CHAPTER - 2

REVIEW OF LITERATURE
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2.1 Introduction

This chapter presents an overview of the studies conducted by eminent professionals in the area of HRD of library personnel. As per the research methodology the researcher is expected to know the previous work done on the concerned subject area, which helps researcher to know about the progress and the problems in the field, the different thrust areas for research, the unexplored areas and the different views of experts and authorities on a particular subject. It helps to understand the subject and develop the insight.

Keeping in view this fact, the researcher conducted literature search by scanning the available resources such as journals, dissertations, conference and seminar proceedings, LISA on-line database, Emerald on-line database and open access E-journals from Directory of Open Access Journals (DOAJ).

The literature reviewed have been grouped under various heading such as Training and Development - 18, Performance Appraisal - 05, Counselling - 01, Career Planning and Development - 19, Team Work - 08, Job Rotation - 06, Reward - 01, Organizational Development - 03, Leadership - 01 and HRD - 37.

2.2 Training and Development

Kaul¹ (1968), discussed the functions of the academic libraries, for attaining the organizational goals and suggested that all the staff must be given in-service training periodically. He also felt the need for better human relations between the users and the staff. He further suggested that the academic librarians should be co-operative and develop cordial relations with clientele.

Martell and Dougherty² (1978), in their article stated that continuing education and training is the part of human resource development and present a cost benefit analysis of it.

Smith and Burgin³ (1991), have conducted a survey of participants, participated in the North Carolina Library Staff Development Programme during Autumn 1988 and Spring 1989 to examine the reasons for participating in continuing education programmes. Results of the
study were professionals participated in these programmes due to personal concerns, to increase professional competence, patron service and collegiality.

Kumar, Roy and Chinnappa* (1991), have gave a brief account of the training programmes, workshops and seminars in modern method of information technology aimed at beginners as well as qualified professionals, conducted by the National Informatics Center (NIC) under its manpower development programme.

Subramani5 (1992), has stated that the library managers need to use the “personnel” the human resources at their disposal to provide efficient and excellent library service to their clientele. He further stated that “induction” of the new employees is often being neglected. If the new recruits are introduced to the new job, he / she can understand easily the job assigned.

Effah6 (1998), in his paper discussed the need of appropriate approaches for the training and development of academic librarians to ensure that the role assigned to them is fulfilled. He further elaborated a number of important issues such as analysis of training needs and responsibility for training. He recommended for more structured, consistent and systematic training and development programmes for academic librarians in Ghana.

Sharma, Kumar and Sharma7(1998), in their article stressed the need of continues professional development for sustainable librarianship and team management for improving library services. They further discussed various aspects of Total Quality Management with special reference to its implementation in library and information services.

Lim8 (1998), has examined the educational programmes of some library schools in the Asia Pacific region and suggested that curriculum should be build around the model of the virtual library which may be useful to library professionals to accept the changes in the field.

Lim9(1999), in this article stated that too much emphasis has been placed on infrastructure development and not enough on human resource development in connection with the training of library professionals, his opinion is that current curriculum in many library school is no longer suitable. He also stresses the need to built a curriculum that revolves around the model of the virtual library and the internet.

Jain10 (1999), has presented the main findings of a case study of Bostswana National Library Service, which was carried out in order to explore and identify on-the-job training needs
for library staff. The main needs were identified as: impact of Information Technology, job orientation, customer service/public relations and managerial skills.

Neely and Winston\textsuperscript{11} (1999), have conducted a survey to assess the impact of participation in leadership development programs in terms of career progression and involvement in leadership activities. For this purpose participant were surveyed, who has participated in the Snowbird Leadership Institute. The findings of the study were positive career progression and greater participation of participant in leadership activities.

Ali\textsuperscript{12} (2002), has opined that staff must be proficient in basic IT skills if they are to perform the tasks for which they are employed. Further he stated that many librarians have responded to these needs by instituting a series of training and staff development programmes, but these programmes often fail to produce results because there is no follow-up to ensure long terms maintenance of behavior.

Gulati\textsuperscript{13} (2004), in her article discussed the status of Information and Communication Technology (ICT) usage in Indian libraries with special reference to Special Libraries and the efforts made by various institutions to propagate e-information products and services. She further stated that LIS professionals specially of public libraries should be made aware of recent advances in ICT.

Singh and Krishna\textsuperscript{14} (2004), in their article examined the present state of digitization, IT infrastructure and professionally trained manpower in agriculture libraries. They further stressed the need of continuous training programs for updating LIS personnel's skills as per the technological changes taking place in ICT.

Ghosh and Chakraborty\textsuperscript{15} (2006), in their article explored various competencies which have been required by junior level library staff and assistant in Information Technology environment. They further stated that there is a need of developing comprehensive training modules on the basis of these competencies to make junior staff enough competent to cope with advance technologies applied in libraries.

Raina\textsuperscript{16} (2006), in his article gave brief information about the need of starting continuing professional development programmes by Indian Institute of Management, Lucknow library. The paper also provided an overview of the programmes conduct in the area of Information Technology, which include programme objective, contents, schedule, participant profile and feedback.
Malhan and Rao\(^{(2006)}\), in their article highlights the education and training needs of information professional in view of the growing use of the Internet in various type of libraries and information centers.

Devi and Singh\(^{(2006)}\), in their article stated that manpower is a important factor for providing effective library services, therefore it is necessary to equip the library manpower with all the knowledge, skill and capabilities needed to handle library operation in the new digital environment. They further stressed on continues training for library professionals. Finally analyses report of various committees set up by the UGC in respect to libraries and their implication upon the manpower development of libraries.

### 2.3 Performances Appraisal

Hiatti\(^{(1992)}\), has explained how assessment procedure identifies and improves leadership and management skills. Assessment procedure was developed in the United States during world war II to identify leadership skills among military personnel. He stated that assessment procedure can be used for a variety of purposes in the library field also such as

- in the promotions selection processes
- for career development
- to aid personnel for professional growth and development
- to developed focused continuing education programmes for professionals at all levels.
- To evaluate strengths and weaknesses in management skills.

Nkerewem\(^{(2016)}\), has conducted a survey to examine impact of employee gender on performance attribution process and on career advancement prospects. The findings of the study reveals that women were seen as less promotable than men because they were perceived as performing less effectively on their job than that of men. He further suggested that there is a need of establishing unbiased assessment procedure for job performance.

Ronald and Calvin\(^{(1998)}\), have stated that performance appraisal generally occur to provide documentation for current and future personnel decisions such as promotions, salary increases, staff development and disciplinary reasons, but after surveying literature published on performance appraisal it is apparent that most of the academic library administrations implement partial performance appraisal and disparity exists regarding the process itself, the
ultimate goals sought and those actually achieved, hence it is just a proforma compliance with due process.

Maharana and Panda\textsuperscript{22}(2001), in their article mentioned that performance evaluation is an effective tool for human resource management. They further pointed out essential performance criteria for LIS professionals for performance evaluation.

Martey\textsuperscript{23}(2002), in his research article reported the results of an evaluative study of the performance appraisal process in the Balme Library, University of Ghana. The findings of the study indicated that performance procedure did not provide the information required for management decision making. He further gave guidelines for the improvement in the existing appraisal system.

2.4 Counselling

Hannabuss\textsuperscript{24}(1997), in his article described three major counselling traditions in terms of their relevance and application at the workplace for developing human resources. He further stated that many effective counsellors adopt an eclectic approach for counselling and discussed the factors working against the use of appropriate counselling strategies.

2.5 Career Planning and Development

Herring\textsuperscript{25}(1976), has described that personal management is a means by which an individual librarian can manage him/herself and it is also useful in career planning. He further stated that it can be helpful to assess individual professional's place in the library services.

Willard\textsuperscript{26}(1977), in her study entitled "Mobility and career planning of librarian in New South Wales Universities" observed that mobility is one of the obstacle in career development, in general librarians are not prepared to accept a position in another state.

Galvin\textsuperscript{27}(1980), in his research paper developed a 3-stage career development self inventory for raising the level of consciousness about career development. In his paper he suggested that school librarians should keep in touch with professional literature and mix with other types of librarians. Finally emphasized the need of continuing education and involvement in professional organizations for career development.

Malber and Mc Laughlin\textsuperscript{28}(1985), in their article presented an evaluation of the Career Development and Assessment Center for librarians programme conducted by the University of
Washington under the sponsorship of W.K. Kellog Foundation. Purposes of the programme was to improve the relative position of women in the library profession by providing librarians with an assessment of their management skills, potential and by providing career development guidance. This centre also generate and disseminate information on skill gaps within the profession.

Conroy (1985), in her research article reported the result of the study, which is based on library personnel in different career situations and exhibiting different character trait. She further stressed the need for career planning, making choices and assembling information about the work world and self. Suggested approaches to career planning and examines two prime supports in the career planning process which are continuous learning and networking.

Larose (1987), has conducted a survey of middle and upper level academic library professionals within the context of 1985’s report of Ellen Bernstein and John Leach on career expectations. The study revealed that 41% respondents expressed that they would not achieve career objectives and 13% have opined that they expected to remain in dissatisfactory positions.

White (1988), in her research article mentioned that career planning, mobility, qualifications and motivation are the factors which influence career.

Peter (1991), in his article described that career planning holds potential benefits in relation to motivation, moral and effectiveness. He further discussed the origin, implementation of career planning and its application in academic libraries.

Havener and Stolt (1994), conducted a survey of academic librarians in Oklahoma. The primary focus of the study was the institutional support for professional development activities available to librarians. It is found from the survey that supportive organizational climate has a major positive impact on librarians professional development activities.

Nofsinger and Lee (1994), have stated that senior librarians can contribute in the professional development of entry level reference librarian. They emphasized that senior librarians can play vital roles by assisting junior colleagues in learning essential library skill and knowledge by facilitating the assimilation of organizational and institutional values and norms. They further postulate four roles for senior librarians. The teacher, coach role, the interpreter/adviser role, the interpersonal role and the mentor role in professional development.
Brikinshaw\(^35\) (1994), in his article described that personal profile can prove to be a useful tool for career planning and evaluation but it seems to be little used due to time constraint and commitment. He further examined the advantages and disadvantages of the voluntary format and compares them with the compulsory nature of the Law Society's similar scheme.

Farmer, Ward and Wood\(^36\), (1996), in their article described that middle level professionals working in one-person library, frequently experience obstacles to career progression which are seen as insurmountable. Examines some of these obstacles and suggests a possible solution to overcome these obstacles.

Hunter\(^37\) (1996), has conducted a survey of librarians in the Ministry of Defense, United Kingdom with the objectives of choice of career, future career plan, job satisfaction, alternative working pattern and attitude of professional toward their career. Findings of the study reveals that the career pattern of staff in government libraries is not differ from in other types of libraries but there is much frustration and uncertainty about the future among library personnel.

Edemas\(^38\) (1999), have conducted a survey to examine obstacles, issues and the structure of career advancement prospects in Nigerian Universities. From the study it is observed that career development was slow and frustrating to reach the peak among practising librarians.

Blair\(^39\) (2000), in his article described that impact of rapid technological development and changing nature of job, changed the concept of lifelong career in one profession. He further emphasized the need of lifelong learning and awareness about changes taking place in the field for successful career development.

Johnson\(^40\) (2000), in his study examined the various issues in career advancement such as professional education, mentoring, work experience, skills, professional involvement, self interest and job market condition. He further stated that career advancement is achievable by proper planning.

Srivastava and Srivastava\(^41\) (2004), have conducted a survey of college librarians in Jaipur to assess the opinions about opportunities available for professional development. The finding of the study was maximum librarians dissatisfied with opportunities available to them for their professional development.
Walton 42 (2006), in his article provided useful tips on thinking and planning of the next career move. He further discussed career planning aspect in the context of expectation of aspirants, motivating factors, needs of the aspirants and what is to be done to fulfill expectation.

Missingham43 (2006), in his paper summarized approaches to identifying skills for the new LIS professionals. Proposed four key skills based on innovative development in LIS over the past decades and suggested how these skills could be used to attract entrants to the profession and development of existing professionals for future success.

2.6 Organizational Development

Mendiville and Lukenbill44 (1975), in their article entitled “Staff development and evaluation: the OD point of view” described that Organizational Development (OD) is an emerging applied behavioural science technique which seeks to improve through systematic long range change effects, it translates what is known about people and organizations into programmes of action. Characteristics of OD are changing norms and features, learning by experience, concentration on team work and spirit for the improvement of people and organizations.

Smith45(2004), in his article discussed various models of organizational learning and emphasizes the importance of the development of culture of organizational learning in achieving effective HRD outcomes.

Castiglione46(2006), in his research article stated that technological changes, budgetary constraints and the possibility of personnel shortages have combined to create an extraordinary challenge for library administrators and their staff members. He further stressed on continued organizational learning through management techniques which encourage staff communication, collaboration and consensus decision making.

2.7 Reward

Kaufman47(1993), has reported that different cultures and value systems that are brought in to libraries by different types of professionals can create problems, tensions and conflicts between library professionals. He offers some solutions from the organizational perspective as well as the reward system that can be used at their individual level. He
suggested various rewards like job content rewards, financial rewards, professional, career and social studies rewards to extract the best out of the employee.

2.8 Job Rotation

Jensen (1986), in his article entitled “Staff sharing: A development program” described a successful programme of job sharing within the University of Connecticut’s Homer Babbidge Library, which provided opportunities to all library staff to develop new skills and a broader understanding of library operations.

Moore (1997) has analysed the application of management theories on job rotation. The findings of the study were perceived benefits of job rotation such as transfer of knowledge across organizational functions, reduced conflict across departments, organizational integration, creation of a climate conducive to innovation and challenging opportunities for employees.

Olorunsola (2000), has reported the study of staff opinion concerning job rotation at the University of Ilorin Library, Nigeria. Finding of the study was the reaction to the possible introduction of job rotation was generally positive. He further suggested approaches which could be used at the time of rotating job.

Pierce (2001), in his research article entitled “Job rotation: beyond your own branches”, described a pilot project at Phoenix-area public libraries, Arizona in which four veteran librarians exchanged jobs for six months in 1998. Despite the disadvantages of a short-term loss of productivity and a temporary strain on co-workers, the project was a success resulting in rejuvenated staff and revitalized libraries. It brought to the workers and the libraries a broader perspective, networking opportunities, increased confidence, renewed commitment to the profession and an enhanced capacity to cope with change. It was found to be particularly rewarding for plateaued staff facing the risk of monotony, complacency and stagnation.

Malinski (2002), in his article mentioned that job rotation is one of the tool for developing competencies of human resources.

Adomi (2006), has conducted a survey of professionals working in 07 university libraries in Nigeria. Purpose of the study was to understand the impact of job rotation on libraries and professionals. From the study it is revealed that majority of the respondents had
been rotated. Most of the respondents see job rotation as opportunity to learn new skills, but a majority of them are of the view that job rotation is not regular enough in their libraries.

2.9 Team Work/ Team Spirit

Rajyalakshmi (1994), in her article mentioned that effective communication and positive human relations are the most neglected aspects of library management. She further pointed out the importance of communication in human relations management and factors which affect human relations.

Prasad (1994), has conducted a study to investigate job anxiety and job satisfaction as technique for inter-personnel management. From the study it is revealed that the level of anxiety of employees of higher posts, is comparatively less than lower posts. Job satisfaction scores of the three anxiety sub-groups i.e. low, moderate and high reveals significant difference between them. He further reported that the findings of the study confirm the theory that inter-personal relations are the major determinants of anxiety.

Johry (1996), in her research article highlighted the work relationship between library manager and their subordinates. Findings of the study shown that lack of mutual confidence, discrimination by seniors, personal grievances and lack of appropriate work culture have deteriorated the inter-personal relations.

Hall (1997), has presented findings of research on team work. In his study he concluded that good team work depended on attitudes rather than skills. He emphasized on leadership training and communication among team member for developing team work culture.

Nandi (1997), in his article stated that work culture in library organization depends mainly on reciprocal relationship between the employer and the employee. He further stated that librarian plays an important role in developing the work culture through effective communication.

Jones (2000), in his article stressed the need for hierarchies in organizations. He stated that modern management theories placing too much emphasis on team work and excluding authority and responsibility from its scope.

Biery (2001), in his article stated that team management in libraries is not a new model and presents the perspective of a member of a team. Communication skills and personality are the important traits in team development.
O'Connor (2006), in his study, based on review of literature compile an interdisciplinary inventory of factors affecting individual performance in team environment. He grouped these factors in two categories - extrinsic and intrinsic. Extrinsic factors included collective efficacy, social rewards, social dilemmas, social identity and interdependence. Intrinsic factors are individual identity, desire to achieve, member role differences, team size, individual status attainment and member commitment.

2.10 Leadership Development

Gopal (2006), in his article entitled "Leadership in academic library of the present century", stressed the need of developing leadership quality among library professionals working in academic libraries. He further describes the areas of expertise, experience and skills associated with academic development and essential competencies of leadership.

2.11 Human Resource Development

Ranganathan (1969), discussed the factors which changed the library from being an intellectual deposit of culture to become an active instrument in human progress. He mentioned that the balance between population and commodities and the knowledge of technology has to be increased day by day. Ranganathan further stated that life long education has to be continuously acquired to develop human resources.

Mwacalimba (1982), has conducted a study which is focused on human resource development of personnel's working in Zambian libraries. The goal of the study was to explore way to plan for the development of human resources in Zambia.

Prasher (1987), pointed out existing staff position in selected five agricultural university libraries. Describes the strength of staff required on the basis of work load and calculates staff strength for the five libraries on the basis of UGC/ICAR formula.

Dosa and Dosa (1987), have emphasized that information professionals play an important role in disseminating information and their effectiveness should be enhanced by strengthening certain aspects of human resource development.

Heim (1989), has discussed entry level recruitment of library organisations in the light of the complex labour pool. The author suggests for better techniques to accommodate both employer and employee goals. The need for clearer articulation of specializations, to facilitate
targeted preparation of new entrants to develop a broader cadre of entry level personnel. He has further suggested annual career development programme meetings, continuing education/ training programmes for effective utilization of human resources.

Rao and Satish\(^6\) (1989), have stated that effective manpower planning is indispensable for proper utilization of library personnel which involves

i) specifying objectives

ii) analysing job requirements

iii) determining effectiveness of plans.

He further stated that effectiveness of library depends on the effectiveness of personnel appointed to perform various functions. To derive optimum utilization of human resources, manpower planning on sound and scientific lines is a prerequisite.

Peel\(^6\) (1989), has stated that staff development is one of the most important and worthwhile partnership a manager can engage in. He suggested that Mission, Environment, Relationship, Infrastructure and Training are essential ingredients in successful staff development. He further pointed out that for a successful staff development one must have sense of mission of commitment to the task. Further he states that by developing our staff we help to

- Motivate them positively.
- Improve their job skills.
- Prepare them for more responsible work.

Jena\(^7\) (1990), has drawn some suggestions for the improvement of library pattern by developing human resources, which is an essential component in any library. She said that HRD is essential for library management to grow dynamically. Human resources have unlimited potential capabilities. The potentiality can be used only by creating climate of continuous performance for a defined goal.

Ramaiah\(^7\) (1990), discussed the importance of motivation and training for the staff in university libraries. He stated that there is a need to have right type of personnel at the right type of job in library and information system. According to him the staff should be motivated, trained and updated in their professional skills in the changing context to deliver efficient services and to achieve the goals expected of the system.
Seetharama\textsuperscript{72} (1990), observed that the efficiency and effectiveness of the library and information centres would largely depend on the competence of the staff, on the facilities and environment provided for their work and development. He opined that the professional staff should have high qualifications in appropriate subject fields and in library and information science, adequate experience and training, innovative capability, proper attitude and pioneering spirit towards work so that there will be harmony among the functional subunits.

Kapoor\textsuperscript{73} (1991), has outlined the role of professional bodies in enhancing the competence of its practitioners on a continuing basis. This is generally accomplished through pursuing a host of programmes and activities like organising seminars and conferences for exchange of new, innovative ideas and experiences.

Smith\textsuperscript{74} (1992), has examined the library professionals educational ecology and concludes with some recommendations for strengthening this system. He proposed "Green Movement" for the profession, whose purpose is to readdress the weakness that exist in the current educational ecology and it focuses on the continuing education component of the professional education system. The intended outcome of this green movement in librarianship would be the creation of self-renewing profession.

Shaughnessy\textsuperscript{75} (1992), has reviewed the competencies needed by a librarian in view of the significant changes occurring within the research library environment. He further suggested different methods for developing competencies such as

- Self -assessment
- Self – development,
- The internship programme in team building
- Monitoring
- Challenging job assessment.

Ojiambo\textsuperscript{76} (1992), in his article discussed the importance of human resource development in African countries in order to capitalise on the advantages offered by recent advances in information technology and participate in a global information interchange. He further suggested to develop training programmes in order to improve the skills of current employees and to anticipate future skills required.

Subramoni\textsuperscript{77} (1992), in his article mentioned that librarian has to efficiently organize and manage the various services with the help of existing staff. Successful personnel
management in a library result in user satisfaction, achieving the objective of the organization and job satisfaction for the staff. He further advocated the efficiency of the organisation depends on personnel management.

Painter78 (1993), stressed in his article entitled "Accountability of human resource professionals" that human resources professionals are expected to design and direct staff development programmes. They are accountable for the development of human potentials for achievement of organisational goals. He has further designed staff development programmes for achieving these goals.

Nawe79 (1996), has stated that library managers have often been unable to strike a balance between planning for resources in general and human resources in particular. This resulted in to haphazard acquisition and utilization of appropriate skills. He further suggests that practitioners and trainers should harmonize the relationship which exists between them in order to develop a common approach to professional issues and problems.

Singh80 (1998), has conducted a survey of nineteen academic libraries in Lucknow to assess the issues related to human resource management (HRM) in these libraries. Survey results indicates that persons engaged in libraries are not satisfied with their job, work culture, and promotional aspects. He has further strongly advocated that effective HRM is the only way to get best out of the people for successful management of library and information centres.

Suriya81 (1998), has attempted to measure the impact of information on national development by taking into consideration a set of IT variables, and analysed the contribution of each variable individually and collectively to the national economy and human resource development in the 21 sample countries.

Carpenter82 (1999), has conducted a significant study to find out prerequisites to achieve successful integration of electronic and digital library developments in to the operations of existing library and information services. The conclusion of the study was requirement of attributes such as flexibility, imagination and openness if information and communication technology based changes are to be successful and sustainable. He further suggested that LIS professionals will need to produce some more considered and researched material in management theory.
Goulding and Others\textsuperscript{83} (1999), have conducted a survey of 888 Chief Librarians in United Kingdom, as a part of British Library Research and Innovation Centre's research project to identify and analyze the personal qualities demanded by library and information service employers. Result of survey was list of fifty desirable qualities that a professional should possess for effective information services.

Manilal and Mahakuteswar\textsuperscript{84} (1999), have discussed the need of sustainable human resource development policies in the era of rapidly evolving IT and suggested that there is a need for revision in curriculum of LIS to meet the needs of new user community.

Ramesh\textsuperscript{85} (2000), has discussed the concept of quality management with relation to human resources such as integration of staff and services, continuous improvement, top management commitment, leadership development and human resource development.

Green, Chivers and Mynott\textsuperscript{86} (2000), in their article stated that library managers requires a range of skills for motivating subordinates. These skills include effective communication with staff, the encouragement of good workplace relationships, the involvement of staff in the decision making process, promoting job rotation, recognizing, rewarding innovative initiative and providing relevant training for staff.

Smith\textsuperscript{87} (2003), in his article discussed the importance of strategic approach to human resource development (HRD) in an environment of rapid change. He has further stated characteristics of strategic HRD.

Smith\textsuperscript{88} (2004), in his article discussed the "People" (Human Resource) aspect of organizational change and the ways by which HRD can act as an effective organizational change tool. He gave six steps (best - practice) model for the application of HRD in achieving organizational change. The six steps are

a) Adopt a strategic focus
b) Involve top management
c) Target course content
d) Develop effective learning methods.
e) Focus the HRD learning resource.
f) Empower employees through HRD.
Smith (2004), in his paper discussed the need for cost and benefit analysis of HRD programmes and identified four levels of cost and benefit analysis which are as follows.

a) Reactions  
b) Learning  
c) Behaviour  
d) Results

Smith (2004), has outlined framework for the evaluation of HRD programs which include following criteria.

- The return on investment model  
- The cost/benefit ratio approach  
- Bottom-line evaluation

Smith (2004), in his article stated that HRD can play a critical role in effectively responding to the challenges of changes such as technological innovation, the globalisation of commerce and employment, changing workplace structures and altered demand on workforce.

Marouf and Rehman (2004), in their study explored the HRD policies, strategies and opportunities in 30 Kuwaiti corporate companies for its IT and information professionals. It was found that almost all the companies had intensive programs for providing systematic induction to their new employees. A majority of them had in-house resources and facilities for training. These companies were not satisfied with the role of higher education institutions in providing useful training to their employees.

Somerville, Huston and Mirjamdotter (2005), in their article entitled "Building on what we know: staff development in the digital age" reported the outcomes of an organizational change project at California Polytechnic State University in San Luis Obispo, California, USA. They mentioned that staff development approach would be based on systems thinking frameworks, that create collaborative learning opportunities at the workplace.

Jain (2005), has conducted a study to prepare a model for strategic human resource management through an effective staff performance appraisal system for Botswana Public Libraries. From an empirical investigation the main critical qualities required, to provide efficient public library services were revealed such as enthusiasm, positive attitude, innovative thinking, commitment. The other staff related and motivational issues were identified as: a sense of achievement, a feeling of self-esteem, job security, recognition, status, career
development, effective communication, job satisfaction, delegation of authority, clear job description, feedback and conducive working environment.

Simmonds and Pedersen (2006), in their research article stated that HRD is a combination of structured and unstructured learning and performance based activities which develop individual and organisational competency, capability and capacity to cope with and successfully manage change. The future of HRD now lies squarely in the need for the profession to consider and embrace the inextricably interrelated paradigms of movement, change, dynamism, harmony and unity.

Smith (2006), has examined the potential for the application of benchmarking to human resource development practice in the LIS sector. This paper outlines the principles of benchmarking and examines dimensions which may be useful in benchmarking HRD. The finding of the study was that HRD benchmarking has significant potential to become a powerful tool in ensuring good and improving HRD practices in the LIS sector.

Malhan (2006), in his study reveals the complexities of change management in the university libraries and indicates that the university leadership, the library manager and the professional staff play a key role in affecting change in the university libraries. Highlights that change management and staff development go hand in hand. The paper points to the fact that evaluation and review process of the universities for accreditation, grading and certification also help to a great extent to facilitate and manage change. The university libraries may adopt the work culture of the corporate sector for building their collections, managing their finances, training their staff, upgrading their technologies, ameliorating their operations but for rendering their services they must ensure humanism in practice.

Siddiqua and Khan (2006), in their article discussed the concept of human resource management and stated that it can be applied in library and information centres for maximum utilization of library resources.

Sheng and Sun (2007), in their article put forward a idea of developing Knowledge Innovation Culture (KIC) of libraries. It is a kind of value, behavior and institutional system, which gain competitive advantages and sustainable development of libraries through knowledge creation. To develop KIC of libraries they suggested a strategies which include

a) Establishing the environment beneficial to knowledge innovation,

b) Creating a learning culture,
c) Shaping knowledge based team organization,
d) Improving trust and co-operation, enhancing HRD,
e) Cultivating knowledge innovation talents.

Earlier research (Ph D Thesis) conducted on Human Resource Development and its allied areas in India. 100

1) Human Resource Development needs as depicted by survey of automation of scientific and technical libraries in India.
   Researcher – Sangita Rani,
   Guide I.V. Malhan
   University – University of Jammu, Jammu, Year 1995

   Researcher - Babu Rao, Gonipati
   Guide – GVSLN Raju, University – Andhra University, Waltair, Year-1997

   Researcher – Mohd Murtaza Ali Ansari
   Guide – UC, Sharma and P K Rathi
   University – Dr. Bhimrao Ambedkar University, Agra, Year – 2000

4) Human Resource planning for academic libraries of Orissa : A Study.
   Researcher – Sunil Kumar Satpath
   Guide – R. K. Rout
   University – Sumbalpur University, Sambalpur. Year- Not available

5) Personality and job satisfaction of librarians of universities of Delhi and Rajasthan: A multivariate analysis.
   Researcher – B. S. Garg
   University – University of Rajasthan, Jaipur. Year – 1986

6) Personnel management of university libraries : A study of organizational climate
   Researcher – O R Manorama Raju
   University – University of Madras, Chennai, Year 1989.

7) Job satisfaction among the professional employees of the library: A study.
   Researcher – Harinath Prasad
   Guide – S. N. Singh
   University – Banaras Hindu University, Varanasi. Year – 1992
8) Development of professional skills for library and information service personnel for special libraries in India: A survey and implication to LIS schools.
Researcher – T. D. Kemparaju
Guide – M. A. Gopinath
University – Bangalore University, Bangalore Year- Not available

9) Manpower requirements of library and information science personnel in special libraries and library and information science education with special reference to Kerla.
Researcher – M. D. Baby
Guide – M. Bavkutty
University – University of Calicut, Calicut. Year – 1995

10) Job satisfaction among the professionals working in the engineering and technology libraries in Karnataka.
Researcher – Sangayya Shekarayya Sirur
Guide – P. Sadasivamurthy.
University - Bangalore University, Bangalore. Year – 1996

11) Leadership styles and their effectiveness in management of university libraries in India.
Researcher – Veena Saraf
Guide – J. C. Binwal
University – North Eastern Hill University, Shillong. Year – 1996

12) Curriculum development and programme for continuing education in the field of Library and information science in India : A survey and evaluation.
Researcher – R. Shivanna
Guide – M.A. Gopinath
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13) Job satisfaction among library professional: A study of public, academic and special libraries in Andhra Pradesh.
Researcher – K. Ramanaiah
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14) Training and development of professional staff in university libraries in Karnataka: An analysis.
Researcher – T. Kalaivani
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15) Continuing education of library and information science faculty in Indian universities : An appraisal of modes and methods.
Researcher – Gurushamjit Singh
Guide – Jagtar Singh
University – Punjan University, Patiala. Year- Not available
16) A study of personnel problems in library management with special reference to university library in west Bengal.
Researcher – Chittaranjan Sain
Guide – P. Barua
University – University of Burdwan, Burdwan. Year- Not available

17) A study of the professional staff concerning their co-operation and conflicts in university library in Thailand.
Researcher – Pairot chaaragse
University – University of Delhi, New Delhi. Year- Not available

Analysis of all this literature reviewed above indicates that most of these studies concentrated on a particular area of HRD, even those studies are grouped in HRD subject heading are not comprehensive enough in their approach to the HRD.

From the above survey of literature on the topic of Human Resource Development, it is evident that nobody has undertaken the study, which has been submitted here. The researcher felt that present study would fill the gap and help in improving the existing HRD practices in university library system.

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