesty and integrity. This is the vital element of the professionalism. Genuine professionals show respect for – no matter what their role is. They exhibit a high degree of emotional intelligence by considering the emotions and needs of others.

4.15 Image:

They are polished and dressed appropriately.

4.16 How to Exhibit professionalism:

Professionals build expertise and stay up-to-date. They know how to listen actively and observe what is happening. They honor commitments. They are polite. They focus on time management and planning skills. They treat everybody equally and follow rules. They are confident and walk towards success. They have positive attitude. They accept any other duty. They are truthful and trustworthy. They declutter their mind and work professionally. They use professional tone. Use correct grammar and always include signature. They are more organized and recognized. Always remain tactful. They avoid gossip. They walk around with heads held high. They avoid using inappropriate language. They stay focused. Professionals are winners. They act like thermostat, whereas non-professionals work like thermometers.

4.2 Non professionalism:

It so happens that, at some point of time for various reasons, the authority wishes to engage non-professionals in professional positions. As the incumbent has no attribute of professionalism, they behave differently. They don't relate work with success, rewards, recognition etc. For them, work is mere hardship, routine, obligation and all negative elements. Their behavior reflects as demeaning, humiliating or bullying. Deliberately destroying, damaging or obstructing someone's work performance, work product, tool or materials. Happen to be their objectives. They play blame game, bully colleagues, play pranks on people, gossip about everyone every day. Mediate at workplace, walk, cut nails, allow personal relationship, make excuses, don't keep words, miss deadline, and withhold information, involved with plagiarism, pass the blame. They imitate. For them, grass on the other side is always green.

5.0 Conclusion

Professionalism is depicted by distance qualification with specialized knowledge, professional competency, honesty, integrity, accountability with commitment. Their images with aforesaid qualities force the society to value them. Along with societal values, they are privileged of high level of autonomy, job discretion with professional authority and right to act as their own judge. Due to their cognitive, moral values they perform skillfully. They remain updated and work with technical and scientific information to ensure professionalism. Some happens with the library professionals. As library is the hub of the academic activities and librarians are instructors of instemetors, teacher of teachers and they have a societal value, we, library professionals need to stick to the qualities of professionalism. We should develop the habit of doing now. Develop attitude of gratitude, get into entwining education programs, build positive self-esteem, stay away from negative influence. We should prove ourselves as the torch bearers of knowledge in the society. The library professionals always think globally and act locally. As we have to meet the strategic goal of our parent institution, we need to understand and find out the local needs of air readers and solve their problems through innovations. We should never try the best practices through 3H (Heart, Head, Hand) formula. We should feel by **H**eart, think by **H**ead and implement by **H**and. Sustainability in work environment should air motto. By providing **S**ervices with **T**ransparency, **E**thics, **P**oliteness in the workplace, we can gain **S**ustainability. Remembering the **STEPS** and working with professionalism we can set sir academic status gain our values in the society.

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