Human Resource Management Practices in University Libraries of Uttar Pradesh: A Comparative Study of Allahabad University and Aligarh Muslim University

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Abstract

The university library is a microcosm of the institution as it faces most of the issues confronted by the campus Human Resource department. The scale of the issues may be smaller but, in terms of their effect on the operation of the library and its ability to fulfill its mission, they are very critical. Human Resource Management (HRM) is a function performed in organizations that facilitate the most effective use of employees to achieve organizational and individual goals. Maximizing the efforts and contributions of human beings is a major problem today in the libraries. As a part of this study, University libraries were pointed to assess the human issues related to human resource management in these libraries, current status of professionals engaged, their views and remarks for improving library services to better meet the user needs are also discussed. It has been emphasized that effective HRM is the only way to get best out of the personnel for successful management of an organization. Human resources are the most important asset of any organization, and the efficient management of this resource is critical to meeting the goals of the organization. Organizations have distinct human resource management policies, processes, and procedures which are used in managing these human resources. The academic library, like every other organization uses some sets of human resource management (HRM) practices to manage its human resource functions to meet the goals for which it is established. This paper discussed HRM practices in academic libraries, and outlined some of the issues and challenges the management of academic libraries face in managing its human resource practices in academic libraries in Nigeria, and finally it was concluded that the changes taking place in the academic library is rapid and unprecedented because of new knowledge creation and it is necessary for library staff to be abreast of these changes, and some recommendations were made on how to mitigate against some of the challenges outlined in the HRM practices in academic libraries in Nigeria. Such as heads of libraries liaising with HR managers of institutions to put together guidelines and procedures that will address every aspect of HRM practices.

Keywords: Human Resource, Human Resource Management, Human Resource, Management Practice, Academic Library

Introduction

Organizations are mostly driven by their people. They have a major role in determining whether the organization succeeds or fails. They need to be handled fairly, consistently, and transparently in order for them to stay motivated and dedicated. Organizations design their human resource management procedures to spearhead human resource management in order to accomplish this. Organizational

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choices on the procurement and administration of its human resources are guided by the structure and control that these activities offer. Nigerian academic libraries are no different; the foundation of the services they provide to the academic community is their human resource. Any library service's quality is based on two factors: the dedication and caliber of the workers, as well as the resources and support from the parent organization.

The importance of people in accomplishing any organization's goals has led to a recent surge in interest in the theory and practice of human resource management, or HRM. HRM is the simple act of managing people effectively and efficiently to help any size or kind of organization

accomplish its goals. It covers all managerial choices made in that specific organization about human resources (HR).

Higher education in Pakistan has benefited from the founding of HEC (in 2001), as seen by the rise of universities and the number of libraries that are connected to them. The function of libraries and their personnel has been reinforced by the rising significance of research culture. Since they receive over half of the library's funding, people are integral to the design and delivery of services. The provision of value-added services requires human resources that are both competent and active. Professionals who are driven and dedicated may have a significant impact on a university's overall research output and provide incomparable value to a library.

In today's competitive knowledge-based economy, which includes library and information services, human resources (HRs) are the main issue. People with training and skill are seen as HR, and making good use of their skills, knowledge, and talents is a vital resource. When someone possesses the abilities, know-how, and mindset to carry out an organization's role profitably, they become HR. Expressions such as "People, not buildings, make a company successful" and "Our people are our most important asset" highlight the critical role that employees play in an organization's success. The development and upkeep of skilled labour is the focus of HRM. HRM is "a strategic approach to managing employment relations which emphasizes that leveraging people's capabilities is critical to achieving sustainable competitive advantage, this being achieved through a distinctive set of integrated employment policies, programs, and practices," according to Bratton & Gold (2003).

Human Resources Management in Academic Libraries

People are organized by HRM to work towards the organization's objective. It is a deliberate procedure that enables a company to manage its workforce and utilize them as appropriate resources. The mechanism that an organization employs to learn about and assess its people is called HR. The most crucial idea is that HRM allows workers to grow personally by providing them with the training they need to do their jobs well. The primary responsibility of an HR manager is the development of staff members, which includes personnel selection and recruiting, staff training and development, performance evaluation and reward, and establishment of a culture of learning and growth. Since HRM involves the administration of an organization's workforce, it places a heavy emphasis on the recruitment, organizing, and incentive of human resources (Armstrong 2000). Understanding HRM is greatly influenced by the different viewpoints adopted. According to Beardwell and Holden (2001), HRM may be seen of as a resource-based employment relationship or as a component of the strategic management function. HRM is a shared duty of managers, employees,

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clients, and suppliers (Gloet, 2006). Consequently, the definition of HRM is a particular set of procedures, work arrangements, and HR practices that optimize employee dedication, expertise, and adaptability.

The library is the beating heart of any organization (Misban 2016, Akpoghome 2019). The library is set up to achieve the objectives of the organization. Depending on the organization that houses them, libraries can take several forms. Public libraries, special libraries, national libraries, school libraries, and academic libraries are a few examples. A library that is affiliated with a university and fulfils two complementary functions, such as supporting the curriculum and the teaching, learning, and research of the university's faculty and students, is known as an academic library. (Adesanya and Idogwu 2015; Eze and Uzoiegwe 2013; Abubakar 2011) Reserves are the resources assigned for class readings that are meant to complement lectures as directed by the instructor. It may also be thought of as a physical or virtual location reserved for the storage of scholarly research materials and other resources that support the curriculum and academic

community of a college or institution. Before information and communication technologies were developed, the reserves were provided as physical books or as copies of relevant journal articles. Electronic materials are typically accessible through modern university libraries as well. Academic libraries are situated around teaching and learning institutions, according to Allen and Taylor (2017). Tabs (2003) defines an academic library as a facility located in a higher educational establishment that offers the following services: a well-curated assortment of written or visual information, or both; a workforce skilled in providing and interpreting the informational, cultural, recreational, or instructional items needed to satisfy the demands of its clients; a set timetable that specifies when clients can access staff services; The people, scheduling, and physical facilities required to sustain such a collection.

Few studies have been published in the literature that present a comprehensive picture of university libraries and HRM practices (Adeniji, Babalola and Adeniji 2012, Defa 2008, Ukwoma and Akanwa 2008). A few academics have attempted to focus on one or more HRM indicators. For example, Warriach and Ameen (2015) examined the state of four HRM indicators in university libraries in Punjab Province: staffing, performance appraisal, training and development, and retention strategies. They noted that, given the rapid changes in the information landscape, training and development are a given in libraries.

Businesses in developing nations are starting to understand the value of HRM practices. Many academics in Nigeria have written on the theoretical and practical challenges associated with implementing HRM principles in contemporary Nigerian organisations, which includes universities (Adegboye 2013; George, Owoyemi, Onakala 2012;Oghojafor, George, Owyemi 2012). As of right now, Mogaji (2019) reports that Nigeria has around 174 accredited institutions. Academic libraries are a vital component of each of these establishments. Thousands of individuals work in these libraries as professional, semi-professional, and non-professional staff members. For them to do their tasks well, they may require a variety of technical, interpersonal, and conceptual abilities. To ensure that these employees continue to deliver high-caliber services that fulfil the demands of these organizations, they must be properly

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managed. In research, (Owolabi and Azonwu 2016) emphasized on the necessity of human resource planning in academic libraries.

The study comes to the conclusion that in order to improve user services provided by academic libraries in Nigeria, it is necessary to prepare for both the current and the future of human resources. The following are the main methods of human resource management that academic libraries in Nigeria employ. Issa, Idowo, Amusan, Ojokutu, Adedeji, and Oguntayo (2016) assert that there is no doubt that human resources are a crucial component of organizations. In the absence of human resources, the goals of organization establishment will be undermined. Hiring staff is one method of obtaining the human resources needed to meet organizational goals.

Libraries need a lot of labour and are difficult to run. HRM in libraries has never been easy. Rather than handling technical or budgetary problems, library managers spend the majority of their time supervising workers (Evans, 2000). Due to technological advancements, increased staff and user demands, innovation, and library budget cuts, modern library administration has grown increasingly difficult and complicated.

Statement of Problem

Knowledge has been expanding rapidly due to the advancement of this way of thinking, the depth of their observations, and the expansion of their experience. It would still be in the stone age if humanity were to begin at the beginning of time with every new generation. However, the concepts and experiences of our ancestors serve as a solid foundation for our advancement.

Because the current generation is standing on the shoulders of its forebears, it appears higher. The researcher is also confident that his current study question is not unique, and that management and psychology have already addressed issues that are either directly or indirectly connected to the suggested research question. Since it is the initial stage in conducting research, literature searches are crucial to research activities.

Review of Literature

Manufacturing-based companies are attempting to obtain a competitive edge at all costs and are looking to more creative sources through HRM practices as the globe grows more unstable and competitive than it has ever been (Sparrow, Schuler, & Jackson, 1994). The literature search that followed characterized HRM practices in a number of ways. According to Minbaeva (2005), HRM practices are a collection of procedures that organisations employ to manage their human resources by producing complex social relationships, fostering the development of firm-specific capabilities, and producing organisational knowledge that helps them maintain a competitive edge. In light of this, we saw from the viewpoint of the library that HRM practices are associated with certain procedures, codified rules, and ideologies that aim to draw in, train, inspire, and keep workers who guarantee the smooth operation and continued existence of the company.

In order to collect both qualitative and quantitative data on staff development and related challenges in the University of Malawi library, Mapulanga Patrick (2014) developed a case study technique. He found that the University of Malawi libraries' staff development programmes have given priority to professional certification in library and information studies. He has also recommended considering financing for the continuous professional development (CPD) of library staff members and enacting

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an education levy in order to meet the skills and training requirements of higher education institutions.

With an emphasis on library automation, Niraj Barua and Rajani Kanta Barman's 2015 study investigated the possibilities for human resource development (HRD) in the libraries of Northeastern Indian higher education institutions. A Likert-scale questionnaire was used for the study, which comprised 172 libraries in the area, and was conducted between 2007 and 2010. The majority of these libraries, according to the survey, lack HRD procedures, and employees working there need to receive the proper training in a range of automation-related subjects, including website development, OPAC searches, and basic computer upkeep. The study also lists some of the challenges that staff members and librarians at these organisations have when attempting to find training and opportunities for ongoing professional development. Initiatives for training have also greatly improved worker performance at work and assisted in developing training programmes that keep library employees abreast of the most recent technology developments.

Tikeakar (2009) looked at the consequences of a changing environment in Indian university and college libraries. Academic libraries in the twenty-first century face challenges from the implementation of new technologies in libraries, such as automation, library software, digital libraries, retroactive conversion, barcode, RFID technologies, cloud computing, e-resources, WEB OPAC, etc. To disseminate information and provide people with the services or information they need, more abilities and the capacity to embrace the newest technologies for the sector are required.

Sharma (2012) aims to investigate the human resource outsourcing practises of scientific and technology libraries in Chandigarh and Delhi, India. Selective outsourcing methods are used by most Indian libraries, which enhances their operations and services. Since most libraries don't have the permanent staff members they need, outsourcing HR seems like a reasonable solution.

The study found that although outsourcing increased their professional competencies and abilities and reduced their burden, the professional staffs of these libraries support the practice. Outsourcing is generally seen as a staff- and professional-hating practice. The primary focus of this study is on the hidden strategies employed by Indian libraries to close the knowledge gaps between available and essential HR. Even yet, many are reluctant to admit that outsourcing is an effective way to manage services and resources that cannot be provided domestically.

Gohil (2014) The purpose of the study was to assess the Performance Appraisal processes implemented in the seven university libraries in Gujarat State. The study examines the usefulness of performance evaluations in decision-making processes involving employee compensation, transfers, promotions, and other issues. Recent advancements in the field of human resource management have given rise to the notion that an employee's performance evaluation acts as the cornerstone for their growth. The difference between expected and actual performance levels is identified by the performance appraisal, and it is the responsibility of human resource development initiatives like CPD and training and development to narrow this gap.

Samuel (2014) investigates the effects of performance assessment methods on staff performance in university libraries in Ghana. The participant stated that performance evaluations are crucial for determining employee enthusiasm, getting their feedback,

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and ensuring they are operating efficiently. The study's findings indicated that further focus should be placed on academic libraries' performance evaluation systems. This might be accomplished by educating appraisers, conducting appraisal interviews or counselling, enhancing appraiser motivation, streamlining rating criteria, performing appraisals often, and conducting appraisals.

Research Gap

It was found that the practices of human resource management and development for library professionals working in various types of libraries have gotten little attention after analyzing all of the information that is pertinent to this research project. A few university libraries put relatively narrow policies in place for the professional staff's growth and development, and they gave little thought to prospects for internal career advancement or the professionals' need for training. The chances that libraries offer for library professionals to further their careers have not received as much attention as the abilities and educational requirements for library professionals have. This study aims to identify the barriers that are preventing the professional growth and development of those employed by Central University Libraries of Uttar Pradesh. The purpose of this is to ascertain whether professionals holding similar positions in different university libraries are receiving the same benefits and opportunities for their professional development.

Objectives of the Study

- To execution of the existing human resources available in Allahabad University, Prayagraj and Aligarh Muslim University, Aligarh.
- To study the current scenario of library and information services provided by Allahabad University, Prayagraj and Aligarh Muslim University, Aligarh.
- To examine the attitude of library professionals towards the deep impact of ICT application on library services of Allahabad University, Prayagraj and Aligarh Muslim University, Aligarh.
- To investigate the various HRM practices, i.e., planning, recruitment, selection, performance evaluation, training and development, career management and rewards at the managerial levels in Allahabad University, Prayagraj and Aligarh Muslim University, Aligarh.

- To explore the status of four indicators of HRM such as staffing, training and development, performance appraisal and retention strategies in university libraries of Allahabad University, Prayagraj and Aligarh Muslim University, Aligarh.

Research Questions

- The staff of libraries of Aligarh Muslim University and Allahabad University are more satisfied from other types of universities of Uttar Pradesh.
- The indicators of job satisfaction like salary fringe benefits social security, etc are more favorable in Aligarh Muslim University and Allahabad University libraries of Uttar Pradesh.
- The university in general and libraries are allocated the proper resources and funds to the system of libraries.
- The Aligarh Muslim University and Allahabad University libraries completed recruitment and selection process timely for the fulfillment required staff in the library.

Data and Methodology

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The target population's data was gathered using the survey technique in order to meet the study's objectives. Despite significant limitations in terms of validity and reliability, the survey technique is still frequently employed in the social sciences and is thought to be a more acceptable strategy (Creswell, 2008), particularly in India where there aren't as many research facilities. The survey techniques used in this study included the use of questionnaires and unstructured interviews to collect data. For this, the purposeful sampling approach was employed. Questionnaire-derived data has been categorized and summed. Several tables have been prepared with the assistance of a computer. The data in the tables has been analyzed using fundamental statistical approaches such as the percentile and average methods.

Sample of the Study

The study was conducted by considering sample as two central universities of Uttar Pradesh i.e. Allahabad University, Prayagraj and Aligarh Muslim University, Aligarh.

Nature and Sources of Data

The HRM practices followed by two major central universities of Uttar Pradesh. The primary data were used for the analysis purpose. The data was collected mainly through well questionnaire and survey conducted in the sample university libraries.

Data Collection

The data was collected through well structured questionnaire and survey conducted in the libraries of two major central universities of Uttar Pradesh.

Data Analysis and Interpretation

The present research has been conducted to examine the human resource management practices followed by the libraries of two central universities in Uttar Pradesh. To study, the human resource management practices followed by the libraries of two central universities in Uttar Pradesh have been selected. In addition to examining the infrastructure and services offered by these libraries of Central Universities in Uttar Pradesh, the current study also looks at the HRM practices of these libraries. Two libraries from Uttar Pradesh's two central institutions have been chosen for this study. A well-designed questionnaire designed for librarians and library professionals working in central universities in Uttar Pradesh was used to gather the data. The following is a detailed examination of the inquiries into the methods of human resource management in the libraries of the central universities of Uttar Pradesh:

Present Status of Libraries of Central University in Uttar Pradesh

One of the oldest states in India is Uttar Pradesh, where universities have existed for a very long time. It should be mentioned that Allahabad University, Aligarh Muslim University, were founded before to the nation's independence. Uttar Pradesh is home to four central universities. Notably, the researcher has examined only two library of Uttar Pradesh universities. For the present research, the researcher has surveyed two libraries i.e. Allahabad Univesrity, Prayagraj, Aligarh Muslim University, Aligarh, as shown in Table 1.

Table 1 Sample Libraries of Central Universities in Uttar Pradesh

Central University	Established Year of University
Aligarh Muslim University (AMU), Aligarh	1875
Allahabad University (AU), Prayagraj	1887

Source: Data Collected by the Researcher through Questionnaire

AMU Aligarh Muslim University, Aligarh; AU Allahabad University, Prayagraj

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The central universities in Uttar Pradesh along with the library name and founding year are covered in the above table. The oldest recognized university in Uttar Pradesh is the Aligarh Muslim University. It was founded at Aligarh in 1875, and was succeeded by the universities of Allahabad (1887).

Table 2 Library of Central Universities of Uttar Pradesh

Library Name	University	Established Year of Library
Maulana Azad Library	AMU	1960
Central Library	AU	1916

Source: Data Collected by the Researcher through Questionnaire

Table 5.2 presents the name of the library and their establishment year respectively. All the central universities of Uttar Pradesh have maintained libraries for a long time ago. As it is clear that the Central Library of Allahabad University was the oldest library among the libraries of central universities of Uttar Pradesh. Subsequently, the library of AMU was established in the year 1960 respectively.

Table 3 Description of the Libraries of Central Universities in Uttar Pradesh

Central University	Library Name	Librarian	Deputy Librarian	Assistant Librarian	Professional Staff	Total
AMU, Aligarh	Maulana Azad Library	01	02	14	86	**103**
AU, Prayagraj	Central Library	01	01	13	57	**72**

Source: Data Collected by the Researcher through Questionnaire

Table 4 Description of Respondents

	Aligarh Muslim University	Allahabad University
Librarian	01	01
Deputy Librarian	04	00
Assistant Librarian	14	13
Professional Assistant	11	15
Semi Professional Assistant	41	21
Library Attendant	16	13
Binder	10	04
Safaiwala	06	05
Total	**103**	**72**

Source: Data collected by the Researcher through Questionnaire

The above table shows the description of the Respondents from the sample libraries of central universities in Uttar Pradesh. The researcher personally visited each of the sample universities and distributed the questionnaire among the library staff. During the visit, the researcher also observed the facilities and availability of the resources in the library as well as the human resource practices followed by the libraries. A schedule of interviews has also been conducted with the higher officials of the library like Librarian, Deputy Librarian and Assistant Librarians of the sample universities. From the above table, the total number of staff available in the library of AMU is 103, in AU, it is 113, Allahabad University has 73 staff in its library.

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LIBRARIAN PERSPECTIVE
Educational Qualifications of Librarian

The education qualification of the librarians of surveyed libraries from central universities under this study are presented in Table 5.

Table 5 Educational Qualification of Librarian

Description	AMU	AU
B.L.I.Sc.	X	x
M.L.I.Sc.	X	x
M.Phil.	X	x
Ph.D.	√	√

Note: AMU: Aligarh Muslim University; AU: Allahabad University Source: Data Collected by the Researcher through Questionnaire

The above table exhibits the educational qualifications of Librarians of selected central universities of Uttar Pradesh. The librarians are qualified enough as most of them have a bachelor's degree and master's degree in library and information Science.

Work Experience of Librarian

A key component of the systematic management of the library is the employment of knowledgeable and experienced librarians. Only "qualified and experienced librarians can design, plan, organize, implement, manage, and evaluate library and information services and systems to meet the needs of the users of library and information services in the community," according to the 2010 IFLA/UNESCO Guidelines. The working experience of the librarians of all categories of surveyed libraries of central universities in Uttar Pradesh is furnished in Table 6.

Table 6 Work Experience of Librarian

Description	AMU	AU
Upto 10 Years	X	x
10 to 15 Years	√	√
16 to 20 Years	X	x
Above 20 Years	X	x

Source: Data Collected by the Researcher through Questionnaire from the Sample Library

The above table shows the work experience of Librarians of sample libraries. All the librarians have more than 10 years' experience in their field. The librarian of Baba Saheb Bhimrao

Ambedkar University has less experience of less than 10 years. Most of the librarians in libraries of central universities of Uttar Pradesh have more than twenty years of experience in their field. Only a few of the librarians have experience of more than fifteen years.

Table 7 Total Number of Library Staff

Description	AMU	AU
Numbers	**103**	**72**

Source: Data Collected by the Researcher through Questionnaire

Table 5.6 exhibits the total number of library staff in all the sample libraries of central universities of Uttar Pradesh. It has been cleared that AMU maintains the maximum

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staff in library as compared to other central university library of Uttar Pradesh. The library staff in AMU is 103, while in Allahabad University it is 11. The above figure explains the total number of library staff in sample universities of Uttar Pradesh. It is clear that the library of AMU has a maximum number of staff, i.e. 103 staff. The library of Allahabad University has very few library staff i.e. 11.

Table 8 Total Number of Library Staff (Category Wise)

Description	AMU	AU
Librarian	01	01
Deputy Librarian	04	01
Assistant Librarian	14	13
Professional	11	16
Semi Professional	41	24
Non-Professional	32	17
Total	**103**	**72**

Source: Data Collected by the Researcher through Questionnaire

Table 8 elucidates the total number of library staff working in the libraries of central universities in Uttar Pradesh.

Table 9 Job Rotation Process in Library

Description	AMU	AU
Yes	√	√
No	x	x

Source: Data Collected by the Researcher through Questionnaire from the Sample Library

Table 9 exhibits the job rotation process in libraries of central universities of Uttar Pradesh. The results indicated that all the libraries of central universities in Uttar Pradesh have job rotation process.

Table 10 Job Analysis Methods used for Performance Measurement

Description	AMU	AU
Observation Method	√	√
Individual Interview Method	√	√
Group Interview Method	√	√
Structured Questionnaire Method	√	√
Diary Method	√	x
Any Other	√	√

Source: Data Collected by the Researcher through Questionnaire

The above table investigates the job analysis methods used for performance measurement in their library. It has been observed that the library of all the sample universities is using observation

methods, individual interview method, group interview method, Structured questionnaire method for the performance measurement of their staff.

Table 11 HRM Programs followed by Library

Description	AMU	AU
Training and Development	√	√

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Internal Development Program	√	√
Orientation	√	√
Career Development	√	√
Employee Motivation Program	√	√
Capacity Program	√	√
Leadership & Supervision Development	√	√

Source: Data Collected by the Researcher through Questionnaire

The above table explains the HRM Programs conducted by the sample libraries of central universities of Uttar Pradesh. From the table it is cleared that all the sample libraries have different HRM programs like training and development, internal development program, orientation, career development, employee motivation program, capacity building program and leadership and supervision development.

Table 12 Infrastructure Facilities Available in Library

Description	AMU	AU
Reading Rooms	√	√
Computer Section	√	√
Children Section	√	√
Girls Section	√	√
Senior Citizen Section	√	√
Braille Section	√	√

Source: Data Collected by the Researcher through Questionnaire

The above table shows the various infrastructure facilities available in sample library of central universities of Uttar Pradesh. It is clear that all the sample libraries of central universities have reading rooms, computer section, children's section, girls' section, senior citizen section as well as Braille Section for their users.

Table 13 Collect the Overdue Charges

Description	AMU	AU
Yes	√	√
No	x	x

Source: Data Collected by the Researcher through Questionnaire

Table 13 presents the overdue collection policy available in sample libraries of central universities of Uttar Pradesh. From the analysis, it is realized that all sample libraries in central universities collect overdue charges from their users.

Table 14 Stock Verification Facility

Description	AMU	AU
Yes	√	√
No	x	x

Source: Data Collected by the Researcher through Questionnaire

Table 14 shows the frequency of Library Stock Verification carried out by libraries of central universities of Uttar Pradesh. All the libraries of central universities of Uttar Pradesh verified their stock once in a year.

Table 15 Status of Library Automation

Description	AMU	AU
Completely Automated	√	√

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Partially Automated	x	x
Still in Progress	x	x
Not Automated	x	x
Planning for Automation	x	x

Source: Data Collected by the Researcher through Questionnaire

Table 15 presents the status of library automation in central universities of Uttar Pradesh. From the analysis, it has been observed that all the libraries of central universities have already been automated. The above table exhibits the status of automation of Libraries in Central Universities in Uttar Pradesh. The automation process is continuously going on to develop libraries. Uttar Pradesh has its own library legislation, and it has provided many facilities and funding to the library from time to time.

Table 16 Number of Computers in Library

Description	AMU	AU
Number of Computers	68	61

Source: Data Collected by the Researcher through Questionnaire

Table 16 elucidates the number of computers in libraries of central universities of Uttar Pradesh. The library of AU has maximum number of computers in library i.e. 76, while library of AMU has 68 computers and library of Allahabad University has 61 computers in the libraries respectively.

Table 17 Software Used by Library

Description	AMU	AU
Software	√	√

Source: Data Collected by the Researcher through Questionnaire

Table 17 shows the library software used by the libraries of central universities of Uttar Pradesh. From the analysis, it is found that the libraries of all the central universities have their own software for the smooth functioning of libraries.

Table 18 Library Alert the Users through E-mail

Description	AMU	AU
Yes	√	√
No	x	x

Source: Data Collected by the Researcher through Questionnaire

Table 18 presents the library to alert the users through e-mail. All the sample libraries of central universities provide alert to their users through e-mail. The libraries are updated and uses recent technology in the field of library and information sciences.

Table 19 Problems faces in managing Library

Description	AMU	AU
Lack of Funds	x	x
Lack of Government Support	x	x
Lack of IT Infrastructure	x	x
Location of the Library	x	x
Lack of skill to Manage Library Operations	x	x
Lack of Collections	x	x

Source: Data Collected by the Researcher through Questionnaire

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Table 19 highlights the different problems faced by libraries of central universities of Uttar Pradesh. It has been clearly observed that all the libraries did not face any problem like lack of funds, lack of government support, lack of IT infrastructure, location, lack of collection and lack of skill to manage library operations.

Library Professional Perspective

Table 20 Professional Qualification

Description	AMU	AU
Ph.D.	19	14
M. Phil.	08	06
M. Lib. I.Sc.	43	36
B. Lib. I.Sc.	15	08
D. Lib. I.Sc.	04	02
Others	14	06
	103	**72**

Source: Data Collected by the Researcher through Questionnaire

The above table exhibits the qualifications of professionals working in libraries of central universities in Uttar Pradesh. It is observed that most of the professionals have Master degree in Library and Information Sciences in all the libraries of central universities of Uttar Pradesh. Out of 103 staff members of AMU library 19 have doctorate degree, 43 have master degree in library and information sciences, 15 staff members have bachelor degree in library and information science, 04 staff members have diploma and 14 staff members have other degrees. Among the 113 staff members of AU library 34 have doctorate degree, 49 have master degree and 11 have bachelor degree.

Table 21 Satisfaction with the Present Job

Description	AMU	AU
Yes	83	55
No	20	17
Total	**103**	**72**

Source: Data Collected by the Researcher through Questionnaire

Table 21 elucidates the satisfaction level among the staff members of libraries of central universities in Uttar Pradesh. The majority of the staff members of libraries of central universities in UP were satisfied with their present job.

Table 22 Human Resource Development Programs Followed by Library

Description	AMU	AU
Training & Development	√	√
Organizational Development	√	√
T-Orientation	√	√
Career Development	√	√
Employee Orientation	√	√
Capacity Building	√	√
Leadership and Development	√	√
Employee Motivation Program	√	√

Source: Data Collected by the Researcher through Questionnaire

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The above table highlights the human resource development programs followed by the libraries of central universities of Uttar Pradesh. Human resource managers can anticipate and develop the

skills that are most valuable to library using human resource planning, which also enables libraries to meet their current and future talent needs. This planning also enables the library to have the right mix of staff in terms of numbers of people and available skill sets. Also, none of the activities would take place without human resource planning. In order for the university library to achieve its objectives, it is crucial that there be a fluid approach to developing human resource planning. It is observed that all the libraries of central universities followed human resource development programs like training and development, organizational development, capacity building, career development as well as employees motivation programs.

Table 23 Is the Job Analysis Method being followed by Library

Description	AMU	AU
Yes	78	51
No	25	21
Total	**103**	**72**

Source: Data Collected by the Researcher through Questionnaire

Table 23 presents whether the job analysis method being followed by library for the promotion of staff members. It is observed that most of the respondents accept that their library followed job analysis methods for the promotion of staff members.

Table 24 Job Analysis Method Followed by Library

Description	AMU	AU
Observational Method	√	√
Functional Job Analysis	√	√
Individual Interview	√	√
Group Interview	X	x
Position Analysis through Questionnaire	X	x
Periodical Meetings of Professional Staff	√	√

Source: Data Collected by the Researcher through Questionnaire

Table 24 shows various job analysis methods followed by the libraries of central universities of Uttar Pradesh. There are various methods for job analysis but all the central universities have only observational method, functional job analysis method, individual interview method and periodical meetings of professional staff followed for the job analysis. These universities did not followed group interview and position analysis for the job analysis.

Table 25 Do you feel that other Libraries have better Opportunities and Motivation by Employers than the university Libraries

Description	AMU	AU
Yes	81	51
No	22	21
Total	**103**	**72**

Source: Data Collected by the Researcher through Questionnaire

Table 25 exhibits the response collected from the staff members of libraries in central universities of Uttar Pradesh. From the results collected, it is observed that the

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majority of the respondents thinks that other Libraries have better opportunities and motivation by employers than the university Libraries.

Table 26 Do you think Information Technology Knowledge is needed to the Library

Human Resources?		
Description	**AMU**	**AU**
Yes	89	59
No	14	13
Total	**103**	**72**

Source: Data Collected by the Researcher through Questionnaire

Table 26 presents the response of the library staff members whether the information technology is needed to the library human resources or not. It is cleared that majority of the respondents replied that the IT knowledge is needed to the library human resources.

Table 27 Are you Satisfied with the Present Human Resource Management and Development Practices functioning in your Library?

Description	**AMU**	**AU**
Yes	93	61
No	10	11
Total	**103**	**72**

Source: Data Collected by the Researcher through Questionnaire

Table 27 shows the satisfaction level of the library staff members regarding the human resource management and development practices functioning in their respective libraries. It is observed from the analysis that the majority of the respondents are satisfied with the present human resource management and development practices in their respective libraries.

Conclusion

This is the first research on the subject of its sort. The study tried to cover as much ground as possible in terms of concerns brought up and sample size. Through an examination of current HRM concerns within the framework of Punjab provincial university libraries, this study offers actionable recommendations for Pakistan's Higher Education Commission, university administrators, and library executives.

It provides some useful recommendations for enhancing HRM. A happy worker is better able to assist the customers. Additionally, it serves as the foundation for comparison analyses that look at various HRM problems and roles in various kinds of libraries.

In summary, the researchers discovered that associations and interest groups related to university library administration, staff development, and human resources showed a desire to establish global relationships in order to better understand practices and tackle novel difficulties. Numerous variables continue to cause substantial changes in libraries. The effectiveness of the HR department at the library is a continuous evaluation task for the administrators. They must evaluate the atmosphere in their business as well as their present demands in order to achieve this. The morale of the staff is one ongoing worry.

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In conclusion, the HR department may be extremely helpful in advancing the careers of library staff members and improving the standing of university libraries among patrons by means of their insightful input. University libraries should always collaborate and interact with the HR department of the organization to manage and persuade the situation of the library as per necessity, since they are encountering more challenges in recruiting new staff members. It is important for researchers to acknowledge that human resources are a crucial component of both organizational success and failure, as noted by Baron and Kreps (1999). This is remarkable for any organization and incredibly practical. Success and failure are mostly determined by effective management and a positive work environment.

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