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## **Human Resource Management practices: a case Study of the Dr. Mahmud Husain Library, University of Karachi**

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### **ABSTRACT**

Hazrat Muhammad (Peace be upon him), the prophet of Islam, was an embodiment of all the good qualities of character. He recognized the importance of truth and knowledge in the life of the human beings and laid great emphasis on the acquisition of knowledge. He preached that acquisition of knowledge is obligatory upon both Muslim male and female irrespective of the sexes. Universities provide ground to produce knowledge. Dr. Mahmud Husain Library (DMHL) is a central library of University of Karachi. The study in hand aims at the impact of Human Resource Management (HRM) practices (i.e. recruitment, compensation, benefits, performance appraisal, training and development, and Job description) on employees serving presently at the DMHL. The resources and services they offer create opportunities for learning, support literacy and education, shape the new ideas and perspectives that are fundamental to creative and innovative society. In the first place the study focuses on enhancement of skills of human resources. In the second place, it focuses on strengthening the quality of information provided to its beneficiaries. The study is Significant in many counts. It would be beneficial for re-structuring the human resource development policies for educating library authorities of University of Karachi as well as other public sector universities of the country. Mix method of research was employed. A questioner was used to get firsthand information from a universe of 101 respondents (the employees of Library Information Science professionals, Information Technology related and other supporting staff of DMHL). Short interviews were also conducted wherever necessary.

**Key Terms:** Dr. Mahmud Husain Library; University of Karachi; Human resources management, practice; Performance.

## **INTRODUCTION**

Islam is a complete way of life. It integrates man with God, awakens in him a new moral consciousness and invites him to deal with all the problem of life- individual and social, Economic and political, National and international – in accord with his commitment to God (Ahmed, 1996).

British rulers laid the foundation of modern, liberal and technological universities in the region with the establishment of University of Calcutta, University of Bombay and University of Madras in 1857 and university of Punjab 1885. Libraries in universities play as a gateways to knowledge and culture. They also help ensure an authentic record of knowledge created and accumulated by past generations. To resolves the problem of economy. They help in future guidance and direction, ability to escape ignorance, superstition, protect and advance the common good (Haider, 2007).

Pakistan presently is the sixth most populous country of the world. In Pakistan more than 40 % population is living below poverty line. The inflation at present is between 10 - 22 %. The unemployment rate is more than 5 % in Pakistan (Government of Pakistan, 2015-2016). The reason that has affected the magnitude of human capital outflow i.e. high per capita income, macroeconomic stability, high living standard, less environmental problems and various kinds of freedom, low wages and less domestic investment for new job creation etc. (Ali Mujahid and Rashid 2015).

To thrust the desire of education for the people of newly established country's capital, the foundation stone of University of Karachi was laid down in 1952 at a very small campus located at the old area of Karachi as well supporting library existed in a room under the supervision of assistant librarian. President of Pakistan Major General Iskan Mirza laid down the stone of newly campus on 22<sup>nd</sup> June, 1957 and the university relocated at the University town (at existing campus) in December, 1959; the library was temporarily set-up in different buildings.

On 1<sup>st</sup> October, 1960 the construction work of new building of central library initiated in 1960 Prince Shah Karim Alhussiani (Agha Khan IV) was the chief guest of the event. In 1964, the Central Library became operational in a new (existing) location. In the honor of services rendered by Dr. Mahmud Husain Vice Chancellor, on his first death anniversary 12<sup>th</sup> April, 1976 the university syndicate dedicated and remanded the library as 'Dr. Mahmud Husain Library' (Hanif, 1979).

DMHL is a central library of University of Karachi. Organizational structure of DMHL is centralized administratively. This Library is a centralized single library that operates in the university. That the departmental seminar libraries also operate in a university, DMHL acquires all material and after technical processes transfer in departmental seminar libraries. The transfer and posting of staff in DMHL library administrated by the Chief Librarian however, in departmental seminar this practice exercise by the

concerned departmental Chairman or the Dean (Chief Librarian, Personal Communication, December, 2019).

In most of the cases library committee is playing a dominate rule in the matter of university library. However, all university libraries have not formulated a library committee in their libraries. The internal management system of library is considered a responsibility of the Chief Librarian (Ameen, 2006).

Warraich and Ameen (2015) stated skilled and trained people are considered human resources, and effective utilization of their knowledge, capabilities and expertise is an invaluable tool.

The services of any library are evaluated; the staff of that library is indirectly evaluated. There is therefore, the need to have efficient and dynamic personnel that can translate the objectives of the library into reality (Adeniji, Babalola, and Adeniji, 2012).

SAY [O Prophet]: "O mankind! The truth from your Sustainer has now come unto you. Whoever, therefore, chooses to follow the right path, follows it but for his own good; and whoever chooses to go astray, goes but astray to his own hurt. And I am not responsible for your conduct." (Islamic city, 2019)

To have significant impact of the library the mission of the library has to be viable and practical. It is needed to understand our library's organizational culture and to develop human resources plans clearly linked to goals and objectives of the parent organization (Roknuzzaman, 2007). A few public sector universities have approved the service structure from basic pay scale BPS-17 to BPS-20 with some variations (Warraich Ameen, 2017).

## **OBJECTIVES OF THE STUDY**

To explore the current situation of human resources of DMHL.

To identify the effect of HRM practices on performance of library staff.

To make recommendations for improvement of university library staff performance and quality services.

## **ASSUMPTIONS OF THE STUDY**

To accomplish the objective of research following two hypotheses are formed to get the response of research problem.

Hypothesis 1: There is a significant relationship between recruitment process and performance of library staff.

Hypothesis 2: There is a significant relationship between performance appraisal system and performance of library staff.

## **METHODOLOGY**

Data was collected from 101 respondents. Questionnaire was distributed among the concerned staff with the prior permission of the Chief librarian of DMHL. Mixed research methods (Quantitative and Qualitative) are employed in which systematic and organized efforts are used to investigate the HRM practices situation in DMHL. Number of present staff included Chief Librarian, professionals, non-professionals, other supporting and janitorial staff included in the universe. Relevant literature extract through literature review and factual data collected to use a structural questionnaire. Respondents answers were coded to a data sheet and converted into tabular form and percentage methods to using the Statistical Package for Social Science (version 26).

## **UNIVERSE**

All the employees either Professional or non-professional without discriminate of gender; were included from various sections of DMHL, university of Karachi. Universe of the study comprises on the staff of DMHL, UOK in different sections.

## **A GLANCE AT RELATED LITERATURE**

The word university is derived from the French word 'universite' and from Latin 'universitas', the Webster's dictionary defines 'universitas' as a body of persons: the mass of the people: a corporation, association that is treated as a unit at law (Babcock, 1993). University more specifically can be defined as an institution of higher education, having authority to award degrees and also having research facilities (Collins English Dictionary, 2006).

Historical development of universities in Pakistan can be linked with British ruled period where establishment and foundation of modern universities arouse as (A & Haider, 2007) states that, at the time of Independence newly born country had only two universities to cope up the education need of 32500 million people one of them is University of Punjab 1885, where Sindh University was founded only few months before the independence on April 1947. Studies further explore that in early 20 years period after independence only seven universities and in further next ten years period only 8 more universities were established. Government of Pakistan consistently

improve its education policy especially on higher education as a result Pakistan has 138 universities/Degree Awarding Institutes in the country, out of which 75 are in public and 63 in private sector.

The library, or libraries, of a university, which obtains and maintains collections of books and other media and provides information services to users. The two objectives have frequently been clashed, but from the mid-nineteenth century onwards the second objective has become more important in most institutions. By the late twentieth century the university library without its own collections appeared as a distinct possibility; certainly the development of digital libraries and virtual libraries gives relatively easy access to users outside the universities to many services and information resources formerly only available in the library building itself (Haider, 2007).

### **ORGANIZATIONAL STRUCTURE OF UNIVERSITY LIBRARY IN PAKISTAN**

Ameen (2006) stated a library committee usually consists of chief librarian (secretary/ex-officio member) and nominees of syndicate, academic council, faculty, and administration. In most of the cases, the authority regarding financial grants, administrative, and policy decisions lie with the hierarchy of the syndicate, academic council, and library committee.

The internal management of the university is considered the responsibilities of the chief librarian. However, all of the universities have not formulated a library committee. Very often the chain of command upward from the syndicate, academic council, and library committee are held the authority related to grants, administrative and policy decisions. Thus the Chief Librarian as secretary along with nominees of syndicate, academic council, faculty, and administration is part of the library committee.

### **HISTORY OF UNIVERSITY OF KARACHI ESTABLISHMENT**

At the time of partition there were only three universities in Pakistan, Punjab, Dacca and Sindh. Mr. Fazal-ul-Rehman (1948) Education Minister proposed in Cabinet to establish Federal University in Karachi. However in 1951, University of Sindh was transferred to Hyderabad from Karachi finally in this situation, it was found essential to establish a new University for the capital City of Karachi a new university was approved by the national assembly at that time. In view of facts the Constituent Assembly of Pakistan passed the "Karachi University Act" in 1950. Some sections of acts were enforced immediately, however, on 21st March, 1952 the whole act notified by the Government of Pakistan. The University started at the residence of first Vice Chancellor Professor A.B.A Hallem at 3, Reay Road, Karachi.

Due to high density area around the university and small existing building the authorities decided to move the university 10 miles away to old city at country club road (now university road) in 1959 shifted in its present place. (Hand Book of Universities,1955-56).

### **DMHL**

Study explores the university Library system divided into centralized or decentralized administratively also quoted by Ameen (2006). The central library along with seminar libraries module is found in most of the university libraries including University of Karachi and University of Sindh in Pakistan etc. To facilitate the teaching and research program, the Central Library assists the departmental seminar libraries to loan the material to fulfill the immediate academic requirements of students and users (Younus, 2014). DMHL has adopted the organizational structure of central library along with seminar / departmental libraries. At present it has 53 departmental libraries including Faculty Libraries under the umbrella of central library of DMHL. University of Karachi has made great efforts to boost the services of seminar libraries to appoint the professional librarians, in a recent past 41 professional librarians in BPS 11 were selected through a process of selection board, to make sure that the better services are being essential to its patterns.

DMHL is responsible to purchased and relevant technical process of library collection of seminar libraries as well as to set the maximum limit of collection of 2000 books for each departmental library may borrow from main library. Further they can receive more new books (return the surplus old books in case of stock are exceeded to limit of 2000 collection) as per their desire selection.

The total accumulated staff consists of 101 in numbers which can be divided into library professional, IT professional and non-professionals according to their academic qualification skills nature and duties (Chief Librarian, Personal Communication, December, 2019).

Library building consists on seven floors, which include the basement, ground floor, first floor, main floor, mezzanine, and two upper floors having a capacity for about 5,14,304 volumes and seating capacity of 666 readers (Rafiuddin, 1964). At present 2000 readers can be accommodated. The DMHL is positioned in the center of university surrounded by Faculty of Arts/ Social Sciences, Faculty of Science, Faculty of Teacher Education, Faculty of Islamic Learning, Administration Building and Mosque.

DMHL solidified following services which help patrons directly or indirectly to access to information and value addition of their skills: Technical services and operation using standard library tool for uniformity e.g. Anglo American Cataloging Rules (AACR 2) for cataloguing of materials, Dewy Decimal Classification (DDC) Scheme done through latest edition, Sears List of Subject Heading for assigning subject heading.

Circulation service offers its patron to borrow up to two (02) books for one week. (Its vary according to level of study)

Book bank service privileges member to lend up to three (03) text books at nominal cost as a rent for entire semester/term.

Ready reference and instruction service to library users.

State of the art clipping is available as well on daily basis subscribes newspapers on three languages (i.e. English, Urdu and Sindhi)

Digital lab have addition facility to computational, scanning and printing for Students and faculty members and online access to electronic resources (including e-books and e-journals) available on all relevant subject taught in university through HEC Digital Library.

University library holds the sufficient Audio visual collection which includes videos, microfilms, microfiches, CDs etc. with its readers.

An updated OPAC (online public access catalogue) is available for search of library material within library.

A low cost Xerox service available for copying of library and other reading material (Chief Librarian and Section Heads, Personal Communication, September, 2019).

## **HUMAN RESOURCE MANAGEMENT PRACTICES**

Islam is not a religion in the common, distorted meaning of the word, confining its scope to the private life of man. It is a complete way of life, catering for all the fields of human existence. (Ahmed, 1993)

The profession of librarian is low profile, it is a job oriented profession but low paid therefore, people are not attracted by it. In developing countries the level of job satisfaction of LIS experts are lower, the reason behind in society is unfamiliar to this profession and the lack of need of information therefore, don't pay them vital value (Warraich Ameen, 2015).

The ability of organization depends on well-informed skillful community ultimate effect on a society, a government agency and practically of a country. Organizations achieve competitive goals by successfully managing people for the long run. To retain and further improve company's market position through people (Hernaus Pavlovic, 2019).

When the people will find with ample knowledge skills and competence in specific area can be renovated to human resource. HR practices are more likely to take proper effect

if employees are aware of the practices, accept them, and interpret them similarity as both useful for the organization and their own jobs (Roknuzzaman, 2007).

Organizations consider that their mission, goals, products and services have to attract highly motivated people. HR practices build on that orientation by carefully investing into training, work organization, and incentives that build value, rareness, and inimitability in the long run (Jessica, 2016).

Wright Boswell (2002) argued that the emerging of employees' skills, growing the level of motivation and inspiring them to participate is the core objective of human resource practice.

Lado Wilson (1994) stated the HRM practices are source of inexpensive benefits as they develop a highly skilled and motivated workforce. He added the Practices of HRM are the tools, the organization utilize to manage the human assets and may raise their behavior with strategies.

The practices of HRM comprises to selecting applicants with skills of collaboration, promote ability to create new ideas, and maintain organizational incentives for accomplishing cluster results (Nieves Javier, 2016).

However, Jessica (2016) stated employees don't relay of system of HR when unfair practices with employees and they get contradictory statement from the management.

Allah says-

'Hold tight to the rope of God, altogether and never let go again. Remember God's gift and blessings into you all, when you were enemies; remember how he forged your hearts together in love, and by his grace, you became brethren.' (Al-Quran, 3:103) (Ahmed, 1993)

Functions of human resource are referring to duties and tasks performed in both small and large organizations to provide for and coordinate human resources (Leslie, Nabil and Lloyd, 2016).

Humanity is one single family of God and there can be no sanction for those barriers.

He identified the major components:

- Human resource planning, recruitment, and selection
- Human resource development
- Compensation and benefits
- Safety and health
- Employee and labor relation

- Human resource research diary

Human resource planning helps in meeting the requirements for the organization. It supports to management to forecast for human resources and to set the policy accordingly. It's also help to identifying the number of persons required and the job they have to do and the skills they required to perform the job (Armstrong, 2000).

And [so, O Prophet,] if they give thee the lie, say: "To me [shall be accounted] my doings, and to you, your doings: you are not accountable for what I am doing, and I am not accountable for whatever you do. Yunus (Jonah) 10:108 (Islamic city, 2019)

The function of human resources selection of employee, organizing and developing, promoting, rewarding etc. carried out by HR department. These practices are considered 'administrative'. In absence of organizational goal not connected (Jessica, 2016). Under the vision of human resource management as a major factor to achieve their strategic objectives, modern organizations pay particular attention to the attraction and selection of the proper people (Kravets Shcherbakov, et.al, 2015). Recruitment is the process of identifying and attempting to attract individuals in the external labor market who are qualified for and interested in filling available job vacancies (Darrag Ahmed Hadia, 2010).

Succession Planning is a Proactive approach to assume the future demands and expected changes, the organization identifying the strategic position and build clear channel of exiting potential employees and as well pinpoint the external candidates to act immediately to overcome the upcoming desires. The main purpose is to align organization's existing capability with forthcoming needs. Module for succession plan consist on several steps 1- Recommending, identifying the potentials employees 2- analyzing development possibilities 3- Proposing resolutions to development opportunities 4- Make sure the outcome of development 5- Review the effect of development and assign new task (Jessica, 2016).

Job description extract during the job analysis, define job title, duties and responsibilities and location in a hierarchy/ organizational chart. Organization also utilizes the job description for the purpose of job advertisement in recruitment process.

The primary objective of HRD was to initiate a very practical field to promote the adult education and to guide the people in daily life to handle their problem effectively. In the past employees were treated as part of the machine. Organization has now realized that employees are human being and if they are treated well and their talent is developed they can be of immense help to them in fostering organizational growth. Organized learning activities arranged within an organization in order to improve performance and /or personal growth for the purpose of improving the job, the individual and/or the organization (Nedler, 1989).

The key of motivation is basic needs. Needs guide the individual towards goals. The employees' performance depends on his/her level of satisfaction. The factor of job satisfaction is promotion opportunity, salary, appraisal system, accountabilities etc. are effects the level of satisfaction in negative or positive (Badawy, 2007).

Training and professional development is vital in libraries due to rapid change on information landscape. The continuous professional training can help retain staff and increase their commitment and loyalty (Warrach Ameen, 2017).

The main reason of need of training are the pace of change is increasing gathering momentum, the attitude of employers to training is changing as well as the attitude of individuals to personal devilmnt is changing (Pont, 2005).

NOW AS FOR those who take aught beside Him for their protectors - God watches them, and thou art not responsible for their conduct. Ash-Shura (The Consultation) 42:15 (Islamic city, 2019).

Appraisal is tool to identify the strong and weak area of work of staff and suggest to organization the ways to uplift the excellence. It is the mean of official communication between the employees and immediate boos. This relation forecast the improvement of skills. The evaluation of human professional should have the same characteristics of any well-designed performance appraisal system (Otoo, 2019).

## RESULTS

### Data and its Interpretation:

Table 1: Satisfaction with the recruitment process

		Frequency	Percent	Valid Percent
Valid	No Response	14	13.9%	13.9%
	Yes	69	68.3%	68.3%
	No	18	17.8%	17.8%
	Total	101	100%	100%

Table 1, above indicates the largest group of respondents 68.3% (69) reported that recruitment process is satisfactory. The other group reported that the process is not satisfactory there are 17.8% (18) respondents.

Table 2: DMHL conduct training program for its employees

		Frequency	Percent	Valid Percent
Valid	No Response	9	8.9%	8.9%
	Yes	66	65.3%	65.3%
	No	26	25.7%	25.7%
	Total	101	100%	100%

Table 2, highlight the slot of respondents 65.3% (66) reported that employees are provided the facility of training to update their skills. Second group of respondents 25.7% (26) did not agreed with the above mentioned statement while the least group of respondents 8.9% (9) did not respond to this question.

Table 3: Satisfied with current promotion plan

		Frequency	Percent	Valid Percent
Valid	No Response	5	5%	5%
	Yes	61	60.4%	60.4%
	No	35	34.7%	34.7%
	Total	101	100%	100%

In table 3, the largest group of respondents 60.4% (61) were agreed and satisfied with the career ladder. The second groups of respondents 34.7% (35) are dissatisfied by the policy of promotion while the least group of respondents 5% (5) did not participate to fill this query.

Table 4: Feedback of Performance

		Frequency	Percent	Valid Percent
Valid	No Response	5	5%	5%
	Always	35	34.7%	34.7%
	Some Time	34	33.7%	33.7%
	Never	27	26.7%	26.7%
	Total	101	100%	100%

Table 4, is the largest group of respondents 34.7% (35) says the superior officer regularly inform about their strength and weakness. Second group of respondent 33.7% (34) says feedback performance is shared some time by their superiors. Third slot of respondents 26.7% (27) reported that the appraisal is never disclose with the concern staff.

Table 5: Compensation and Benefits

		Frequency	Percent	Valid Percent
Valid	No Response	8	7.9%	7.9%
	Satisfied	79	78.2%	78.2%
	Highly Satisfied	3	3%	3%
	Dissatisfied	11	10.9%	10.9%
	Total	101	100%	100%

Table 5, the highest group of participants 78.2% (79) stated the perks and remuneration are as per market practice. Second highest group of participants 10.9% (11) don't feel satisfactory to the compensation and benefit policies. Third group of respondents 3% (3) reported that the level of satisfaction is very high in regard of salary and fringe benefits they are getting.

Table 6: Work load according to your job description and specification

		Frequency	Percent	Valid Percent
Valid	No Response	7	6.9%	6.9%
	Yes	73	72.3%	72.3%
	No	21	20.8%	20.8%
	Total	101	100%	100%

Table 6, greater group of respondents 72.3% (73) confirmed that work load match with the Job specification & Job Description. The second group of respondents 20.8% (21) did not agree with the above mentioned statement whereas 6.9% (7) did not attempt this question.

Table 7: Pearson Correlations

		Performance_ Library_ Staff	Performance_ Appraisal	Recruitment_ Process
Performance_ Library_ Staff	Pearson Correlation	1	.936**	.072
	Sig. (2-tailed)		.000	.474
	N	101	101	101
Performance_ Appraisal	Pearson Correlation	.936**	1	.162
	Sig. (2-tailed)	.000		.105
	N	101	101	101
Recruitment_ Process	Pearson Correlation	.072	.162	1
	Sig. (2-tailed)	.474	.105	
	N	101	101	101

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

## ANALYSIS OF HYPOTHESIS

H1= There is a significant relationship between recruitment process and performance of a library staff.

It has been observed from the above contingency table hypothesis 1 is failed to reject null hypothesis because the correlation between performance of library staff and recruitment process is near to be zero (.072) and its P value is (.472) which is greater than (.05). Therefore, it is concluded that there is no significance relationship found between recruitment process and performance of library staff.

Ho: There is a significance relationship between recruitment process and performance of library staff.

HI: A significance relationship is not found, therefore, recruitment process is not related to performance of library staff.

H2= There is a significant relationship between appraisal system and performance of a library staff.

It has been observed from the above table that hypothesis 2 is accepted the correlation between performance appraisal and performance of staffs near to be (.936) and its P value is (.000) which is less than (.05). Therefore, it could be visible significance relationship between Performance appraisal and performance of library staff. There is significant relationship between Performance appraisal and performance of library staff. Therefore, hypothesis is accepted.

### **FINDING**

- System of recruitment and selection is exists. Standards operating procedure of work is available, therefore direction is clear.
- Library staff is functioning as a team attitude of whole staff is cordial with the beneficiaries.
- DMHL is providing the traditional library services.
- There is a gap in parameters of services to compare the services of any modern library
- Recruitment process needs to be taken use in modern human resource style.
- A lot of activities are done through verbally instruction, if provided in written its will be more effective for check and balance.
- It has been observed that most of the lower grade staff is not involved in capacity building as training is not providing contemporary issue. Therefore, staff is not enhanced and aware of changes taken place around the globe, If training is effective than service can be improved.

### **SUGGESTIONS**

- There is need of innovation in services delivering to its patrons.
- Relevant short courses of library and information Science and Information Technology may be provided to lower grade staff; it will enhance their capacity produce better results.
- Likewise Faculty Exchange Program may be implemented for library professionals to learn the new ways of services and to apply in DMHL
- Compensation and benefits may be fairly introduced.

- Compensation and benefits are real motivation for better performance. Appreciation is also kind of compensation, which may motivate the staff to raise their performance.
- Appraisal is stimulus for work being done if there is no check and balance through appraisal than the performance of staff will further decrease.

## **DISCUSSION**

DMHL is functioning in University of Karachi since 1952, It has around 350,000 books and other reading materials. At present around 41,000 students, and all faculty members of university of Karachi are beneficiaries. All the required literature is available in DMHL which is being taught in University of Karachi. The role of Human resource management practices is directly or indirectly effects on performance of staff which is very imperative in the success of any organization. If these practices are functioning positively with real zeal the human resources are performing well in a result the organization may achieve its objective.

## **CONCLUSION**

DMHL needs up-gradation of services to accomplish the objectives. There are no yearly objectives. Therefore progress is low. In lower grade, large number of staff is in BPS-6 to BPS-13 but they are in 'Peon Cadre'. This grade on the basis of education or seniority, reader services are also being provided. Furthermore, there are certain technical positions of DMHL are block for further promotion such as Book Binder Supervisor in BPS-11. In university other similar cadre likewise CCT having BPS-14. Traditional type of training is practices; it must be need based after the proper evaluation. Promotion is based on time pay scale, which is depending on seniority willingness of work, skills, and motivation is not given any importance. It can be concluded that outcome of present study is the climate of DMHL with reference to practices of human resources it includes recruitment, appraisal system, training and development, compensation and benefits is functioning on normal and there is lot of probability to develop improvement. The management can improve to change the HRM policies.

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