

HUMAN RESOURCES MANAGEMENT IN LIBRARIES OF INDIAN INSTITUTE OF MANAGEMENT IN INDIA: A STUDY

ABSTRACT

Background of the Study

The concept of HRM has traversed a transformative journey from its initial focus on administrative tasks and employee compliance to its current strategic orientation. Historically, the term "personnel management" predominantly revolved around payroll, employee records, and compliance with labour laws. However, the realization of human capital's strategic significance propelled the evolution of HRM into a multifaceted discipline encompassing talent acquisition, training, performance management, compensation, and employee relations. Human resource management is the process of hiring, training, and retaining staff with the intention of achieving corporate objectives and improving the well-being, satisfaction, and dignity of individuals. Therefore, human resource management (HRM) is an all-encompassing, people-centred, action-focused, individual-focused, development-oriented, persuasive, ongoing, future-focused, multidisciplinary, and demanding function of management. Only efficient human resource management can guarantee the quality of human resources. The whole execution of any organization is entirely dependent on the calibre of its human resources. Human resources can be broadly defined as the entirety of an organization's workforce's knowledge, skills, creative abilities, talents, and aptitude as well as the values, attitudes, approaches, and beliefs of everyone involved in the organization's operations. It is the culmination of innate aptitudes, learned knowledge, and acquired skills, embodied in the skills and talents of those working for an organization. It is the culmination of innate aptitudes, learned knowledge, and acquired skills, embodied in the skills and talents of those working for an organization. Among all the production or operational aspects, human resources are the most crucial and sensitive since their conduct and performance will define an organization's success and growth. Libraries play a crucial role in academic institutions, serving as knowledge repositories and intellectual hubs that support the teaching, learning, and research activities of the academic community. The Indian Institutes of Management

(IIMs) are premier management education institutions in India, known for their excellence in grooming future business leaders. As integral components of these esteemed institutions, libraries within IIMs are vital in providing access to a wealth of information resources necessary for academic pursuits and research endeavours. The Indian Institutes of Management, commonly known as IIMs, are a group of premier business schools in India that have gained national and international recognition for their excellence in management education. These institutions have played a crucial role in shaping the business landscape of India and have contributed significantly to the country's economic growth. This note will provide an overview of the historical development and importance of the IIMs in India.

Most Indian libraries are found within academic institutions, including universities, colleges, libraries affiliated with government ministries and departments, IITs and IIMs, higher education and research institutes like the Indian Institute of Science in Bangalore and the Tata Institute of Fundamental Research in Mumbai, as well as special libraries connected to research organizations like the Public Sector Undertakings, BARC, ISRO, CSIR, ICAR, and ICMR. These institutions are subject to the rules and regulations of their parent organizations since they are a component of those organizations. These HRM concepts do not apply, not even in larger libraries that are a part of universities, colleges, research complexes, and other organizations, whether they are public or private sector endeavours. These parent bodies' administrative departments deal mostly with staff/personnel matters, such as pay and benefits, control and discipline, depositions and training, performance evaluation through private reports, and so forth. Certain contemporary management ideas, such as human resource management (HRM), may have limited application in certain organizations for staff development, mostly at the upper management level and never extending to lower levels. A new workforce is expected to work in libraries and information services (LIUs) in the coming decades. Libraries and information services at the national level, universities and colleges, large research complexes, private and public sector undertakings, media, etc., are growing not only in their collection size but also in sophistication with the application of computer and communication, digital technologies. The National Knowledge Commission of the Government of India initiated in 2005 has given a significant role to future libraries in India. All of these advancements will have a significant impact on India's library and information services' expansion and development.

Statement of the Problem

The problem chosen for the present study is entitled, “HUMAN RESOURCE MANAGEMENT IN LIBRARIES OF INDIAN INSTITUTE OF MANAGEMENT IN INDIA: A STUDY”. It is very specific study of Human Resource Management and its associated aspects in IIMs Libraries. It aims to make a bridge between the gap by concentrating its attention on significant aspects of Human resource management like Recruitment and Selection, Training and Development, Job satisfaction, Salary administration, Promotion and Transfers, Work environment and Working conditions, Interpersonal relations etc.

Need and Significance of the Study

The growth and success of any organization are largely dependent on the effective management of its human resources. This is especially valid for the Management institutes. Increasing the operational effectiveness of personnel at all levels is one of the information technology sector's top priorities since it will increase managerial competency overall. In today's scenario the human resource management is treated as largest problem since it can make the difference between an organization's success and failure. Employees throughout the world have been more discerning in recent years, especially since the 1990s, in what they demand from their employers such as excellent work environments, competitive pay and benefit packages, appropriate training and development opportunities, etc. Better human resource management methods are required in all type of organizations, and management institutes are no exception, to achieve a healthy balance between expectations and long-term organizational goals. Furthermore, management institutes and organizations require intelligent, diligent, and highly motivated individuals who can apply their judgment in a prudent and wise way to achieve their goals and boost overall operational effectiveness. As a result, it is crucial that the IIM Library consider hiring, training, and developing staff members, as well as implementing long-term, systematic HRM procedures. One major obstacle to the study of human resource management in the libraries of IIMs is the paucity of literature relevant to specific and general management institute challenges. A comprehensive study emphasizing the importance of human resource management in the library sector has not yet been conducted.

The present study, therefore, endeavours to bridge the gap by concentrating its attention on significant aspects of Human resource management like Recruitment and

Selection, Training and Development, Job satisfaction, Salary administration, Promotion and Transfers, Work environment and Working conditions, Interpersonal relations etc. such a comprehensive study is the need of the hour, and the researcher has undertaken the study with a view to fulfil this vacuum. Thus, this study is broad based, comprehensive and it gives due weightage to all important aspects of Human resource management practices in the libraries of the Indian Institutes of Management.

The study has endeavoured to light on various aspects regarding the slow process of career advancement of the library professionals working in libraries below the rank of assistant librarian in IIMs and the few are deprived of availing the opportunities for their professional growth and management.

Objectives of the Study

The major objectives of the study are to:

1. To study policies and framework for the management of human resources in IIM Libraries.
2. To find out the strength of professional staff in the IIM Libraries.
3. To determine the job analysis and job rotation process in the libraries.
4. To examine the commitment of the professionals towards the organization.
5. To identify the level and process of recruitment as well as selection of professional staff.
6. To identify the career advancement prospects and professional growth of the library professionals.
7. To identify the particular area and obstacles by which library professionals affected in IIM libraries.

Hypothesis

To achieve specified objectives of the present study, the following hypothesis have been formulated:

- H1.** Indian Institutes of Management have good policy and framework for the management of human resource in libraries.
- H2.** The IIMs libraries have sufficient professional staff.
- H3.** Indian Institute of Management adopts healthy process for recruitment and selection of library professionals.
- H4.** The library professionals are fulfilling their commitment toward the concerned organization.

Scope and Limitations

The libraries of the Indian Institute of Management are the pioneer institutes that are serving the industrial and business society in India and abroad. All these libraries of IIMs have been well equipped with modern resources and experienced professional staff. The present study has included all IIM libraries in India. A detailed survey of human resource management and its need, importance, strategy, and implementation in all IIMs libraries has been discussed in this study. The study has included the following IIMs libraries:

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t of	S.N.	Name of the IIMs	Year of the Establishment
II	1.	Indian Institute of Management, Ahmedabad	1961
Ms	2.	Indian Institute of Management, Calcutta	1961
in	3.	Indian Institute of Management, Bangalore	1973
Ind	4.	Indian Institute of Management, Lucknow	1984
ia	5.	Indian Institute of Management, Indore	1996
	6.	Indian Institute of Management, Kozhikode	1997
	7.	Indian Institute of Management, Shillong	2008
	8.	Indian Institute of Management, Rohtak	2009
	9.	Indian Institute of Management, Udaipur	2009
	10.	Indian Institute of Management, Ranchi	2010
	11.	Indian Institute of Management, Raipur	2010
	12.	Indian Institute of Management, Kashipur	2011
	13.	Indian Institute of Management, Tiruchirappalli	2011
	14.	Indian Institute of Management, Visakhapatnam	2015
	15.	Indian Institute of Management, Amritsar	2015
	16.	Indian Institute of Management, Nagpur	2015
	17.	Indian Institute of Management, Bodh Gaya	2015
	18.	Indian Institute of Management, Sirmaur	2015
	19.	Indian Institute of Management, Sambalpur	2015
	20.	Indian Institute of Management, Jammu	2016

Methodology of the Study

The data was collected through a structured questionnaire distributed to all IIMs in India to conduct this study. The questionnaire was utilized to assure accuracy and collect the opinions of librarians and other library staff. In addition, discussions about various library components were started based on the survey findings. Essential thoughts and information gleaned from the survey were meticulously recorded in a notebook, serving as an excellent resource for the thesis.

Selection of Sample

The sampling plan involves choosing a sample from the population to study. The random sample chosen for this study represents the entire population. The research and scope focus on specific state university libraries of Rajasthan. During the research work and construction of the sample, two levels were taken into account: first, the participation of Rajasthan State University, and second, the selection of library users to be included.

Population and Sampling of the study

The libraries within the IIM campuses were stratified based on factors such as size, resources, and geographical location. A representative sample was then selected from each stratum, ensuring a diverse and comprehensive coverage of the IIM library landscape. Under the target population, the libraries of Indian Institute of Management (IIM) campuses in India have been taken. Moreover, subgroup within the population include librarians, and support staff involved in human resource management. To conduct this study a comprehensive list of the Indian Institute of Management (IIM) have be developed and identify librarians, and support staff associated with each library. On the basis of the size of the libraries, resources available and other relevant factors stratified sampling adopted to conduct this study which ensure representation from different IIM campuses to capture variations in HRM practices. Area of study was selected on census sampling, i.e. All Indian Institute of Management (IIM) were selected as area of study. For selection of Respondents, Lists of Librarians and subordinate staff were obtained from all Indian

Institute of Management (IIM). Stratified Random Sampling Method has been adopted to select the respondents of each categories w.r.t. Indian Institute of Management (IIM).

Data Collection

The data collected was presented in the form of tables and they are supplemented with descriptions. Analysis of these data contains charts and diagrams for providing explicit information. Mainly this research work is a study of the Human Resource Management in IIM Libraries. The hypothesis has been formulated and validated using chi-square test.

Questionnaire Preparation

Data regarding IIM Libraries was collected by questionnaire method from concerned Indian Institute of Management. Semi-structured interviews were conducted with key stakeholders, including HR managers, librarians, and support staff. The interviews focused on gathering in-depth insights into HRM policies, challenges faced, and perceptions of HR practices within the library context. Surveys were administered to a stratified sample of libraries within the IIM system. The survey instrument, developed based on the research questions and objectives, aimed to collect quantitative data on various aspects of HRM, such as staffing, training programs, and employee satisfaction.

Style of Bibliographic References

The researcher follows the 7th edition citation style of the APA (American Psychological Association) for referencing and citations using the web-based citation tool: <http://www.mendeley.com> The APA citation style has been uniformly applied throughout the entire thesis. All literature review entries as well as bibliographic references are arranged in alphabetical order according to the authors' surnames in the bibliography section of the thesis. This careful organization ensures a well-structured and consistent presentation of the sources used throughout the research.

Data Analysis and Interpretation

The Data Analysis and Interpretation is the key part of the research process. For the analysis and interpretation of the data collected from the respondents of the various institute and to investigate them properly, contingency table (cross tabulation) analysis is adopted. Data has been fed and processed with the help of SPSS/Excel sheet. The researcher carefully examines the acquired data using various statistical tools and methods. This part focuses on analysing the dataset to identify patterns, trends, and correlations. It involves converting raw data into relevant insights. The data analysis not only presents the selected analytical techniques but also provides a rationale for

their choice in accordance with the study goals. The findings are effectively presented through the use of clear and visually appealing tables, charts, and graphs, which facilitate a thorough comprehension of the scientific data. Crucially, the researcher analyses these findings, establishing connections with the study inquiries and providing well-informed conclusions. Information regarding twenty libraries of Indian Institute of Management was collected. Out of Twenty, Seventeen Institutes were responded which has been presented in the form of tables and graphs which are followed by brief explanation. It includes a detailed discussion of the study's findings. The following is a summary of these findings:

- The analysed data shows that out of the 20 questionnaires distributed among all IIMs, 17 were received, resulting in an aggregated response rate of 85%.
- Among the respondents, 14 individuals identify as male, constituting 82.4% of the total sample. On the other hand, three respondents identify as female, comprising 17.6% of the surveyed population. In total, the data represents a sample size of 17 individuals. This gender breakdown provides valuable insights into the composition of the study participants and may be crucial for understanding potential gender-related patterns or preferences within the research context.
- The majority of the participants, seven, possess Master's degrees, representing 41.2% of the surveyed population. A significant proportion, eight respondents, have attained a Ph.D. or Doctorate, making up 47.1% of the total sample. This breakdown of educational qualifications provides valuable insights into the academic background of the study participants, which can be crucial for understanding the diversity and expertise within the surveyed population.
- Despite some disparities, the data findings suggested that most IIMs have libraries capable of meeting the academic needs of their respective institutions, with variations likely reflecting differences in size and academic focus.
- Conversely, several institutes, including IIM Bodh Gaya, IIM Udaipur, IIM Nagpur, and IIM Ranchi, report zero subscriptions, suggesting potential reliance on digital resources or alternative methods for accessing scholarly materials.
- A diverse range of online journal subscriptions is evident, reflecting the commitment of these institutions to digital academic resources. IIM

Ahmedabad leads with 30,109 online journal subscriptions, followed by IIM Kozhikode and IIM Ranchi with 30,000 and 17,000 subscriptions, respectively. Interestingly, some institutes, such as IIM Visakhapatnam, report relatively lower numbers, with only seven online journal subscriptions.

- IIM Ahmedabad stands out with 165 databases, showcasing a robust commitment to diverse digital resources. Notable entries include IIM Kozhikode with 150 databases, IIM Lucknow with 88, and IIM Calcutta with 50. Conversely, IIM Bengaluru reports zero database subscriptions, suggesting potential reliance on alternative methods or a specific strategic focus.
- Overall, the substantial numbers underscore the commitment of IIMs to providing extensive digital libraries, catering to diverse academic needs, and embracing the importance of e-books in modern academic research and learning environments.
- The high percentage of fully automated libraries reflects a proactive approach to leveraging technology for better resource management and service delivery. The shift towards automation aligns with contemporary trends in library management, contributing to streamlined operations and improved services for library users.
- The data analysed reveals that 100% of the respondents reported that their library is Wi-Fi enabled. The data indicates a unanimous agreement among the participants regarding the Wi-Fi accessibility in their library.
- Budget allocations vary across institutions, reflecting priorities and resource distribution differences. IIM Ranchi has the highest library budget at 30.00 Cr., followed by IIM Ahmedabad with 13.00 Cr. Other institutes, such as IIM Bengaluru, IIM Lucknow, and IIM Indore, also allocate substantial budgets ranging from 6.00 Cr. to 18.00 Cr. On the other hand, some institutes report relatively lower budgets, with IIM Visakhapatnam at 1.80 Cr., IIM Sirmaur at 2.50 Cr., and IIM Shillong and IIM Jammu reporting no specified budget amounts.
- All respondents (100%) know the library's policies and frameworks for managing human resources. The findings suggested a high awareness and knowledge among the individuals surveyed regarding the established

guidelines and frameworks governing personnel management in library settings.

- The majority of the surveyed individuals are affiliated with libraries that have established guidelines and frameworks for managing human resources, which is crucial for maintaining effective and organized operations within the library.
- The absence of dedicated staff or resources may be a limiting factor in developing comprehensive policies and frameworks for human resource management.
- The data The findings suggested that The result shows from the table that there are a total of 17 positions related to the Librarian role. Of these, nine positions (52.9%) represent the total sanctioned posts for Librarians. Five positions (29.4%) are filled among the sanctioned posts, indicating the number of Librarian positions currently occupied.
- According to the data, the table shows that there are a total of 17 positions related to the deputy librarian role. Of these, four positions (23.5%) represent the total sanctioned posts for Deputy Librarians. Among the sanctioned posts, one position (5.9%) is filled, indicating the number of Deputy Librarian positions currently occupied.
- The specific details about the Executive (Library) staff, such as vacancies or filled positions, are not provided in the dataset.
- According to the data, the table shows 17 positions related to the Assistant Manager (Library) role. Among these positions, 1 (5.9%) is reported as filled, indicating that one Assistant Manager Position is currently occupied. Another position (5.9%) is marked as vacant, signifying an open Assistant Manager position yet to be filled. Most positions, specifically 15 (88.2%), are marked as "NA," indicating that information regarding these positions may not be applicable or available.
- The majority positions, specifically 15 (88.2%), are marked as "NA," indicating that information regarding these positions may not be applicable or available.
- Among the designated total sanctioned posts, one position is filled in the first category, and one is filled in the second category, each representing 5.9% of

the total. Additionally, The result shows from the table that there are individual-sanctioned posts in other categories. However, most positions (52.9%) are marked as "NA," indicating a lack of specific information for these positions.

- In the context of the position of Information Scientist, The analysis reveals 17 positions. Among these, one position (47.1%) is filled, indicating that an Information Scientist role is currently occupied. The result shows from the table that there is also one position (29.4%) representing the total sanctioned posts for Information Scientists. The data provides insights into the staff strength for the Information Scientist role, with details on filled and approved positions and a significant portion where specific information is unavailable.
- The majority of positions, 16 (94.1%), are marked as "NA," suggesting a lack of specific information for these positions. The data provides limited insights into the staff strength of the Sr. Lib. & Information Assistant role, with details on sanctioned positions and a significant portion where specific information is unavailable.
- The data for the Jr. Library Assistant position indicates 17 positions. Among these, one position (5.9%) represents the total sanctioned post for Jr. Library Assistant. Additionally, one position (5.9%) is filled, indicating that one Jr. Library Assistant role is currently occupied.
- The data on Professional Assistant positions the analysis reveals a total of 17 positions across various categories. Among the designated total sanctioned posts, two positions represent 11.8% of the total. Notably, five positions are filled and distributed across different categories, indicating that several professional assistant roles are currently occupied.
- The data for the Semi-professional Assistant position suggests a total of 17 positions. Two positions (11.8%) represent the total sanctioned posts for Semi-professional Assistants. Additionally, three positions (17.6%) are filled, and one (5.9%) is vacant, providing information on the current status of these roles.
- The data indicates that in earlier years, the result shows from the table that there was no provision to allocate a separate budget for human resources management to the library, as reported by all respondents (100%).

- The criteria adopted for measuring the job analysis of library staff, specifically in terms of their ICT (Information and Communication Technology) skills, are detailed in the provided data. Most respondents, accounting for 70.6%, reported conducting yearly assessments, reflecting a less frequent but comprehensive evaluation approach.
- Outlines the criteria employed for measuring the job analysis of library staff concerning Cataloguing and Classification skills. The responses highlight diverse assessment frequencies among the surveyed libraries. Nearly half of the respondents (47.1%) conduct monthly evaluations, indicating a regular and systematic approach to monitoring these skills.
- The majority, 41.2%, reported resolving the task daily, highlighting a regular and ongoing commitment to task management. Additionally, 29.4% opt for a monthly resolution, showcasing a periodic approach to task handling. A smaller portion, 23.5%, indicated a yearly frequency, while a minor proportion, 5.9%, resolves the task weekly.
- The result outlines the frequency of utilizing documentation skills among respondents. The majority, constituting 41.2%, reported employing these skills monthly, indicating a systematic and periodic approach to documentation tasks. Additionally, 29.4% utilize documentation skills daily, showcasing a more frequent and ongoing commitment.
- The provided data, indicating the frequency of assessing staff patience during workload, reveals diverse practices among respondents. A significant 35.3% conduct monthly evaluations, demonstrating regular patience monitoring. Additionally, 23.5% daily evaluating, emphasizing a more frequent observation. Another 23.5% opt for yearly assessment, indicating a less systematic but comprehensive review.
- The provided data The analysis reveals the diverse frequencies at which respondents assess staff tolerance. Notably, 47.1% engage in daily evaluations, indicating a frequent and ongoing observation of staff tolerance levels. Additionally, 11.8% opt for weekly assessments, suggesting a periodic review.
- The data on resolving user queries Indicates diverse frequencies among respondents. A significant 52.9% address queries daily, reflecting an ongoing

commitment to user support. Additionally, 11.8% resolve queries weekly, while 17.6% and another 17.6% do so monthly and yearly, respectively.

- The data regarding the frequency of performing reference service tasks shows diverse practices among respondents. A significant 58.8% engage in these tasks daily, indicating a consistent commitment to providing reference services.
- The analyzed data reveals diverse respondents' approaches in measuring the library staff's job rotation. A notable 64.7% adopt a yearly frequency, suggesting a less frequent but comprehensive assessment of job rotation. Additionally, 23.5% opt for a monthly evaluation, showcasing a more periodic approach.
- The data illustrates diverse practices among respondents in measuring the commitment of professionals toward the organization. A significant majority, 76.5%, adopts a yearly frequency, indicating a less frequent but comprehensive assessment of professionals' commitment.
- Table The data indicates the impact of job insecurity on library professionals. Among the respondents, 35.3% reported experiencing job insecurity, while the majority, 64.7%, stated that they do not face job insecurity.
- The data analyzed reveals that 47.1% of surveyed library professionals acknowledge experiencing overwork, while 52.9% report not facing such challenges.
- The data from Table No. 4.46 analyzed reveals that 23.5% of surveyed library professionals acknowledge the absence of a conducive work environment, while 76.5% report not facing such challenges.
- Table The data indicates that 29.4% of surveyed library professionals report having access to job rotation opportunities, while 70.6% state the absence of such provisions in their professional roles.
- The data on whether the library conducts in-house training The data indicates that 100% of the respondents affirm the presence of in-house training programs within their library.
- The data analyzed reveals that 100% of the surveyed individuals affirm that their organization allows them to attend seminars, conferences, and training programs.

- The data from Table No. 4.54 The analysis reveals that 82.4% of surveyed individuals report the existence of long service awards within their organization, while 17.6% state the absence of such recognition programs.
- The data from Table No. 4.56 The analysis reveals that an overwhelming % of surveyed users, 94.1%, prefer referring to electronic resources (e-resources). In comparison, a small proportion of 5.9% of The data indicates a preference for other sources.
- The data from Table indicates that a substantial % of surveyed users, 88.2%, do not prefer referring to print resources. In comparison, a minority of 11.8% expresses a preference for such materials. This information underscores a prevalent trend towards digital and electronic resources among users, signifying a diminishing reliance on traditional print materials in meeting their information needs.
- The data from Table 4.58 illustrates that a substantial majority of surveyed libraries, comprising 88.2%, have established an online presence through dedicated websites. A minority of 11.8% indicate the absence of such platforms.
- The data indicates that 100% of the surveyed libraries affirm alerting users through email. This comprehensive response underscores the universal practice of email communication to alert and inform users within the researched library context.
- Table The data indicates that 100% of the surveyed users prefer internet browsing services. This unanimous response emphasizes the universal preference among users for accessing information through internet browsing services within the researched context.
- The data from Table No. 4.59 analyzed reveals that a small minority, 11.8%, of surveyed users prefer electronic document delivery services. In contrast, the majority, comprising 88.2%, does not express a preference for such services.
- The One-Sample Chi-Square Test results, based on a sample size of 17, The tabulated data indicate that The result shows from the Table that there is no statistically significant deviation between the observed and expected distribution regarding management's belief that Human Resources are the most critical asset.

- The results of the One-Sample Chi-Square Test, with a total sample size of 17, The tabulated data indicate that The result shows from the Table that there is no statistically significant deviation between the observed and expected distribution regarding the perception that the HR policy of the library facilitates employees. The test statistic is 0.471 with 2 degrees of freedom, and the asymptotic significance (p-value) is 0.790, which exceeds the standard significance level of 0.05.
- This implies that, according to the sample data, The result shows from the Table that there is insufficient evidence to reject the null hypothesis, suggesting that the perception aligns with the belief that senior managers consistently assist juniors in performing their jobs properly.
- The result from the Table shows that there is no statistically significant deviation between the observed and expected distribution regarding the belief of library employees in teamwork.
- The result from the Table shows that there is no statistically significant deviation between the observed and expected distribution regarding the perception that senior library employees delegate power to juniors at the time of need.
- The result from the Table shows that there is no statistically significant deviation between the observed and expected distribution regarding the perception that library employees feel free to discuss their problems with seniors.
- The result from the Table shows that there is no statistically significant deviation between the observed and expected distribution regarding satisfaction levels with the recruitment policy of the organization.
- The result from the Table shows that there is no statistically significant deviation between the observed and expected distribution regarding satisfaction levels with the organization's overall wage and salary system.
- The result from the Table shows that there is no statistically significant deviation between the observed and expected distribution regarding perceptions of employee promotions within the organization, particularly in the library.

- The result from the Table shows that there is no statistically significant deviation between the observed and expected distribution regarding perceptions of fairness and consistency in the treatment of employees.
- The result from the Table shows that there is no statistically significant deviation between the observed and expected distribution regarding perceptions of benefits provided by the organization. The test statistic is 0.824 with 2 degrees of freedom, and the asymptotic significance (p-value) is 0.662, higher than the conventional significance level of 0.05.
- The result shows from the Table that there is no statistically significant deviation between the observed and expected distribution regarding satisfaction with the existing Performance Appraisal System in the library.
- The test statistic is 2.235 with 2 degrees of freedom, and the asymptotic significance (p-value) is 0.327, higher than the conventional significance level of 0.05.
- The result shows from the Table that there is no statistically significant deviation between the observed and expected distribution regarding the belief that the Performance Appraisal System helps identify the needs of staff members.
- The result from the Table shows that there is no statistically significant deviation between the observed and expected distribution regarding the perception that the Performance Review processes are of high quality and transparent.
- The result shows from the Table that there is no statistically significant deviation between the observed and expected distribution regarding the belief that the Performance Appraisal (PA) system helps identify the strengths and weaknesses of employees.
- The result shows from the Table that there is no statistically significant deviation between the observed and expected distribution regarding the belief that the Performance Appraisal (PA) system increases employees' motivation.
- The result shows from the Table that there is no statistically significant deviation between the observed and expected distribution regarding the belief that the Performance Appraisal (PA) system helps reduce employee grievances.

- The result shows from the Table that there is no statistically significant deviation between the observed and expected distribution regarding the belief that the institution's promotion policy is based on efficiency rather than favoritism.
- The result shows from the Table that there is no statistically significant deviation between the observed and expected distribution regarding the belief that creativity and innovation are encouraged in the organization. The test statistic is 0.118 with 2 degrees of freedom, and the asymptotic significance (p-value) is 0.943, higher than the conventional significance level of 0.05.
- The result shows from the Table that there is no statistically significant deviation between the observed and expected distribution regarding the belief that adequate emphasis is given to developing efficiency through Training and Development (T&D). The test statistic is 3.294 with 2 degrees of freedom, and the asymptotic significance (p-value) is 0.193, which is higher than the conventional significance level of 0.05.
- The tabulated data indicate a statistically significant deviation between the observed and expected distribution regarding the belief that the induction time duration is sufficient.
- The findings suggest a statistically significant deviation between the observed and expected distribution regarding the belief that new employees find induction helpful training. The test statistic is 15.059 with 4 degrees of freedom, and the asymptotic significance (p-value) is 0.005, which is lower than the conventional significance level of 0.05.
- The tabulated data indicate a highly statistically significant deviation between the observed and expected distribution regarding the belief that management invests a portion of their resources in the development of employees.
- The tabulated data indicate a highly statistically significant deviation between the observed and expected distribution regarding the belief that job rotation/transfer among library employees is proper. The test statistic is 23.059 with 2 degrees of freedom, and the asymptotic significance (p-value) is 0.000, much lower than the conventional significance level of 0.05.

- The revealed data does not show a statistically significant deviation between the observed and expected distribution regarding the belief that the quality of in-house training in the organization is excellent.
- The analysis reveals a statistically significant deviation between the observed and expected distribution regarding the institution's satisfaction level of Training and Development (T&D) activities. The test statistic is 11.412 with 2 degrees of freedom, and the asymptotic significance (p-value) is 0.003, which is lower than the conventional significance level of 0.05.
- The tabulated data indicate a statistically significant deviation between observed and expected distributions concerning the perception that the organization's management consistently cares for employees to enjoy their jobs.
- The analysis reveals a statistically significant deviation between observed and expected distributions regarding the clarity and definiteness of the aim and objectives of library policies.
- The tabulated data indicate that the result shows from the Table that there is no statistically significant deviation between observed and expected distributions regarding the efforts made by the management to identify unique talents.
- The data indicates that the result from the Table shows evidence to reject the null hypothesis, suggesting that the career planning program has a discernible influence on employee retention.
- The findings suggested a significant association between participants' perceptions of bright future career prospects in the organization and their responses. The test statistic is 14.588 with 2 degrees of freedom, and the asymptotic significance (p-value) is 0.001, falling below the conventional significance level of 0.05. This implies a rejection of the null hypothesis, indicating that respondents believe their future career prospects in the organization are bright. However, it's crucial to note that all cells have expected values less than 5, which may warrant further investigation for a comprehensive understanding of the findings.
- The data indicates a statistically significant association between participants' perceptions of obvious career opportunities in the organization and their

responses. The test statistic is 6.118 with 2 degrees of freedom, and the asymptotic significance (p-value) is 0.047, falling below the conventional significance level of 0.05.

- The tabulated data indicate a statistically significant association between participants' preference for employees having maximum learning and favourable attitudes towards the organization and their responses. The test statistic is 6.118 with 2 degrees of freedom, and the asymptotic significance (p-value) is 0.047, falling below the conventional significance level of 0.05. . This implies a rejection of the null hypothesis, suggesting that respondents express a preference for employees with a strong focus on learning and positive attitudes towards the organization. However, it's important to note that all cells have expected values less than 5, which may warrant further investigation for a more comprehensive interpretation of the results.

Conclusion

Human resource management plays a significant role in any organization. With it is possible to achieve an organization's aim and objectives. Library is a non-profit organization, and the main aim of this organization is to provide products and services to users. The study reveals that IIM libraries are significantly automated, and most of the librarians are aware of policies and frameworks for the management of human resources. The study also reveals that libraries especially have policies and frameworks for managing human resources. The study's conclusions show that both management institutes' library staffs' awareness of the framework and policies for managing human resources is 100%. The fact that all management institute libraries have policies and procedures for managing human resources is another important finding of this study.

Suggestions from the Study

- It is suggested that IIM libraries should be adopted proper human resource management policy and framework.
- It is suggested that IIM libraries should be organized workshop on appraisal performance.
- It is suggested that IIM libraries should be provide training for enhancing appraisal performance

Areas for further Research

Besides its study, the following area of further research may be conducted;

- Issue and Challenges of Human Resource Management in Libraries of Indian Institute of Management in India: A Study
- Procurement and Career Development of human resources in libraries of Indian Institute of Management in India: An Analytical Study.
- Current status of policy and framework for Human Resource Management in Libraries of Indian Institute of Management in India: A Study
