Prominence of Human Resource Planning Practices in Agricultural University Libraries of Northern India

Dr. Renu

Assistant Librarian, DLCSUPVA University, Rohtak, Haryana

Dr. Sanjiv Kadyan

Associate Professor, Department of Library and Information Science, Maharshi Dayanand University, Rohtak, Haryana

Abstract

This study aims to learn what library personnel thought about HRP procedures and to compare them among male and female employees as well as those who were of varied ages, designations, and job types. To conduct the present inquiry, a descriptive survey approach was used. 96 library experts were selected as a sample using Taro Yamane's method from 1970.The data were analysed using statistical methods including %, Mean, SD, ANOVA, and 't-test.The study's conclusions showed that most librarians at the chosen agricultural university libraries were happy with the HRP procedures and that workers' HRP was unaffected by gender. Human Resource Planning received similar satisfaction from men and women. Furthermore, it was determined that respondents in the lower age groups were less satisfied with HRP practice than professionals over the age of 50. Compared to ad hoc and part-time basis workers, permanent workers were reported to be more satisfied with HRP.

Keywords: Agricultural libraries, ANOVA, Human resource planning, Organisation growth, Professional employees

1.   Introduction

People make up the most important human resource needed to carry out the day-to-day operations of the establishment in any organisation and institution, the library being no exception. This is due to the need for human resources in organisations for the expansion and development of libraries' daily operations in serving customers. As a result, libraries that act as knowledge repositories require human resources to accomplish their stated objectives and goals. Human resources are the individuals who work in the library to further the goals of the main institution. The most significant resource that university libraries might possess is their human resources (Flippo, 1984).

HRP is important for human resource management because it converts organisational goals into the necessary workforce by identifying the human resources for the company to meet its strategic objectives. If a company wants to manage its people resources, it must ensure effective HRP. One of the primary aspects of HRP, which tries to equip firms for their existing and future staff needs, is making sure the right individuals are in the appropriate location at

the appropriate time (Anthony, 1993) and making sure they have continuous opportunities to improve their performance to meet current and future organisational growth requirements (Biswas, Nausheen, & Chakrabarti, 2011). Understanding and anticipating the requirements of people in the long, medium, and short terms may help in HRP, which can be utilised to accomplish organisational goals (Bryson, 1990). Generally, it focuses on finding the right resources to fulfil corporate needs throughout the long- and short-term, both in terms of quality and quantity. The basic concerns of "how many people" and "what kind of people" are also addressed. To increase an organisation's success, HRP covers the more crucial challenges of employing and advancing individuals (Lee, 1970). It is essential to strategic HRM as a consequence. Human Resource Planning (HRP), also known as workforce planning or human capital planning, is a critical process in the field of human resources that involves identifying an organisation's current and future human resource needs and developing strategies to meet those needs effectively.

Key steps in human resource planning:

The following four stages constitute the methodology for strategic HRP:
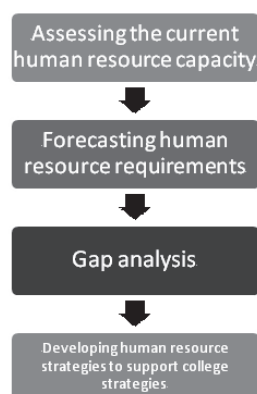
Figure 1: Steps in human resource planning

2.   Literature review

Owolabi and Azonwu (2016) examined the HR planning process within academic libraries in Oguz State, Nigeria. Their findings underscored the critical nature of HR planning in establishing a transparent connection between library operations and the HR department. The research concluded that improved HR planning effectively reduced deficits, thereby compensating for financial losses. The study recommended proactive initiatives from top leadership to enhance HR planning in academic libraries throughout Nigeria. Akor (2014) conducted an investigation into the policies regarding HRP and development in the libraries of Federal University of Technology, Minna, Ibrahim Badamasi Badangida University, and Lapai in Nigeria. The findings, drawn from interviews with library professionals, indicated a significant contribution from top management in guiding training initiatives, yielding positive outcomes for the university libraries. Burack (1985) underscored the importance of workforce planning, characterising it as the management of a workforce inventory. The human resource department plays a central role in this process, as it represents a vital aspect of overall human resource planning. The human resource planning process ensures the availability of the appropriate number of employees in the right locations at the necessary times as dictated by business requirements. Gould (1984) detailed that human resource professionals and strategists need to address numerous factors. They are required to consider all pertinent issues; for instance, any incongruity in cultural strategies could adversely impact the effective execution of planned courses of action and future strategies. Biles et al. (1980) outlined that the success of any business hinges on developing strategies, establishing decision mechanisms,

and implementing suitable machinery and instrument development. Workforce planning plays a crucial role in ensuring smooth operations, with key planning strategies encompassing the formulation of operational plans, adherence to the organisation's mission, and the regular collection, processing, and analysis of quantitative data to gauge the company's success. To address unexpected circumstances, the planning process should also consider the availability and utilisation of mechanical capabilities, enhancing the credibility and effectiveness of the planning process. Business plans and human resource information systems emerge as the primary sources of information for effective workforce planning.

3.   Significance of the study

The importance of HRP for organisational growth is very much prominent. The studied literature has also shown that. In connection with this fact, it is mentioned here that there are no significant studies to identify the HRP in agriculture university libraries in northern India. Regarding the importance of agriculture in India, agriculture university libraries play a vital role in providing the necessary information. Therefore, it is expected that the HRP is very vital to satisfy the information requirement in the field of agriculture. Keeping in view this very fact the study has tried to focus on HRP practices in agricultural university libraries of northern India.

4.   Objectives

i.   To know the library professional's opinions about HRP practices

ii. To compare the HRP practices among library employees of different age groups

iii. To compare the HRP practices among male and female library employees

iv. To compare the HRP practices among library employees of different natures of the job

v.   To compare the HRP practices among library employees of different designations.

5.   Hypotheses

H1   Thereis no significant difference in the HRP of library employees about their gender.

H2   There is no significant difference in the HRP of library employees about the nature of jobs.

H3   There is no significant difference in the HRP of library employees about their age group.

H4   There is no significant difference in the HRP of library employees about their designation."

6.   Research methodology

The research is based in large part on primary information gathered from 125 professional staff members working in several agricultural university libraries in northern states of India (both regular and irregular). 96 library workers were chosen (shown in table 1) as a sample based on Taro Yamane's technique (1970) for sample. For this research, a "descriptive survey design" was used. These library professionals' facts, views, beliefs, and attitudes were gathered and examined. A 5-point Likert-type scale was applied to measure the performance evaluation of library personnel.

Statistical estimation and sample size

There are several approaches to calculating sample size. In this investigation, one estimating technique was taken into account.

Method 1 (Using Formula)

The following formula was provided by Taro Yamane (1970) for estimating the sample size: "$N = N/1 + n(e)^2$

N is the overall population, while (e) denotes the error or CI (Confidence level). The population of the current study is 125, and the error (e) is 0.05 with a 95% CI. The size of the sample may thus be

$N = 125/1 + 125(0.05)^2$

$= 125/1 + 125(0.0025)$

$= 125/1 + 0.31$

$= 125/1.31$

$= 95.5$

So, using Yamane's formula, a size of 95.5 would be adequate and representative of a population of 125. The size of the sample calculated using the aforementioned technique is 95.5 for the study's population of 125. Therefore, the researcher decided on 96 as the size of the sample.

Table 1: List of universities supported study

Sl. No.	State	University	Number
1.	Punjab	Desh Bhagat School of Agriculture Sciences, Desh Bhagat University, Mandi Gobindgarh	12
		Punjab Agricultural University, Ludhiana	10
2.	Haryana	Chaudhary Charan Singh Haryana Agricultural University, Hisar	16
		National Dairy Research Institute, Karnal	08
3.	Himachal	Chaudhary Sarwan Kumar Himachal Pradesh Krishi Vishvavidyalaya, Palampur	12
		Dr. Yashwant Singh Parmar University of Horticulture and Forestry, Solan	09
4.	Uttar Pradesh	Chandra Shekar Azad Univ. Of Agriculture & Technology, Kanpur	05
		Narendra Deva University of Agriculture & Technology, Kumarganj, Faizabad	06
5.	Uttarakhand	Govind Ballabh Pant University of Agriculture & Technology, Pantnagar, Udhamsingh Nagar	18
		Total	96

Statistical methods utilised

To analyse the HRP policies in agricultural university libraries of northern Indian states, statistical procedures including percentage, mean, SDs, 't-tests, and ANOVA were utilised. The significance of the difference between the null hypothesis developed for this investigation was examined.

7. Data analysis and interpretation

Both quantitative and qualitative analyses were done on the data that had been collected. The current research divided the data into two sections, namely descriptive and differential analysis, to analyse it to confirm the goals and test the null hypotheses.

Section: I: Descriptive analysis

The differential analysis is covered in section I. By computing frequencies and using the percentage technique, the data was examined.

Table 2: Overall opinion of HRP in the workplace among library professionals

Response	Frequency	%
Strongly disagree	6	6.3
Disagree	7	7.3
Neutra1	1	1.0
Agree	56	58.3
Strong1y agree	26	27.1
Tota1	96	100.0

According to table 2, a substantial majority of participants (85.4 percent) agreed or strongly agreed with the statement that "HRP in the library promotes seamless growth of personnel in a professional way and HRP is competent to manage and provide despite the issues arising from technological advancements" while only 1% of survey participants were discovered to be neutral with these statements, 13.6 % of survey participants were discovered to disagree or strongly disagree with them.

Effect of Age, gender, nature, and designation of job on HRP of professional library staff

Table 3:Comparison of HRP of male and female professional library staff

Gender	N	S.D.	Mean	't'-value
Female	37	5.09	18.62	1.234[NS]
Male	59	4.50	19.85	

NS: "Not Significant"

According to table 3, the mean scores for human resource planning for professionals working in libraries who fall into different age categories are 19.85 and 18.62, respectively. The summarised value of 1.96 at 0.05 at 94 df is smaller than the "t" value of 1.234.The already stated null hypothesis then, "There is no significant difference in Human resource planning of male and female professional library employees" stands recalled. It also demonstrates that opinions on resource planning are precisely the same for both male and female library workers.

Table 4: SD and mean scores of HRP of professional library workers of different age groups.

Age Group (Years)	N	SD	Mean
21 - 35	12	4.29	10.80
36 - 50	44	3.32	18.64
Above 50	40	3.17	22.19
Total	96	4.75	19.38

Table 4.1: ANOVA table of HRP of professional library workers of different age groups.

	Df	Sum of Squares	Mean Square	F	Sig.
Between Groups	2	1092.242	546.121	48.267	.000
Within Groups	93	1052.258	11.315		
Total	95	2144.500			

Table 4.1 shows that the F value of 48.267 with df of 2 and 93 is considerable at the .01 level. Additionally, it may be noticed that librarians who belong to different age groups exhibit a significant difference from one another. This implies that different groups are not concerned with the same sample's mean score. Using a post-hoc test, the mean variation in HRP across the three age groups (in years)- between 21-35, between 36 - 50, and over 50-was further examined and represented in table 4.2.

Table 4.2: Post-hoc score for HRP of professional library workers of varying age groups

Tucky/HSD				
Age Group (Years)	N	Subset for alpha=0.05		
		1	2	3
21 - 35	12	10.80		
36 - 50	44		18.64	
Above 50	40			22.19
Sig.		1.000	1.000	1.000

The post-hoc analysis suggests that the three age groups vary considerably in terms of HRP. The table also showed that library professionals over 50 years of age differ significantly from survey participants in the age groups (in years) between 21 and 35 and 36 and 50. In contrast, professionals in the age bracket (in years) between 36 and 50 vary significantly from survey participants in the age groups between 21 and 35 years. As a result, it can be said that the participants' ages considerably influenced HRP. In comparison to participants from lower age groups, older participants were shown to be more satisfied with HRP.

Table 5: SD and mean scores of HRP professional library workers with different designation

Groups	N	SD	Mean
Technical Experts	10	6.84	14.00
Semi-skilled employees	15	6.12	17.87
Professionally skilled employees	71	3.36	20.45
Total	96	4.75	19.38

Table 5.1: ANOVA Score of HRP professional library workers with different designation

	df	Sum of Squares	Mean Square	F	Sig.
Between Groups	2	405.189	202.595	10.833	.000
Within Groups	93	1739.311	18.702		
Total	95	2144.500			

The F-value (10.833) with df (2, 93) is shown in table 5.1 to be significant at the .01 level. Additionally, it can be seen that librarians with various designations exhibit a wide range of differences. This shows that different groups do not compare their mean scores to the same population. Using a post-hoc test, the mean difference in HRP across the three designation groups-professional skilled workers, semi-skilled workers, and technical experts -was further examined and was given in table 5.2.

Table 5.2: Post hoc score for HRP professional library workers with different designation

Tucky/HSD			
Designation	**N**	**Subset for a1pha=0.05**	
		1	2
Semi-skilled employees	15		
Technical experts	10	14.00	17.87
Professional skilled employees	71		20.45
Sig.		1.000	.203

The post-hoc analysis suggests that the three designation groups vary considerably in terms of HRP. It is also clear that while professional skilled workers and semi-skilled employees do not vary much from one another, professional skilled professionals and professional skilled employees do vary significantly with technical experts. As a result, it is possible to conclude that the respondents' categorisation also has a big impact on HRP. HRP was shown to have higher levels of satisfaction among participants with professional skills than among participants with less professional expertise.

Table 6: SD and mean scores of HRP professional library workers with different natures of the job

Groups	N	SD	Mean
Adhoc	5	1.58	9.00
Permanent	84	3.03	20.80
Part-time	7	1.25	9.71
Total	96	4.75	19.38

Table 6.1: ANOVA score of HRP professional library workers with different natures of job

	Mean Square	Sum of Squares	Df	F	Sig.
Between Groups	680.756	1361.512	2	80.857	.000
Within Groups	8.419	782.988	93		
Total		2144.500	95		

F-value (80.857) with df (2, 93) is considerable at the.01 level, as shown in table 6.1. It can also be noticed that librarians with different types of occupations have significant differences from one another. This indicates that different groups do not compare their mean scores to the same population. Using a post-hoc test, the mean difference in "human resource planning" across the three groups-permanent, ad hoc, and part-time employees-was further examined and was given in table 6.2.

Table 6.2: Post hoc score for HRP professional library employees having a different type of nature of the job

Tucky/HSD			
Nature of Job	**N**	**Subset-for-α=0.05**	
		1	2
Part-time	7	9.71	
Adhoc	5	9.00	
Permanent	84		20.80
Sig.		.869	1.000

The post-hoc analysis suggests that there are considerable variations between the three types of job groupings in terms of human resource planning. The table also showed that while part-time and ad hoc workers' differences from permanent workers are not very significant, they are not significantly different from one other. Consequently, it can be inferred that the nature of the job also has a big impact on human resource planning. Human resource planning was shown to be more satisfying for permanent workers than for ad-hoc and part-time responses.

8. Tenability of hypotheses

i.   There was no discernible difference between men and women professional library staff's HRP practices. So, "Retained" is the null hypothesis.

ii. The HRP practices of participants who belonged to various age groups varied significantly. In comparison to survey participants in younger age groups, professionals above 50 years were discovered to be happier with HRP practice. The null hypothesis is thus "Not Retained."

iii. There was no discernible variation in HRP practice across participants who hold different designations. Thus, "Retained" serves as the null hypothesis.

iv. The respondents who belonged to various employment types had significantly varying HRP practices. Compared to participants who worked part-time and ad hoc, permanent workers were reported to be more satisfied with HRP practices. Consequently, "Not Retained" is the null hypothesis.

9. Findings of the study

● **Descriptive analysis**

From the total respondents in the study, it was found that 85.4 percent strongly agreed or agreed with the statement that "HRP in the library enables smooth progress of staff in a professional style and HRP can deal and deliver amidst the problems

coming from technological advancements. In contrast, only 1 respondent was found to be neutral with this statement, 13.6 percent of respondents were reported to disagree or strongly disagree.

- **Differential analysis**

When contrasted, it was discovered that male and female participants had the same type of opinion about the claims made by HRP. In comparison to survey participants in younger age groups, professionals above 50 years were discovered to be happier with HRP practice. All workers, regardless of their job titles (skilled, semi-skilled, or technical specialist), have the same opinion on HRP. In comparison to respondents who worked part-time and ad hoc, permanent workers were found to be more satisfied with HRP practices. Regarding employee designation, it was noted that all workers, regardless of designation, have a similar perspective on HRP' Human resource planning in the library professionally enables smooth progress of staff and HRP can deal and deliver amidst the problems coming out of technical advancements'.

10.   Conclusion

HRP is the process of finding, hiring, assessing, compensating, and keeping people in an organisation so that the right individuals are available at the appropriate time and for the right job. Finding out what library professionals think about HRP procedures is the major goal of the current research. The results of the research showed that the most of library staff members at the chosen agricultural university libraries were content with the HRP procedures. The results of the current research suggested that permanent

workers were more likely to be satisfied with HRP than participants who worked part-time or on an ad-hoc basis, while the categorisation of the workers did not affect HRP.

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