



INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE AND MANAGEMENT

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ART OF DELIGATION- A POWERFUL TOOL FOR LIBRARIAN

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ABSTRACT

The brain bank of any institution i.e. Library requires management with utmost care and with a careful outlook. It requires not only managing the books, records, time, space, environment but also managing those people who are supposed to manage these resources in turn. With the advent of teams, downsizing, and fewer levels and increased number of direct reports, the kind of work that being asked to do is changing. Today, lateral coordination among cross-functional teams is accelerating. This requires librarian to delegate to his teams. The subordinates can be effectively managed by understanding the diversified work in the Library & also the attitude, psychology of the subordinates. Also they are to be treated with respective ness, participative management, trust, incentives etc. in order to motivate them and boost up their morale. The basis of delegation has not changed. Delegation is the process for empowering workers with decision-making authority. Because organizations are moving to team based structure, operating decisions are being pushed to lower levels. Therefore, understanding the principles, concepts, and mechanism of delegation is vital for today's librarians. Thus, the basic purpose of this article is too aware about the importance of delegation as a powerful tool by the Library administrators to manage the subordinates in an effective manner.

KEYWORDS

Delegation, library, planning,

INTRODUCTION

Management, recognized as omnipresent, is also the essential part in smooth functioning of; the most important part any education institution, Library. Which is undoubtedly the brain bank of the institution? To manage it properly, the responsibility is given to an especially skilled person, qualified in the Library science. Since this is the integral part of the institution up on which everyone whether being students, staff, research scholars, all rely. The richly equipped Library is going to lead quality in the educational system of the organisation. A Librarian in a Library is fully responsible for over all function of it as per the polices and guidelines which in turn are based on the Library and organisational objectives and goals.



FIGURE: 1

The main purpose of this article is to enlighten the managerial aspects of a Librarian; following all the principles of management and get the maximum output with his/her skills. In management of Libraries there are various areas like Planning, Organizing, Staffing, Directing, Directing, Co-ordination, Controlling and Reporting etc. It is accepted that the head of the Library though held responsible for the Library activities, alone cannot accomplish or fulfil the expectations of all. A numbers of supporting staff in terms of professional, semi professional are available to assist him. The number of staff under control depends on the span of authority i.e. number of subordinates he/she supervises. The role of Librarian is multidimensional fold. Librarian is accountable to organizational objectives, staff working under him/her and the society as a whole. One of the tools in the hands of the Librarian is DELEGATION. Delegation is one of the most important skills any head of the educational institution/Library must possess. Delegation of authority is a conscious effort on the part of manager. Therefore in delegating authority, he should observe certain principles so as to make it effective unless these principles are observed, delegation render ineffective, consequently organization may fail and the managerial process may be seriously impeded, Following are such principles:

1. The more people to whom a person reports, the less accountable he or she becomes.
2. The willingness and ability of people to do the work and make the decisions required limit the effectiveness of delegation.
3. The less authority people have, the more difficult it is for them to assume their responsibilities.
4. The more complete the accountability of individuals, the more effective the focus of control.

5. Delegation is limited by the availability of effective controls.
6. Offering constructive disagreement with loyal support of the final decision builds two-way communication and better decisions.

Individually, any Librarian can be overburdened this situation crops up when they do not know how to delegate. A single individual however efficient he might be, he can't accomplish all the works alone. Can one delegate his responsibility and authority to subordinates? Yes of course he can delegate, but now the question arises; what to delegate and what not to delegate? Certainly, a supervisor can't delegate his responsibility or authority completely but partly, the authority necessarily associated with some responsibility in the form of tasks. These can be delegated to make the entire work more easy, comfortable and quicker. Responsibility refers to the duties or sometimes duties associated with obligation which an individual is supposed to perform by virtue of his position in the organisation. It may be otherwise defined as an obligation of an individual to carryout assigned activities to the best of his ability. But then this depends upon the subordinates skills, qualification & dedication, how much responsibilities are to be delegated. For example a highly qualified librarian if associated by illiterate associates, would not be able to make the fullest use of his delegation Accountability refers to answerability for the conduct with respect to obligation fulfilled or unfulfilled. Authority is the sum of legitimate right and power is given to an individual to carry out the assigned duties. In other words while authority is right to command.

CASE 1. In a Library issue and return section a semi-professional did not complete his daily book issue and return register and concerned ledger for last one month. Hence the, the semi-professional has failed in his duties. Since this was a part of delegated assignment to establish proper control on delegated workers. The Librarian shall also be held responsible, as this delegated work was part of his overall responsibility. Here we find that if in library itself the subordinates are taught Library management and if are trained specifically for their own jobs, they would be able to work effectively on their individually delegated works.

CASE 2. Completion of assigned duties, like reference services. To complete all works of the Library in different sections, a particular section rests with the concerned section in charge. Non completion indicates the ultimate failure on the section in charge. It also denotes failure on the part of administrator or librarian for lack of control over the subordinates. Delegation is practiced in all the libraries without exception. One of the reasons for excellence of a library is effective delegation may not compensate for the inefficiency and ineffectiveness in other quarters, but an inefficient library can above delegation is flawed.

WHAT EXACTLY IS MENT BY DELIGATION?

1. Division of principles over all work and entrust part of it to the others.
2. Grant authority to perform the assigned work.
3. Ensure that the assigned work is performed as per the established standard.

TEN STEPS OF EFFECTIVE DELIGATION



FIGURE: 2

1) PROVIDE THE PROPER CLIMATE FOR DELIGATION

Every manager should be willing to give others a chance to fail. When people are delegated challenging work and are given broad authority to make decisions, they have a sense of guiding their own destiny and can enjoy a feeling of real accomplishment when efforts are successful. Keep in mind that the best way for an intelligent person to learn is to make mistakes and profit from the experience. Patience is the key word here. Manage your staff members' discovery, for this is the best kind of learning.

2) RECOGNIZE AND DEAL WITH THE BARRIERS TO DELIGATION

Managers often fail to delegate because of psychological and organizational barriers. They may fear that subordinates will not do the job properly and, as a result, they will look bad. Although this fear is justified if subordinates are untrained or poorly motivated, the managers' responsibility is to take positive action to overcome such deficiencies. Organizational barriers, such as failure to define responsibility and authority, also may block delegation. If managers do not know what work to perform and do not understand the degree of their authority, they will not be able to delegate parts of this responsibility and authority.

3) DEFINE RESPONSIBILITY, AUTHORITY AND ACCOUNTABILITY

The responsibility, authority, and accountability of each position should be defined in writing. Written statements enable managers to determine whether the workload is properly balanced: whether one individual or component has too much work, another too little. These written position guides also help clarify each person's responsibilities, making it possible for individuals to develop their own area of work and authority as fully as they are capable, while preventing subordinates from overlapping the work assigned to others.

4) CLARIFY PERFORMANCE STANDARDS

To be effective, accountability must be based on clear, understandable and measurable performance standards for the job's key performance indicators. These are the areas where work is repetitive and can be measured.

5) ESTABLISH A FORMAL METHOD OF REVIEW

Focus only on exceptions that are outside the agreed-upon control limits. Require corrective action plans that ensure that reverse delegation does not creep back, trapping upper management into making decisions that could easily be handled at lower levels.

6) CREATE A TRAINING PLAN

This will provide you with a gap analysis and training needs assessment. Assess skill levels periodically and retrain individuals as necessary to ensure that competency levels are maintained.

7) ENLARGE JOBS IN DEPT AS WELL AS BREADTH

When this happens, managers should delegate new work to the most capable people. They should also encourage improvement in depth. Everybody can think of new and better ways of doing their jobs, reducing costs, and increasing efficiency.

8) REWARD OUTSTANDING PERFORMANCE

By giving credit freely, managers encourage repeat performance of the kind of outstanding work they want. Sooner or later, this recognition should be reflected in an increase in salary or other compensation. Increased delegation also can build morale among dissatisfied team members.

9) KNOW WHEN TO RECALL DELIGATION

When ability to perform diminishes, delegated authority and responsibility should be temporarily withdrawn until the situation improves. This ebb and flow of responsibility and authority are to be expected. However, the manager should be aware of the human tendency to retain authority.

10) CONTINUE COACHING THE ORGANIZATION TOWARDS A CULTURE OF DELIGATION

For delegation to be effective, it must be part of a strategic intent. Moving from a top down command and control style to one requiring delegation of decision-making authority to lower levels and teams requires a conscious decision on the part of upper management.

ATTITUDE OF AN ADMINISTRATOR TOWARDS DELIGATION

RESPECTIVE-NESS: Willingness to give other people's ideas a chance is a needed attribute for an effective delegation. It involves some amount of direction on the part of librarian. Welcoming the ideas of subordinates and letting them know about implementation of their ideas will enhance the power of delegation. A librarian should believe in the concept of participative management.



FIGURE: 3

WILLINGNESS TO PASS AUTHORITY: The right to make the decision towards accomplishing the assigned duty should be given to subordinates. The reason for unwillingness may be many. The trust enjoyed by the subordinates play an important role in the delegation of authority. The competencies of staff should be identified and nurtured. Development of mutual understanding/trust is prerequisite for effective delegation. The attitude of making the subordinates come frequently to him/her for getting approval even on petty matter shows that administrator want to have his/her importance felt.

CASE 1. The Library is expecting a visitor of an outstanding repute. The Librarian wants that visit should be memorable work is assigned to a deputy librarian/ Assistant Librarian when this DL/ AL wants to draft the letters, invitation, list of requirement circulars etc., the typing clerk refused to do that, typing that he is not supposed to work under the order of DL/ AL etc. The DL/ AL because of the fear of Chief Librarian, tried to do everything without asking or taking help from anyone else and the result was that the Librarian was not satisfied with the arrangement.

DID THE LIBRARIAN DELEGATE AUTHORITY ALSO?

1. TOLERANCE TO DEVIATION AND MISTAKES: It is impossible to think that a 'Zero's mistake' system would be possible. Everyone is prone to mistakes. Delegation, also involves controls to see that repeated mistakes and serious mistakes are avoided. Handling the mistakes of subordinates by explaining or counselling's or training or some other means can maintain efficient delegation.

2. WILLINGNESS TO TRUST SUBORDINATES: It stems from the fear that the subordinate is not competent or not experienced or some negative attitude towards the subordinates can affect the trust and also affect delegation process.

3. FEAROF SUBORDINATES: Fear of subordinates excelling in the duties may also affect the delegation process. Sometimes this fear of the recognition of subordinates for this job makes the principle feel threatened.

CASE 2: A Library has assigned the duties for the purchase of furniture, books, stationary to his subordinates like DL/ AL and some other professionals but every time after the purchase he used to cross check the cost of the items. The subordinates refused the duties in the following year. Lack of trust?

ATTITUDE OF SUBORDINATES

1. WILLINGNESS TO RESPONSIBILITY: Even though the Librarian wants to delegate authority in respect of the assigned work, the subordinate may not be willing to accept the responsibility and turn authority. This attitude effect over all process of delegation.

2. SELF CONFIDENCE: The subordinates may have not self confidence in doing the work, hence reluctance to take up the work. They may fear the failure. It may also be fear of criticism Librarian should be able to instil confidence in them by giving a little leverage in performance.

3. INCENTIVES: Need not be material also play and important in the effectiveness of delegation's word of appreciation can do wonders in many cases.

4. RESOURCES: If the necessary resources are not available to the subordinates, delegation can be a failure. They are reluctant to take up the duties.

A FINAL OUT LOOK

It is in the light of above that a Librarian can become more effective by skilfully delegating the works to achieve the overall objectives of the delegation. He can success in the delegation of authority, if he follows the principle of participative management. Delegation of authority is one of the important factors in the process of organizing to achieve the overall objectives, goal and mission. It is essential to the existences of a formal organization like library the moden times, the Library is not only the store house of books but also a house of different types of services and that type of environment a single man can not accomplished all works lonely. So it is right "**Art of Delegation-A Powerful Tool For Librarian.**"

ABBREVIATION

DL-Deputy Librarian
AL-Assistant Librarian.

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