

Organizational Behaviour in Library and Information Centers

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Abstracts

The objective of this paper is to discuss the importance of Human resource management in Library and Information and how it play a major role in the employees prolific performance. Generally a service organisation aims at the welfare measures or services. It is a known fact that libraries are considered as service oriented organisations, and they are not revenue fetching departments. Hence managing organisational behaviour in the library and information centers is much essential.

Keywords: Employees behaviour; Motivation; Organisational climate.

Introduction

Library and Information are increasingly involved in management practices, due to the challenges posed by various factors, such as pressure from the parent body, inability to satisfy the micro-level and information requirements of the users and above all, the recent widespread trend of library automation which leads to the extensive use of information technology in libraries etc.

The climate influences the organisational behaviour to a great extent. But there bound to be similarities in certain factors among organisations, which have a common goal. For example the fundamental objective of any business organisation is to gain or increase the financial benefits, which are generally termed as 'profit organisations'. But in non-profit or service oriented organisations the major objectives widely differ with each other.

Whether it is a public library or academic

library or special library, the main objective is to satisfy the information requirements of their clients. Though the major objective appears to be similar, the organisational behaviour of each type of the library is different. The major factor which differentiate the organisational behaviour of each type of organisation is the 'organisational culture or climate'.

Concept of Organisational Behaviour

Organisations are not just the structure of building or its infrastructure. An organisation consists of people who interact with other groups of people and among themselves to accomplish specified goals. The behaviour of the people has an impact on the performance of the organisation. The major challenges faced by organisations are adopting to use diverse work environment activities concerned with understanding factors, which influence individual behaviour in an organisational setup. To manage an organisation successfully, it is important to study the human behaviour, which is highly influenced by organisational climate.

Organisational climate

This concept has been viewed and discussed in different dimensions by several management scientists. Organisational climate is the perception of how it feels to work in a particular environment. It is the

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atmosphere of the workplace, which includes a complex mixture of norms, values, expectations, policies, and procedures etc. It is, people's perceptions of 'the way they do things there'. Generally the climate indicates the perception of the employees about their organisation. Every organisation develops its own personality, which is reflected in its climate.

Variables of Organisational Climate

From the definitions of organisational climate, put forth by different Management scientist, various aspects could be derived as its variables. Among those variable leadership styles, communication patterns, motivational forces, decision-making process, goal setting process, training, etc., have been identified as organisational variables for this study. Other variables such as job satisfaction and social recognition have been selected as variables since they also play a vital role in the organisational behaviour and they have an impact on the organisational climate of any organisation. Each of these variables selected for this study have been emerged from various schools of management thought, which serve as a preamble for this research work, hence it is essential to be discussed here.

Schools of Management Thought and their Implications on Library Management

The Schools of management thoughts emerged from the working experiences of management scientists during late 19th and early 20th century. They conducted experiments, surveys and case studies in number of industries and based on the results they propagated several theories. Though these theories were emerged some centuries back in industrial and business organisations, they could be well applied in libraries also, since all the theories mainly deal with human behaviour. The theories could be broadly as classical and neo-classical.

In classical school of thought, bureaucratic principles such as division of labour, strict hierarchical organisational structure, written

communication pattern, power, adaptation of rules and regulation, less or no outside intervention and professional training, etc., have been still adopted in almost all government organisations such as defense, prison and police departments. But the intensity of adopting these principles may vary among these organisations. In organisations such as defense, police and prison, these principles must be adopted in a very strict manner. In other government departments the intensity of adopting the bureaucratic principles may not be compared with the above said departments. A relaxed bureaucratic principle leads to a soft climate to an extent. This sort of bureaucratic set up is generally found in libraries in India. All the principles of Max Weber are followed in all type of libraries with some variations.

Another major contributor to classical theory of management was Fredrick Winslow Taylor known as 'Father of Scientific Management'. He also adopted most of the principles of Max Weber and in addition to that he introduced scientific principles, such as scientific selection, scientific training of the staff and identification of best method of doing the job based on his 'Time and Motion' study. Incentive wage system, which was termed as 'piece rate system' was also adopted by him to motivate the employees. Though 'piece rate system' could not be adopted in Libraries, other scientific principles are adopted in Libraries. Similarly all the fourteen principles of Henri Fayol are adapted even today in almost all type of organisations and libraries are no exception to this phenomenon.

In neo-classical school of thought, most management specialists concentrate on behavioural aspects of the employees and their implications on motivation. Abraham Maslow's 'Hierarchical Need Theory' is applicable to any individual in general. The basic needs, such as food, clothing and shelter should be first satisfied for any one and than a person will aspire for the second hierarchical need 'security safety needs'. Once this need is satisfied it is natural for anybody to long for 'belongingness', and friendly contacts since 'no

man is an Island'. Once these levels have been achieved, any one would wish to go up one more step of aspiring 'self-respect' or 'ego needs'. It is natural for anyone to feel that people should respect them. Once all these needs are fulfilled there may be at one stage where people will aim for 'self-actualization' or fulfilling one's own potentials. This need may or may not be fulfilled by many due to lack of supporting factors. All the hierarchical needs are common for the library professionals also.

Elton Mayo's 'Hawthorne effect' focused that 'Human relations' was one of the most important aspects of motivation. The study revealed that there was no correlation between working conditions such as better 'illumination', 'long coffee-breaks' and productivity. But at the same time the study proved that there was a high correlation between human factor and productivity. In other words the attention given to the employees during the experiment motivated them. This is a normal behaviour for any human being for whom the social recognition is one of the significant motivating factors. This social recognition is very much lacking in library profession in India.

Herzberg's two-factor theory identified 'positive motivating factors' and 'hygiene factors', which he respectively termed as 'job content' and 'job context'. According to Herzberg sense of achievement, recognition, the work itself (challenging job), responsibility, advancement and personal or professional growth are the positive motivating factors. He further claimed that certain factors such as policy, supervision, working conditions, salary and security, etc, would cause only 'dissatisfaction' if absent, but they were not positive motivators. He related hygiene factors to 'job context'.

In this present study, Herzberg's theory has also been proved to be true in libraries. Rensis Likert made a study of leadership styles and grouped organisations into four groups exploitative, benevolent, consultative and participative. He revealed that majority of the

employees prefer 'participative leadership' style. This may prove to be correct where the employees are well aware of the facts concerned with decision-making and risk factors involved in their decisions. If something goes wrong they should be ready to identify better solutions. Application of Likert's participative leadership style in libraries depends on the experience and training given to the staff in decision-making.

Organisational Variables

The organisational variables include:

- o Leadership Style
- o Motivational Forces
- o Communication Pattern
- o Decision Making Process
- o Goal Setting Process
- o Training and Development
- o Job Satisfaction
- o Social Recognition

The above variables have been selected from different schools of thought.

Leadership Style

Leadership style is the manner and approach of providing direction, implementing plans, and motivating people. It is the ability to influence, motivate, and enable others to contribute towards the effectiveness and success of the organisations of which they are members.

Motivational Forces

Motivation is a human psychological characteristic that contributes to a person's degree of commitment. It includes factors that cause, channel and sustain human behaviour in a particular committed direction. Motivating is the management process of influencing people's behaviour for achieving the goals of the organisation in an effective manner.

Communication Pattern

Communication is not only the process of sharing information. But it is a kind of social interaction, which has a vital role in an organisation. Understanding among the staff and maintaining cordial relationship among the members is very essential for the success of the organisation. This factor depends on the type of communication which is adapted by the authorities and among the same level of staff.

Decision Making Process

Decision making is cognitive process leading to the selection of a course of action among alternatives. It is the process of identifying and selecting a course of action to solve a specific problem. Every decision making process produces a final choice; It can be an action or an opinion. Decision making in libraries are mostly related to the higher level of staff.

Goal Setting Process

Goal Setting involves setting specific, measurable and time targeted objectives. In an organisational or business context, it may be an effective tool for making progress by ensuring that participants are clearly aware of what is expected from them, if an objective is to be achieved. On a personal level, goal setting is a process that allows people to specify then work towards their own objectives.

Training and Developmental Methods

Training and developmental methods have become more prevalent in recent years because of the increasingly complex demand. It's a field concerned with workplace learning to improve performance. Such training can be generally categorized as on-the-job or off-the-job. On-the-job describes training that is given in a normal working situation, using the actual tools, equipments, documents or materials that the employee will use when fully trained. On-the-job training is usually most effective for vocational work. Off-the-job training takes

place away from normal work situation which means that the employee is not regarded as productive worker when training is taking place. An advantage of off-the-job training is that it allows people to get away from work and totally concentrate on the training. This is most effective for training concepts and ideas. This training and developmental through experience alone is a time consuming and unreliable process. Both on the job and off the job training are commonly prevail in libraries.

Job Attitude

Job attitude is the most important aspect in an organisation, which has a significant impact on the migration of staff. Longer tenure of the staff is one of the factors, which leads to the success of the organisation. It depends mostly on environment, policies etc., yet behavioural and psychological aspects also contribute to a greater extent. Herzberg's two-factor theory has been applied in this research work for studying job attitude of the library staff.

Social Recognition

Social recognition has been considered as a significant motivating factor. It is human nature, which expects individual's efforts and works to be recognized by co-workers and by society. Maslow's hierarchical need theory has been applied in this research work for studying the implication of social recognition among library professionals.

Conclusion

Though libraries are considered as homogeneous and almost all the issues are common to an extent, it cannot be categorically ruled out the various manifestations of issues and problems in different types of libraries. Each organisation tends to develop its own personality due to the climate existing and outside the organisations. Library personnel must be utilized in a right way since the

behaviour of employees has an impact of performance.

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