

Cognizance of Human Resource Development Practices in Library System: A Conclusive Viewpoint

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Abstract

This paper tries to clarify the role of human resource development (HRD) practices in library system. Human resource development practices help to sharpen the skills of employees in taking major decisions. The success of an organization mainly depends upon the effective framing and implementation HRD practices. Any organizations' goals are fulfilled when people are aware of them and accept the importance of HRD practices implemented in the organization. This paper discusses the importance, awareness, recognition and implementation of library system.

Keywords: HRD, performance evaluation, job rotation, career planning, HRM

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INTRODUCTION

Conceptual Framework

Human resource can rightly be described as the most important asset of any organization. The fast changing agricultural environment has necessitated the need for adaption of human resource development (HRD) practices. A library is a cesspool of information and dissemination of knowledge. It is necessary to implement the HRD practices to make the agricultural libraries to be growth oriented, dynamic, and to succeed in a changing environment. Regular training, systematic planning, right management, and its implementation by making best use of resources helps library staff to enhance knowledge and upgrade skills with the process of agriculture development. Using the latest technology in the library, the needed information of the users is being fulfilled. With the advent of new software and new technologies in the agricultural library, library staff requires training from time to time, so that they can provide better services to their users in efficient manners. Nowadays library personnel are completely engaged in supplying information offerings to the users, groups and to the society at huge stage. In ICT epoch, library specialists engaged in the information transfer process require advanced know-how and competencies for which incessant education is required. Formal education and

practical training on the job develops library staff's skill and competences. There is a requirement to address the human resource need of the library on a continuous basis. Human resource is a great asset in any organization. "With the recent growth of library consciousness in the country people have begun to realize the importance of human resources for librarianship and of maintaining adequate standards in this regard" [1]. Every library is in need of HRD, if it wants to fulfill its goals. HRD is the process of increasing knowledge, talent and capabilities of an individual. Proper application of HRD results in improving quality of services or products. No libraries can grow or survive without growth and development of personnel. The personnel policies of libraries can help to keep the high morale and motivation. Human resources are the most expensive and the valuable resources compared to other resources [2]. Human resource development practices are a new concept, its purpose is to improve and enhance variety of skills and competencies of employees and maintain a healthy climate in the library and to use these skills and competencies for growth of library.

DEFINITION OF HUMAN RESOURCE DEVELOPMENT

Human resource development is an acronym which means human resource development.

Each of these three words has its significance. Human means to be a resource, self and others, resource means supplying what is needed and development means increased productivity for economic growth. "Human resource development is the process of helping people to acquire expertise. In an organizational context, it is the process by which organizations help their employees in a continuous and planned way in order to:

- acquire or sharpen the abilities required to perform various functions associated with their present or expected future roles;
- develop their general skills as individuals, discover and utilize their inner potential for their own and/or organizational development purposes;
- develop an organizational culture in which supervisor-subordinate relationships, teamwork and collaboration among sub-units are strong and contribute to the professional well-being, motivation, and pride of employees" [3].

"Human resource development is a people-oriented concept that focuses on developing the skills, knowledge and competencies of people. HRD is the framework for helping employees to develop their skills, knowledge and ability".

"Human resource development (HRD) practices are a mean of support to develop employee in their personal and organizational skills, capabilities and understanding". Human resource development practices also include constructing avenues through which employees will have opportunities for advancement. HRD is credited with being able to create a skilled, qualified and resourceful workforce. It has also helped to create a learning culture that enables organizations to improve both their performance and their responsiveness to change.

VARIOUS TYPES OF HRD SUBSYSTEMS

Human resource development practices are nothing but a natural flow to HRD subsystems like:

- HRD climate;
- Human resource planning;

- Recruitment and selection;
- Organization development;
- Performance appraisal;
- Training and development;
- Wages and salary;
- Job rotation; and
- Reward.

Creating an HRD Climate in the Library

In the library, a librarian plays a very important role in creating an HRD climate in his library when the staff feels free to discuss various issues and problems affecting the library and they work in an uninhibited way; when the employees trust each other; when the employees tend to take the initiative and make things happen on their own; when the employees collaborate with each other; when there is very little gap in what the employees say they will do and what they actually do; and when people give and receive feedback to each other and make efforts to develop their capabilities, the HRD climate is said to be good. Every employee contributes to HRD climate but the library is mainly responsible for orchestrating the climate.

UNDERSTANDING HRD PRACTICES IN LIBRARY SYSTEM

The success of an organization mainly depends upon the effective framing and implementation of HRD practices. Human resource development practices become one of the important elements of achievement in a knowledge world. In ICT era, nascent information cannot be organized and managed by the previous human resource development practices. It is very complicated to attract employees, develop their skills, retain employee for a long time and their satisfaction at the same time for an organization to get desirable results. With the advent of new technology and modern techniques, HRD became challengeable. The achievements of IT industry especially lie in informed and skilled body of workers; HRD practices have to be carried out and included successfully to get maximum benefits. Any organization's goals are fulfilled when people are aware of that and accept the importance of HRD practices implement them in the organization.

Practice is also called process method, and approach, which puts a positive impact on an organization by improving the employee's skill as well as customer's satisfaction.

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To understand the HRD practice, some practices are given below:

- Career system: promotion and appraisal, career planning and development, and human resource planning.
- Work planning: performance appraisal system, role analysis, and contextual analysis.
- Development system: performance guidance and development, learning and training, and other mechanisms of development.
- Self-renewal system: action-oriented research, role efficacy, and organizational development.
- HRD system: organization values, empowerment, and reward and recognition.

REVIEW OF RELATED LITERATURE

Akbari *et al.* designed a model for faculty members in public agricultural higher education in Iran and survey method was used to collect data from nine public agricultural faculties [4]. The findings revealed that contextual variables (i.e. personal, organizational, social, educational, and professional development) had direct impact on the process of HRD. They found that the organizational component is one of the most important factors affecting the improvement of products and quality of the faculty members. The study showed a large and growing body of

evidence demonstrating a positive linkage between the development of HRD and performance.

It was found that HRD practices can broadly be classified into two, namely, practices relating to talent engagement and job-related training. The result also revealed that offshore service organizations may be able to retain experienced and skillful employees through talent engagement and job-related training.

Shuck *et al.* conducted a study in the health care industry and mediated regression analysis was used to examine the variables [5]. The results showed that participation in HRD practices and cognitive, emotional, and behavioral engagement were negatively related to turnover intent. Mediated regression analyses indicated that engagement partially mediated the relation between HRD practices and turnover intent. Their study supported the utility of supporting employee participation in HRD practices to improve employee engagement and reduce turnover intent.

Cooke examined the relationship between human resource development (HRD) and organizational and national competitiveness and identified research opportunities for Chinese human resource management (HRM) scholars [6]. He presented a number of research topical areas, including HRD national system and policy formation and related mechanisms, national and organizational HRD program evaluations, comparative HRD research, and international agencies' involvement in a national HRD system in relation to MNCs' efforts in developing human capital.

Lim and Ling investigated the HRD of flexible construction firms in Singapore [7]. They identified and tested 20 HRD practices in the fieldwork to the extent to which they are adopted by flexible contractors in development their employees' soft skills and behaviors. They mentioned that contractors implement HRD practices that allow their employees to receive on-the-job training, job enrichment, professional development and mentoring, pay for their seminars and courses, as these may help employees work competently, be adaptable

and open minded and gain customer satisfaction.

Maesaroh and Genoni tried to compare of survey results on key outcomes for Indonesian and Australian library managers [8]. They stated the library policies and practices regarding the current level and type of continuing professional development and work place training; and the management, funding and prioritization of CPD in Indonesian academic libraries. The result showed that revealed high rates of participation in a range of CPD activities, but with a lower level of satisfaction with the results of their training.

Farajpahlou and Danesh undertook a study on job description requirement for systems librarians in Iranian university libraries [9]. The findings revealed that in Iran librarians of information sciences require assistance from computer experts, since the information technology training program on offer did not meet the required standard and resulted in a reduced ability to perform their duties adequately, prompting the proposed survey for the purpose of producing a revised job description.

Gvaramadze described that how developments in HRD empowerment practices for retaining knowledge workers paradoxically contribute to greater autonomy and independence [10]. These practices have further implications for employee individualization and alienation from the workplace, resulting in greater mobility.

Smith tried to examine the potential for the application of benchmarking to human resource development practice in library information service sector. The findings revealed that human resource development benchmarking has significant potential to become a most powerful and effective tool in ensuring good and improving HRD practice in library and information service sector.

PRELUDE OF HRD PRACTICES

HRD practices are classified into three dimensions:

The skill enhancing HRD Practices, Motivation enhancing HRD Practices, and Opportunity enhancing HRD Practices.

The Skill Enhancing HRD Practices

The skill enhancing HRD practices are those practices that are designed to improve employee's skill, experience. They include comprehensive recruitment, job rotation, rigorous selection and training and development.

Motivation Enhancing HRD Practices

Motivation enhancing HRD practices are those practices implemented to promote employee motivation; they include development performance appraisal, promotion, companions, autonomy, career development and job security.

Opportunity Enhancing HRD Practices

Opportunity enhancing HRD Practices are those practices that are designed to enable the employees to use their ability and motivation to attain organization objective. They include employee involvement, work team, career planning and communication.

OBJECTIVES OF HRD PRACTICE IN LIBRARY SYSTEM

Many organizations are adopting human resource development practices. HRD has the following objectives:

1. To confer an extensive pattern and method for the progress of human resource in a library;
2. To create the dynamic human relationship for maintaining a healthy climate;
3. To collect relevant information about human resource for purpose of succession planning, manpower planning, and promotion;
4. To improve the performance of an organization to recruit, retain, and talented human resource; and
5. To develop an OCTAPAC culture that enables every human resource to discover, develop, and use his or her capabilities, to a fuller extent, so that they achieve the goals of an organization.

BLUEPRINT OF HRD COMPONENTS PRACTICES IN LIBRARY SYSTEM

Components of HRD help in achieving its objectives:

1. Performance appraisal is the process used to evaluate the potential, performance, and contribution of an employee in any organization.

2. Potential appraisal is used to identify the personalities and attributes of an individual in an organization whereby they perform higher level roles, and get promotion.
3. Career planning and development system usually include identification of career opportunities within the organization, plans for organizational growth, promotion policies, feedback and counseling, job rotation, identification of career paths, and managing of problem employees.
4. Feedback and counseling subsystem are used to show the overall performance of employees and organization.
5. Training and development is a learning process to enhance knowledge, skill, and performance of employees in a working organization.

HRD PRACTICES IN LIBRARY AND INFORMATION SCIENCE AS WELL AS INTEGRATED LIBRARY SYSTEM

Human resource development practices in the field of library and information science can be done by the various methods, which could be as under:

1. Mentoring programs and employee orientation help employee to understand work, value, and attributes of a library.
2. Upgrading skills of staff at all levels and especially the focal point so as to ensure quality.
3. Recruitment and selection process helps to manage for appointing an intelligent and knowledgeable candidate in a library.
4. HRD programme or training for library staff should be organized on the basis of their need.
5. LIS professional association and groups should organize seminars, workshops etc. for updating the knowledge of the LIS personnel.
6. Job rotation is a very important practice for library staff because it builds confidence and interest in library work.

Efficiency and effectiveness of university libraries largely depends upon the proficiency and competence of its human resources. Well motivated persons with good academic record

and professional qualifications, innovation capability and managerial ability will contribute towards success of the library. The present pathetic situation in majority of university libraries is due to neglect in the development of human resources. This trend must change if improvement is intended. It is important therefore to identify the lacuna and find out possible solutions. For effective human resource development, facets of personnel management like job analysis, job description, qualification, academic status, promotional opportunities, motivation, alternate job opportunities, welfare facilities, interpersonal relations and continuing education etc. have to be considered specifically. Human resource development practice is essential in any university library that wants to grow dynamically, and get success in a changing world.

Every professional requires trainings. IT has brought in many changes in LIS education and profession. To keep up with the technological development and learn to accept these changes and pressure they belong above, the library professionals need continuous training and development in IT skills. It is essential at this time of upsetting changes to ensure that such training is not enabling them to improve their job performance, but also providing them with supportive help as they acquire new and essential skills. Those professionals who do not update their knowledge and skill will feel handicapped and cannot get scope and opportunity in future. New technologies are pretty easy to use but few can be effectively used without training. University libraries in our country therefore should reorient their personnel policies with HRD as their guiding philosophy.

SYSTEMATIC APPROACH TO HRD IN LIBRARY SYSTEM

The HRD in the library should be done by a systematic method, which is as follows:

1. Identify the needs of an employee in a library.
2. To understand the need of the employee and then provide the training programme, thereby increasing the skill and knowledge of an employee.
3. The training programme is implemented in the library.

4. Evaluation of the programme; that the program is a success or failure.

A systematic training can produce remarkable changes in libraries organizations. Here, the major issues before various library training establishments are overlapping of programs need based training materials. Besides these, there is need to conduct research on emerging areas of libraries development in library sector. Entrepreneurship training should be given more importance for self-employment generation [1].

APPLICATION OF HRD IN AGRICULTURE LIBRARY SYSTEM

Agriculture university libraries play an important role in providing the right direction to the agriculture, scientific and technological development of a nation. Every library exists to serve the needs of its own community of users. It follows the overall evaluation of library thought to base mainly on how well it serves these needs.

“Modern technologies in the libraries are now being utilized to satisfy the information need of the users. The staffs working in these libraries need training and exposure to new technologies available at national and international levels. Since India is a land of farmers, here socio-economic developments depend on the education of the farmers and their information level. They need information to become enlightened and rational so as to take quick and correct decisions to improve the rural life. The nature and efficiency of the information services provided by the agricultural university libraries vary from one to another, owing to the whole range of interest of the user community. However with the emergence of the computer and revolutionary changes in communication technology, it has become possible for agricultural university libraries to provide a variety of technology based information services to the user community with a wide range of interests, which was not possible earlier. As a matter of fact, all these activities and services are interdependent, interrelated and direct towards maximization of the usefulness of the agricultural university library systems” [11]. In digital era, development of

library staff requires certain condition in the agriculture university libraries.

CONCLUSIONS

Human resource is a valuable asset for any institution to go ahead and to achieve required target. Administrators and policy-makers should know this fact and should work accordingly so that maximum benefit can be obtained and image of institution may improve because personnel staffs are the mirror of institution which reflects the face of institution to society. The importance of library and information science manpower in India has also risen considerably. Since the modern library movement, the importance of the contribution of library personnel has gained strength steadily all over the world. Developments in educational technology and the changing pattern of education and learning indicate serious challenges for the library and information community to upgrade their information technology (IT) skills. An organization can achieve its goal, if sufficient opportunities are provided to its employees to enrich their potential by proper policies and programs in the area of their interest. Professional competencies are further identified by knowledge in the area of information, resources, technology, management and research. The ability to use these areas of knowledge for providing library and information services can be enhanced by the organizations' HRD policies.

In some college and university libraries, we have seen unrepentant response and expressed displeasure library staff's response because they are not satisfied with their present pay scale according to designation. HRD practices helped to sharpen the capabilities of employees and grasp new changing technology in digital environment. No doubt, HRD has done an explicable work to enhance skills of employees in different work fields.

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Cite this Article

Renu, Sanjiv Kadyan. Cognizance of Human Resource Development Practices in Library System: A Conclusive Viewpoint. *Journal of Advancements in Library Sciences*. 2018, 5(1): 73–79p.