UNIT 13  BASICS OF HUMAN RESOURCE MANAGEMENT

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13.0  OBJECTIVES
After reading this Unit, you will be able to:
• comprehend what constitutes human resources in any organisation;
• explain the vital importance of human resources in the management of any organisation;
• identify the need and purpose of Human Resource Management (HRM) in any organisation;
• describe the ways and means, methods and practices of HRM; and
• discuss the value and advantage of HRM in relation to Indian libraries and information centres.

13.1  INTRODUCTION
In this Unit, we shall study human resources as an invaluable primary resource in the management of any organisation. Human resource comprises of all the persons working in an organisation at all levels. They are the manpower force of the organisation that has the knowledge and skill to transform all its other resources into tangible products and services.

The need and purpose of Human Resource Management (HRM) are to achieve high quality in whatever they produce or offer as services that would strengthen its growth and development.
In this Unit, we shall study what is HRM, why is it given a central place in the management of an organisation, with a special focus on its growth and potential.

The means and methods in implementing HRM in any organisation are through strategic planning and operations, managing human resources, measurement of performance of the manpower resources, regularising a systematic management process.

It should be noted that HRM includes Human Resource Planning (HRP) as well as Human Resource Development (HRD). In this Unit, we are dealing with all aspects of HRM and therefore some aspects HRP and HRD are also touched upon at appropriate places. However units 14 and 15 respectively deal exclusively with HRP and HRD in detail.

We shall also study how much of the concepts of HRM are relevant in the current management context of Indian libraries and information centers. It may appear to be incongruent to discuss HRM in the Indian present state of libraries and information centres in India. However in the changing Indian scenario, particularly, with the significant role given to Indian libraries and information centres by the Indian Knowledge Commission in the development of Indian society into a knowledge society, the study of HRM will be pertinent and also be useful.

### 13.2 WHAT IS HUMAN RESOURCE MANAGEMENT?

Management of an organisation is defined as the prudent, judicious and optimal utilisation of resources like material, machinery, money, manpower and other resources in any activity like in industry, business, trade, academic, social or any other. Manpower here refers to the human resources that comprise of all the workers in an organisation at all levels of the organisation. We will study now about human resources in some more details.

#### 13.2.1 Human Resources

Human resources comprise the entire employees of an organisation from top to bottom. Usually in any organisation, persons or employees work at three different levels namely; top, middle and lower.

The top level class of persons are the highly qualified and professional experts who have a clear short and range vision of the organisation, set the goals and objectives of the organisation, formulate policies and programme, provide the structural pattern for the operation of the various functions of the organisation, set standards of performance of employees, design plans for the growth and development of the organisation, and involve themselves also in various other managerial functions for the smooth running of the organisation.

The middle level class of persons operate at the structural departments/divisions of the organisation, involve in the operational functions of their respective departments or divisions, implementing the plan targets, control and supervise the work of the their colleagues at that level and lower level and do similar other tasks.
The third level staff are mostly sectional heads who supervise the performance of those working under them in actual operations and contribute to the completion of the various tasks in specific time set. The other lower levels staff who have various vocational skills function and operate at the production levels.

It can be seen that the entire work of the organisation is a team work and at every level, work should have a quality appropriate to that level. The total manpower strength builds up the organisation and produce targeted results.

It is this total manpower force that has the potential to transform all other resources into tangible products and services, irrespective of their position, salary and status. Any inadequacy at any level will hamper the progress of the organisation and would contribute to its downward pull.

As this force is a live one, it has the capacity to upgrade itself by acquiring new knowledge and skills and keep rising in its performance. The dynamism and forward looking attitude will enable growth and development of the organisation.

Self Check Exercise

Note: i) Write your answer in the space given below.
ii) Check your answer with the answers given at the end of this Unit.

1) What comprises human resources?

13.2.2 Human Resource Management

“Human Resource Management is a strategic and coherent approach to the management of an organisation’s most valued asset; the people working there who individually and collectively contribute to the achievement of its objectives” (Armstrong, 2003).

The important points to note in this definition are:

i) strategic and coherent approach,

ii) human resources are the most valued assets

iii) people working in organisations individually and collectively to achieve the goals and objectives of the organisations.

It is evident from these points of the definition of HRM that the top management in any organisation must give the highest priority and attention to human resources with a clear-cut management policy for its growth and development. Such management policy should necessarily focus on the following points:

- The acquisition of knowledge and skills by every individual and group of the manpower force, thus building up abilities and capabilities to perform various tasks associated with the present and expected future tasks;
- Developing the inner potential of the individuals and groups and exploit them for their own advantages and to the strength of the organisation;

- Building up an organisational work culture in which team work at every level and maintain a discipline in the upward and downward communication flow, aiding professional welfare and the reputation of the organisation;

- Providing built-in facilities for upgrading of knowledge and skills of every employee through appropriate mechanisms and instruments; and

- Improving abilities and competencies by the introduction of strategic and operational planning for practical execution.

**Self Check Exercise**

**Note:**

i) Write your answers in the space given below.

ii) Check your answers with the answers given at the end of this Unit.

2) Define Human Resource Management.

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3) State the three points that emerge from the definition of HRM.

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**13.3 WHY HUMAN RESOURCE MANAGEMENT?**

Having a clear idea of what is HRM, we must know the management approach. What purpose does it serve? What is the need for it? Why is special attention given to manpower resource as against the other resources of the organisation?

**13.3.1 Need for HRM**

Among the other resources of an organisation, the human resources are the only:

- organic living force, capable of acquiring new knowledge and skills, re-charge themselves according to environmental requirements, prone to flexibility and grow endlessly;

- force that can transform all the other resources into tangible products and services, as other resources will remain idle and unused otherwise;
• resource that has the knowledge and skills, abilities and capabilities, competence and control to build up the organisation, develop its future growth, development, goodwill and reputation; and

• resources that can bring about an organisational culture, do the strategic planning and operations and introduce any new technology, etc.

13.3.2 Purpose of HRM

The very reason for investing in human resources is to increase the knowledge and skills of people so that the above HRM needs are meet. Below are given some of the other purposes of HRM. HRM is for:

• the survival and stability of the organisation;
• the change and diversify of the business;
• running the activities more effectively;
• providing highest quality in products and services;
• playing a leadership role in the field; and
• combat effectively competition in the market.

In a nutshell, the necessity for HRM is not only for the employees’ competence, capabilities and abilities to be upgraded but for their motivation, dedicated participation, involvement and commitment also have to be simultaneously enhanced to achieve the organisational goals and objectives and to build up its future.

Self Check Exercise

Note: i) Write your answer in the space give below.

ii) Check your answer with the answers given at the end of this Unit.

4) Explain briefly the need and purpose of HRM.

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13.4 HOW OF HUMAN RESOURCE MANAGEMENT?

We have noted earlier that the definition of HRM accentuates on human resources as a most valued asset i.e. people working in an organisation individually and collectively contribute to achieve its goals and objectives. In other words, the definition emphasises an approach philosophy to HRM.

This philosophical approach suggests that human resources have to be carefully nurtured, continuously developed and constantly reviewed in consonance with the aim of the organisation for its growth and development. No organisation can
ever remain static when the environment keeps on changing. For instance, an organisation in business and industry will have to diversify its products to compete in an expanding market in modern days, a global market and will have to be ready to adapt itself in many ways to the changing environment. An academic institution should adapt itself to new requirements such as changing syllabus and curriculum in a discipline, initiating new courses, apply methods of e-teaching and learning technology, bring out appropriate fresh course material, etc. If the human resources of these organisations remain static, their survival is likely to be in jeopardy. Therefore, the fundamental thinking in this approach philosophy, based on the continuously changing situations is to view:

- The need to invest time, money and effort in the human resources of the organisation regarding it as the most important primary resource. It is not a cost-based approach i.e. hiring persons just like spending money on other resources. This investment is vital for the growth and development of the organisation even for its survival.

- Human resources have special characteristics that call for special treatment. Human beings have volition and free will; no human being is alike. Individually and collectively their behavioural characteristics are likely to vary. An organisation has to take cognizance of this human factor in formulating its HR policies.

- Human resources handling has to focus on employees collectively as human units and not merely as individual employee, just hiring and firing.

- An organisation’s strength invariably relies entirely on human resources, as these are the most potent resources which can foresee future, have a long range perspective and acquire new knowledge and skills, rise to any level when the need arises.

It is obvious from the above that HRM of an organisation has to be planned to meet its changing environments. It should have a positive and clear-cut policy goals and objectives and operational planning. Naturally there must be appropriate means, mechanisms and instruments to upgrade the quality, abilities, capacities and competences of persons working at every level in order to achieve its expected targets.

**Self Check Exercise**

**Note:** i) Write your answer in the space given below.

ii) Check your answer with the answers given at the end of this Unit.

5) What is the fundamental thinking on HRM Philosophy?

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13.4.1 Strategic Planning

Strategic (skillful) planning is the function of the top management in which an expert in HRM is represented. Setting up goals and objectives, evolving pragmatic plans and formulating policies, preparing executive action for plans and programme, establishing appropriate procedures, rules and regulations for implementation at all levels of management are some of the more important duties and responsibilities of the top management, with reference to HRM. In order to implement these activities, a basic set of principles and practices have to be adopted to ensure quality for all these functions relating to the management of human resources at all levels. They may include:

- professionalism;
- personal/group involvement in work in achieving targets;
- formalism;
- up gradation and enhancement of knowledge and skills;
- increasing application of Information and Communication Technologies;
- evolution of a corporate culture;
- continued effort to progress and develop.

**Professionalism:** This means a quality performance befitting a professional. A person with professional education with rigorous practical training would perform at a high level quality which cannot be expected from a non-professional. The organisation that aims at high quality work from its employees would endeavor to introduce the highest quality of performance of a professional from every employee, irrespective of the persons’ background and experience. This would be the norm of performance of the organisation.

**Up Gradation and Enhancement of Knowledge and Skills:** No matter what qualification or experience an employee holds, unless the person is involved in work, with a sense of devotion, dedication and commitment, an organisation cannot turn out a quality of work of the highest standard. It is therefore that the organisation should have a policy of motivating its employees, through a series of programme that would make the employees commit to work. Once the employee is motivated, the person would willingly upgrade her/his knowledge and skills.

**Formalism:** An organisation introduces formal hierarchical structure to its functions and operations through departments, divisions, sections and other lower units. This formal structure is necessary for proper execution of the various activities of the organisation. In order to maintain this structure, a set of principles with reference to downward and upward communication is also essential. Henry S Fayol’s general principles of organisation are usually a part of the regulations, like authority and responsibility must go together, unity of command and direction, division of work, *espirit de corps*, subordination of individual interest to general interest, etc.

**Increasing Application of Information and Communication Technologies (ICT):** Advances in ICT are offering unlimited opportunities to improve the functions and operations of any organisation in modern days. No organisation can afford to be indifferent in this respect.
**Evolution of a Corporate Culture:** A leading organisation develops its own work culture on the basis of its work principles and practice, conventions and customs, faith and philosophy, discipline, and such others, to identify it from other organisations. This gives employees a sense of belongingness to the organisation and prompts them to give the organisation their best.

**Continued Effort to Progress and Develop:** As mentioned earlier in this Unit, every organisation has to grow and develop to be competent in their business and survive.

This approach would encourage organisations to plan their future human resource pattern, taking into account environmental changes, introduction of new products and services, application of advancing ICT. Exercised properly and on a continuing basis, it should eliminate problems of oversupply or undersupply of particular skills within an organisation. It aids the determination of training needs in relation to new skills required.

Examples of organisations and institutions that have made a name in their fields are many adopting some of these approaches. In India Tata’s products are high class brand name; Infosys in Software, IITs, IIMs, TIFR, IISC, are other examples in professional and academic/research institutions; products of Harvard University, Stanford University in USA are well known. These types of institutions have outstanding brand names.

**Self Check Exercise**

**Note:** i) Write your answer in the space given below.

ii) Check your answer with the answers given at the end of this Unit.

6) What are the basic sets of principles to be adopted for maintaining quality in HRM?

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**13.4.2 Operational Planning**

Operational planning would take care to implement and execute the activities and programme to achieve the targets set by the goals and objectives of an organisation. Further, it handles personnel recruitment, selection, placement and deployment and skill development of personnel, through various types of training. The distribution of personnel to the different departments, divisions, sections and units is done through task and job analysis, job description, job specification, competencies, etc. The implication of this exercise is that the right person should fit into the right job that would not only ensure work efficiency and quality but also give the concerned person job satisfaction.
13.4.3 Performance Measurement

Success of the activities of an organisation can be expected to give right results depending on the performance of the manpower force functioning. The performance of the staff has to be regularly measured by using appropriate yardsticks and scales. This process of evaluation of staff performance will provide data such as underperformance, shortfalls, deficiencies or excellence. Corrective steps can be then taken to design and develop specific programme and instruments to set things right and get maximum productivity through optimum efficiency of the manpower force.

The HRM department or division could take appropriate action with reference to the following aspects:

- Performance appraisal: review feedback and counseling;
- Role analysis and potential development;
- Training policies;
- Communication policies;
- Job rotation: job enrichment programme;
- Participative and total quality management;
- Organisation development and culture;
- Awards, rewards and incentives.

**Performance Appraisal**

It is the systematic evaluation of individual employees' job related strengths and weaknesses at all levels. In all types of organisations, employees have to be evaluated periodically on a regular basis or when decisions have to be taken about their annual increments or/and promotions.

Usually some workers take initiatives and can do an assignment with little or no supervision. Others may be unreliable or must be closely supervised to ensure successful completion of a project.

A systematic written performance appraisal system provides a sound method by distinguishing the quality among the employees. Performance yardsticks will be appropriately different in assessing the quality of work of employees at different levels.

The data obtained on performance will thereafter be reviewed, feedback taken to plan and implement the necessary corrective programmes to bring the employees' performance to the optimum level. Some of the programmes for improving employees' performance quality are training, counseling, or coaching, depending upon the corrective treatment required.

Performance appraisal of officers of top management and senior personnel of middle management are also necessary. Their yardstick and scales will naturally be different from the appraisal yardstick of lower level employees. The aspects of performance may be with reference to their general vision perspectives, updating their professional knowledge and current trends in their fields, their relations with their employees and general public relations, communications skills in making presentations at strategic meetings, etc.
**Role Analysis and Potential Development**

When faced with a situation, for example carrying out a job in handling a difficult customer, an employee has to enact a role to tackle the situation. Such a situation has to be tactfully handled within the prescribed rules and regulation of the organisation. A certain expectation is generally held when an employee is assigned a job like this. When the employee performs successfully and lives up to the expectations, the person performance rating goes up. Performance in a role is a product of the situation individuals are in the organisational context and the direction or influence exercised from above or elsewhere in the organisation and their own skills, competence, attitudes and personality.

Role analysis is thus concerned with optimum stress, linkages and autonomy. Optimum stress refers to tuning a person to raise her/his contribution to the optimum level. Linkages provide intra or inter relations between individuals and teams within units or outside. Autonomy permits an individual to display initiative in dealing with a new problem and finding a solution to it.

Senior managers of an organisation are also to face difficult situations and their ability and competence to deal with such situations are also important for the organisation.

**Training Policies**

Most organisations have a regular policy of providing for appropriate training of their staff to cope up insufficiencies or deficiencies. Depending upon the nature of shortfalls, provision for in-house training, getting trained an employee from short courses by professional organisations, workshops conducted by institutions or international programs organised by Unesco or any other organisations. People trained in these programme should be suitably fitted in the organisation to get their full potential which would also give job satisfaction to the person trained. This is important to raise the morale of the employee.

Again senior level managers also are to keep themselves abreast of current trends in their respective fields of work. They may get opportunities to attend and contribute papers at international conferences, participate in e-conferences on important areas relevant to their parent organisation, etc. Above all the most essential requirement is to do self assessment to be in the best interests of the organisation.

**Communication Policies**

We have already noted that formal communications in the organisation is required to maintain discipline and avoid conflicts among the employees. Besides these, communication policies contribute substantially to the health of the organisation. Through approved internal communication channels, the organisational activities can be authentically reported. This would prevent unnecessary faith in grapevine and gossip among the employees. The employees would also be properly informed about the activities and progress of the organisation. Most often, Newsletters, House Journals and News Bulletins of the organisation are brought out to keep the employees well
informed about its activities and progress. They can carry employees news, personal achievements and honors, etc. which would contribute to the general goodwill of the organisation.

- **Job Rotation, Job Enrichment Programs**
  
  Judicious transfer of persons to pick up experience and new skills and expertise in different areas of work in different sections and divisions of an organisation would enhance quality of work of employees and a sense of personal satisfaction and motivate them to perform with greater involvement in work. Specific job enrichment programme may be designed to help employees widen their skills and competences.

- **Participative Management**
  
  “Participative Management is defined both as a philosophy and a method of managing human resources in an environment in which employees are respected and their contributions valued and utilised. From a philosophical standpoint, participative management centers on the belief that people at all levels of an organisation can develop a genuine interest in the success and can do more than merely perform their designed duties.” Modern management techniques encourage the use of participative decision making stressing that productive and efficient results can come out of the decision making process. This management technique allows its employees, individuals or groups to take part in decision making.

  There are pros and cons to this theory of management. However, there are various factors that are involved in implementing such a practice in organisations. We are just mentioning it here, but it will be discussed in detail in the Unit on Human Resource Development.

- **Award, Reward and Incentives**
  
  This again is a general practice in organisation to reward best performances of employees. Awards of professional organisations for outstanding achievements are also important to encourage employees to maintain their quality. Apart from these types of recognitions, organisational incentives like deputing persons of outstanding performances to get international exposures in their respective areas of work are also sometimes serve as incentives. Even out-of-turn of promotions may also serve this purpose; but this type of incentives will have to be carefully done lest it may create unhealthy relations between employees which will not be in the best interests of the organisation.

  All the above aspects would be influenced by factors like management style, environment, technology, resource availability, background and past history of the organisation, nature of business and others.

  If properly attended and successfully implemented, this is likely to be reflected in the organisational effectiveness like higher productivity, growth and diversification, cost reduction, more profits and a better image of the organisation.
**Self Check Exercise**

**Note:** i) Write your answer in the space given below.

ii) Check your answer with the answers given at the end of this Unit.

7) What are the appropriate actions that an HRM department/division should take to maintain optimum efficiency in production or services?

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**13.4.4 Human Resource Management Process**

We have discussed the basics of HRM in the different section of this Unit so far. A framework for operating the various functions of an organisation is indicated. In actual practice, HRM is a continuous process and not merely providing a framework for a set of planning and designing procedures, mechanisms, instruments and techniques, framing rules and regulations and evolve a set of standards for work quality, etc. These are basic ideas for establishing a system of management practices to get high quality work from employees. The organisation can facilitate the productive process of management by the conscious application of these ideas described in the previous sections.

Quality of work being central to any system of management, every work-related issue should be examined at periodical intervals and at every level, top, middle and lower that comprises managerial and operational aspects. Task analysis, quality of work life that includes work place, principles of democracy in the implementing processes, autonomous work groups like quality circles, participative decision making and quality assurance of products and services are some of the important and crucial aspects that would need great attention from top and middle managements.

Organisational culture that creates a conducive and healthy atmosphere contributes to high performances leading to success and growth of an organisation.

Organisational learning is a process that provides opportunities to obtain new skills through involvement and commitment that help employees at all levels to pick up valuable experience. This process adds value to every function of the organisation.

Discussions on strategic and operational planning, performance measurement, and participative management, are ideas to be taken in their integration and not in isolation.

While managerial responsibilities and operational functioning are divided between the top, middle and lower levels of the manpower forces in an organisation, it is the top management that ultimately should set high standards of performance among the lower level employees.
Self Check Exercise

Note: i) Write your answer in the space given below.

ii) Check your answer with the answers given at the end of this Unit.

8) What do you understand by HRM process?

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13.5 HRM AND INDIAN LIBRARIES AND INFORMATION CENTRES

Human Resource Management constituting basic ideas on management principles and practices of manpower resources in this Unit may appear irrelevant or impractical in the present context of Indian libraries and information centers.

Almost all Indian libraries in India are part of academic institutions like universities and colleges, libraries attached to Ministries, and Departments of the Government of India, IITs and IIMs, higher institutions of learning and research like Tata Institute of Fundamental Research, Mumbai, Indian Institute of Science, Bangalore, special libraries attached with research organisations such as CSIR, ICAR, ICMR, BARC, ISRO, Public Sector Undertakings, etc. Public libraries have developed in states where Public Libraries Acts are in operation. In other states they are part of cultural set-ups, functioning through government funding. As these institutions are parts of their parent bodies, they are governed by the policies and practices of their parent bodies. Even in larger libraries attached to universities and colleges, research complexes, and other institutions, public or private sector undertakings, these ideas of HRM are not operative. The administrative departments of these parent bodies deal with staff/personnel, mostly in relation to salary and allowances, discipline and control, training and deputations, performance appraisal through confidential reports and such others.

Some of the modern management concepts like HRM may be operative in a limited way for personnel development in some institutions, mostly at the top management level, never percolating to lower levels. No HRM developments seem to exist exclusively in most institutions to take care of personnel issues as discussed in this Unit.

However, the relevance of HRM concepts, principles and practices discussed in this Unit is with reference to future possibilities, apart from its beneficial and useful exposure this Unit provides to you. Libraries and information services at the national level, universities and colleges, big research complexes, private and public sector undertakings, media, etc. are growing not only in their collection size, sophistication with the application of computer and communication, digital technologies, a new set of manpower is likely to be operating in LIUs in the decades to come. The National Knowledge Commission of the Government of India initiated in 2005 has given a significant role to future libraries in India.
Besides, knowledge management courses are being offered in professional management education and training institutions, turning out a new kind of knowledge management professionals, probably mostly to function in industrial settings. All these developments will definitely have a far reaching influence and effect on the growth and development library and information services in India.

Human resource management problems, not necessarily to deal with large number of employees but some other aspects like designing appropriate training programme, performance appraisal instruments, career prospects at all levels, development of organisational culture, etc. that are discussed in this Unit may surely be applicable to the changing situations of Indian library and Information services. This exposure will be valuable to deal with such situations of the future.

Self Check Exercise

Note: i) Write your answer in the space given below.

ii) Check your answer with the answers given at the end of this Unit.

9) How far HRM principles and practices relevant to situations obtaining in Indian library and information centres?

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13.6 SUMMARY

In this Unit, we have discussed the basics of Human Resource Management (HRM), providing a framework of HRM principles and practices. Explaining what HRM is, we move on to discuss the need for HRM and how to implement HRM in a typical organisation. Human resources are the manpower forces of an organisation that transform all the other resources into tangible products and services. The need for HRM arises because it is only the manpower forces that have the potential to ensure quality to an organisation’s products and services, establishing proper procedures for performance efficiency. These functions and activities are achieved through strategic and operational planning. Strategic and operational planning involves a series of principles and procedures such as professionalism, participative management, performance appraisal of employees at different levels, etc. It is important to build up the manpower force through proper planning and later strengthen this force by employing development of manpower for meeting various changes that might take place in an organisation. Are these principles and practices really relevant in the present context of Indian libraries and information centres (LIC)? This question is examined in the changing context of LICs which may have a strategic role to play as indicated by the National Knowledge Commission.
13.7 ANSWERS TO SELF CHECK EXERCISES

1) Human resources comprise the entire employees of an organisation from top to bottom. Usually in any organisation, persons or employees work at three different levels namely; top, middle and lower levels.

2) “Human Resource Management is a strategic and coherent approach to the management of an organisation’s most valued asset; the people working there who individually and collectively contribute to the achievement of its objectives.” (Armstrong, 2003)

3) The important points to note in this definition are:
   i) strategic and coherent approach,
   ii) human resources the most valued asset,
   iii) people working in organisations individually and collectively to achieve the goals and objectives of the organisations.

4) The human resources are the only:
   • organic living force, capable of acquiring new knowledge and skills, re-charge themselves according to environmental requirements, prone to flexibility and grow endlessly;
   • forces that can transform all the other resources into tangible products and services, as other resources will remain idle and unused otherwise;
   • resources that have the knowledge and skills, abilities and capabilities, competence and control to build up the organisation, develop its future growth, development, goodwill and reputation;

   The purpose of investing in human resources with increasing knowledge and skills is to achieve the above needs are for and stability for any type of organisation, change and diversify, running the activities to become more effective.

5) The need to invest time, money and effort in the human resources of the organisation regarding it as the most important primary resource. It is not a cost-based approach i.e. hiring persons just like spending money on other resources. This investment is vital for the growth and development of the organisation even for its survival.

   Human resources have special characteristics that call for special treatment. Human beings have volition and free will; no human being is alike. Individually and collectively their behavioural characteristics are likely to vary. An organisation has to take cognizance of this human factor in formulating its HR policies. Human resources handling have to focus employees collectively as human units and not merely as individual employee, just hiring and firing.
The basic sets of principles to be adopted for maintaining quality in HRM are:

6) Professionalism;
   Personal/group involvement in work in achieving targets;
   Formalism;
   Upgradation and enhancement of knowledge and skills
   Increasing application of Information and Communication Technologies;
   Evolution of a corporate culture;
   Continued effort to progress and develop.

7) The HRM department or division could take appropriate action with reference to the following aspects:
   Performance appraisal: review feedback and counseling;
   Role analysis and Potential development;
   Training policies;
   Communication policies;
   Job rotation; Job enrichment programs;
   Participative and Total Quality Management;
   Organisation development and culture; and
   Awards, Rewards and Incentives.

8) HRM is a continuous process and not merely providing a framework for a set of planning and designing procedures, mechanisms, instruments and techniques, framing rules and regulations and evolve a set of standards for work quality, etc.

Quality of work being central to any system of management, every work-related issue should be examined at periodical intervals and at every level, top, middle and lower that comprises managerial and operational aspects. Task analysis, quality of work life that includes work place, principles of democracy in the implementing processes, autonomous work groups like quality circles, participative decision making and quality assurance of products and services are some of the important and crucial aspects that would need great attention from top and middle managements. Quality of work being central to any system of management, every work-related issue should be examined at periodical intervals and at every level, top, middle and lower that comprises managerial and operational aspects. Task analysis, quality of work life that includes work place, principles of democracy in the implementing processes, autonomous work groups like quality circles, participative decision making and quality assurance of products and services are some of the important and crucial aspects that would need great attention from top and middle managements.

9) In the current situation obtaining in Indian library and information centers, HRM principles and practices, discussed in this unit may not be fully relevant. But the fast context of libraries and information centers, particularly with the Indian National Knowledge Commission giving a significant place in Knowledge management in the country, libraries and information centers will get a reasonably good chance to implement some important aspects of HRM principles and practices.
13.8 KEYWORDS

**Autonomy**: The degree to which a job provides substantial freedom, independence and discretion to an individual in scheduling the work and in determining the procedures to be used in carrying it out.

**Counselling**: Helping the employee to grow and develop in the organisation.

**Feedback**: The degree to which an employee acquires skill and the information about the effectiveness of her/his performance.

**Human Resources**: Are the manpower forces of an organisation that transforms all resources into tangible products and services.

**Human Resource Development (HRD)**: A process of helping employees in an organisation acquire new skills and competence on a continuing basis.

**Human Resource Management (HRM)**: Is a strategic and coherent approach to the management of an organisation’s most valuable assets; the people there who individually and collectively contribute to the achievement of its objectives.

**HRD Mechanism**: Organisational and structural elements that together form the components of HRD.

**HRM Process**: The systematic method of implementation of HRM.

**Job Enrichment Programme**: A method of clarification of norms and standards in jobs.

**Job Rotation**: A method of rotating staff to different units of the organisation to pick up skills in all aspects of work.

**Operational Planning**: Executive function for implementation.

**Organisation Culture**: A system of work inbuilt into the organisation that promotes voluntary involvement by employees.

**Organisational Development**: Dynamic growth of an organisation responding to changes in environment advances in technology, etc.

**Performance Appraisal**: Assessment of employees’ positive contribution in assigned work.

**Potential Development**: Efforts to exploit the natural talents of an employee.

**Strategic Planning**: A skillful method of providing means, mechanisms and structural elements to streamline organisational work.
13.9 REFERENCES AND FURTHER READING


