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Human resource management in university libraries of the Punjab. Unpublished doctoral thesis, University of the Punjab, Lahore, 2011. [Abstract]

Nosheen Fatima Warraich

Department of Library and Information Science, University of the Punjab, Lahore, Pakistan

Email: mswarraich@yahoo.com

This study aimed to explore the contemporary Human Resource Management (HRM) practices and function in university libraries (ULs) of Pakistan and to analyze the ways they are following the modern trends of HRM. To accomplish this goal a multi-method design of research based on survey method using two types of questionnaires and unstructured interviews as data gathering instruments. The first questionnaire was distributed to all heads of the ULs in the Punjab province (N=36) with the response rate of 92%, to explore the contemporary HRM practices and functions. On the basis of first survey, the second questionnaire was sent to the professionals (N=155) with response rate of 81%, to know their preferred motivators on workplace. In the next phase 20 interviews were conducted with library leaders from 16 ULs. Purposive sampling method was used for this. SPSS 16.0 version and content analysis was used for quantitative and qualitative data analysis respectively.

The findings reveal that ULs were understaffed, and available seats were lying vacant. Libraries were not satisfied with the present status of professional and non-professional staff and needed more staff. The number and quality of library services would suffer due to this shortage. The libraries with better staff strength do offer better services and extended working hours. By and large, library directors were satisfied with their involvement in the selection process.

Some kind of formal performance appraisal was practiced in almost all ULs. The data collected for this, was used for promotion of professionals, just a formality, determine the salary size, and to assess their training needs.

Library heads were not satisfied with the number of human resource development programs conducted in their institutions. Majority of ULs conducted training programs for professionals with the financial collaboration of Higher Education Commission of Pakistan. However, universities would encourage professionals' participation in continuous professional development programs by paying all expenses, granting with-pay study leave and considering it in promotion.

The qualitative data reveal that most of the library leaders perceived that training is important and felt its need for their staff. However quantitative data shows that one third of libraries were not fully utilizing the skills of available staff due to the lack of staff motivation, increase in number of users and non-conducive library environment. Only few libraries from private sector had separate budget allocation for staff development. The library leaders considered the communication skills, knowledge of the subject and IT orientation the most important skills for LIS professionals.

It also explored the most preferred motivators for LIS professionals on work place. They were: "opportunity to learn new skills", "opportunity for career development", "having authority and responsibility". On the other hand the least preferred motivators were: "participative management", "employee welfare policies", and "fringe benefits". The findings also support the Herzberg two-factor theory.

The libraries face problems in acquiring and retaining the highly competent professional staff. Opportunities for CPD, competitive salary packages, best work environment, service structure, recognition, retirement benefits, and innovative environment were the suggested ways to acquire and retain competent LIS professionals. The stud explored the problems hindering better HRM practices in ULs and suggested the ways for improvement.