Human Resource Management: A comparative study of selected university's libraries of Karachi, Pakistan.

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ABSTRACT An organization is established to achieve its defined objectives for which resources play a great part as the most beneficial factor involving material, services, financial resources and human resources. Presence of HR is essential serving as a group of individuals working together to achieve the desired goals and targets, their contribution in coping and strengthening the objectives effects the development of an organization. HR is indispensable for an organization along with a library. It acts as an asset of library providing effective and efficient outcome.

Since, emanation of technology has augmented almost all walks of life. Reinforcement in approaches of librarianship constrains the universities' libraries for the fulfillment of user's need accordingly. In order to opt, adopt and implement new technologies, the progression of human resource is a crucial issue in university libraries. The human resource training & upgrading will result in conspicuous representation of staff that will be more skilled and competent.

This research is conducted to find out the present conditions of HR in university libraries of Karachi, identify the ratio of professional staff in libraries, their skills, training & advancement, and also propose advance methods for their reinforcement. Despite the fact, HR at some places that stepped out of status quo, still some need to analyzed and suggested.

The early findings had portrayed the picture of Public sector University libraries that are disconcerting with unsatisfactory results. In spite, the private sector university libraries are comparatively better from them, but lack to be a perfect one. Librarians of these universities faces many consequences regarding their training and progression, implementation of training courses, lack of librarians' interest. The parent organizations also seem reluctant towards training facility and ration of budget for HRD.

Keywords:

Human Resource, Human Resource Development, University Libraries, Professional Librarians, HR competencies, Professional's competency of librarians.

INTRODUCTION

It is acknowledged that universities all over the world face an imperative to adapt and adjust to a whole series of profound changes for HE in a lifelong learning context, the internationalization of education and research, the need to develop co-operation between universities and industry, the proliferation of places where knowledge is produced, the reorganization of knowledge, and the emergence of new expectations." (Virkus & Metsar, 2004, p. 291) . University libraries are the basic requirement of the higher educational institution. They play a vital role in supporting the education structure. University library receive the operating funds from the university administrative structure. These libraries provide the access to the material which supports the curriculum. The diversity and dept of the collection in library depend on the subject coverage of the university.

"The academic library has traditionally been seen as the 'heart of the university' serving the academic community of its parent institution." (Brophy, 2001, p. 21).

Universities have diversity on professional fields and subjects, therefore fulfill the need, requirements of the multiple subjects' users and help & support the research, existence of a library at university is essential. As a fact, libraries play a significant role in selecting, gathering, organizing, and coordinating access to the best available information sources for its users. In order to provide such sources various types of resources are required, one of predominantly required is HR, quoted:

"**Human resources** are the key to sustainable library services in any organization. When 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." (Insaidoo, 2001, p. 2) . Need of expertise HR in universities' library is as

monumental as the collection of the library. For proficient HRD in universities' library, training and updating programs must be provided to achieve the ultimate aims of the university. These programs must be related to contemporary and advanced technologies focusing to improve the integrated library system, Communication technology, troubleshooting and maintenance, Competencies, Hardware software expertise in HR. Human resource is the chief asset for any organization and plays a very important role for the development of any organization because by human resource can b maintain and utilize (financial and physical) resources and without human resource other resources unproductive. Every organization's desire is to get the main objectives and goals of the organization for which it is established. "To achieve these goals, the organization has to obtain and utilize various resources in such away that they can contribute to the maximum. These resources are both human and non-human such as physical, financial, etc. Off these, the human resource is much different from the physical & financial resources and it is a vital variable, without which other resources are ineffective." (Shakeel, 2002, p. 3) .

Human resource in any library/organization basically divided in three types and this division based on professional education, experience and responsibilities.

a) Professional Staff

"The library's professional staff is concerned with the instructional and research activities, planning to meet academic needs for library services, coordination with faculty, planning and management of acquisitions, development of cooperative programs with other institutions, processing of publications and general management responsibilities." (Khan, 1987, p. 25)

b) Semi Professional

"The semi professional staff assists the professional staff all this work and perform other allotted duties requiring technical knowledge but not the exercise of discretion." (Trehan, 1985, p.126).

c) Non-Professional

"A general term frequently used in personnel classification to designate all non-professional library personnel, including clerk, library technical assistant and library associates." (Young, 1983).

"In the period of rapidly changing technology and increasing competition, the organization becoming highly conscious about the development of its

human resources if it desire to achieve the standards of excellence." (Bhatia, 1996, p.1).

Basically the concept of HRD move towards in 1970, by Dr. Nadler "HRD is a series of organized activities conduct within the specified period time and designed to produce behavioral change common activities include training, education and development." (Nadler, 1989, p.66).

And then with the time many concepts come and revise according to the need of the milieu and varying technologies and trends.

"HRD refers to educational training and development activities related to working life. It relates to development and learning activities for those who are at work and have completed their basic professional or vocational education and training." (Weinberger, 1988, p. 75-93).

HRD is a process through which employees in an organization are assisted to realize their full potential for their present and future expected jobs. The employees in the organization are continuously helped to acquire new competencies through various mechanisms. HRD consists of the following components and sub-systems:

Performance Appraisal System: It helps in identifying the key performance areas, setting targets, carrying out assessment on behavioral dimension associated with managerial effectiveness, self assessment, performance analysis and periodical developmental needs.

Potential Appraisal System: This system helps in the identification of functions and qualities required to perform these functions, for each role in the organization, the development of indicators and instruments to measure these qualities, periodical assessment of each employee for his potential to perform higher level roles and promotion policy, inventory skills and feedback at appropriate time.

Training and Development: This system includes the components of assessment of training needs; selection of training opportunities; organization of in-service training programmers; creation of mechanism and opportunities to use what was acquired in the training and job rotation for potential development and training for maintznance of data.

Career Planning and Development System: This system has the components of identification of career opportunities within the organization; plans for organizational growth; defining promotion policy; feedback and counseling; job rotation; identification of career path and helping the employees plan their career.

Research and Organizational Development Sub-system: This sub-system aims at maintaining and monitoring profile of organizational health, sick division, conflict resolution, self renewal of individuals and help build a climate which enhances the enabling capabilities in the organization.

Data Storage System: This system aims to keep complete information on the skills, capabilities, biographical data, potential appraisal, ratings, training data, etc., of every individual." (Shakeel, 2007, p15-16).

HRD all components have its importance for the betterment and expansion of the organization and its manpower too.

University library is a place where research activity always continuing and in this changing competitive era information increase within a second, to handle information and to satisfied users necessary for universities library staff to enhanced their skilled that related to information technology, aware to information resources that available in there and other libraries where from user access them also know the usage of tools that available for information searching. For HRD in universities library provide training and updating programs to the staff to achieve the aims and objectives of the university.

OBJECTIVES

Objective is specifically defined as a thing or thought aimed to achieve. This study has also aimed at some objectives which are abstracted below.

1. To find out the quantity of HR and ration of professional staff in selected university libraries of Karachi.

2. To analyze the availability of technological facilities and its understanding ability in HR of university libraries.

3. Examining the knowledge of IT in HR of university libraries.

4. To identify the level of requirement of training and development in library professionals.

5. To provide comparative study of each aspect of the study.

6. To suggest proposed training & development methods of HR.

SCOPE & LIMITATIONS

The study has evaluated the development of HR in different universities' libraries of Karachi. It subsumes information about number of professional, semi professional & non-professional staff in a library, their qualification, IT knowledge and skills at their field. The study is confined to private & public sector's General, Medical and Engineering universities' central libraries. It comprises the selected universities as shown in Table 1.

TABLE I: SELECTED UNIVERSITY LIBRARIES OF KARACHI

Libraries of Public Sector's Universities	Libraries of Private Sector's Universities
Dr. Mahmud Hussain Library of University of Karachi.	Bail al Hikmah Library of Hamdard University.
Dr. Maulvi Abdul Haq Yadgari Kutub Khana of Federal Urdu University.	Mohammad Ali Jinnah University Library.
Dow University of Health Sciences Library of Dow University.	Faculty of Health Sciences Library of Agha Khan University.
Central Library of NED University.	Gosha-e-Aligarh of Sir Syed University of Engineering & Technology.

METHODOLOGY

Present study uses survey method. Eight University's Libraries were surveyed. Data was gathered through structured questionnaire. The questionnaire was then distributed among the professionals and semi professional staff of the libraries. The primary data collected was then arranged accordingly and quantitatively analyzed by using MS Excel where Percentages are identified of total number of human resources, professional awareness, knowledge and competencies of human resources of selected libraries of Karachi.

LITERATURE REVIEW

As this study is focused on the HR development in certain universities' libraries of Karachi, considering human resources as the most essential element for the libraries' development , the literature consulted for this purpose are:

- Estabrook, Leight, Associate Professor of School of Information Studies, Syracuse University, New York (1979) provided an

article quoted "Emerging trend in community library services". It review the new services reported in the library for the period of 70 century. It also covers the pattern of community library services, professionalism, organization, trend in user services. It involves the emerging trend of 70 century era.

- The Association of College and Research library , A Division of American Library Association (2000) published an article endorsed by American Association of higher education and the council of independent college on, 'Information literacy competency standard for higher education' . It determine the extent of information literacy and technology to access the need of information effectively and efficiently also evaluate the information resources and understand the economic and social issues related with the information literacy and technology.

- The book Vision of the Future Libraries chapter "Changing Libraries: Competencies and Challenges for University Librarian" by Gaddagimath, R.B and Jange, Syresh covering the present development in IT industry and in the new patron building situation and changes in libraries also focusing the new IT addition in library services and resources.

- Mahmood, Khalid (2001) writes on the competencies need for the future librarian of Pakistan. It cover the competencies in six categories required in the future academic librarian in Pakistan and those were management, resources development, technological services, reference and information services, information technology and general. A significant opinion about public and private sector academic libraries is also involved.

- Paper presented at the European Conference on Education Research University of Hamburg (Sep 2003). It evaluate the modern ICT help the library to become not only the traditional learning space but also the virtual learning space and the importance of university libraries role in new learning environment.

- Cribb, Gulcin (2006) writes on Human Resource Development: A strategic approach. It aims to discuss HRD in context of learning and growing perspective, approach to strategic management in universities libraries.

- Shed, Noor and Bawden, David (2006) writes an article in New Library Journal. The paper reports the study of the current status and future prospectus for community information services in Pakistan. It concludes that while most libraries provide community information services by traditional means and very few example of ICT based also discuss the essential factor and finding for provision of the equipment, training and services.

- Batool, S. H. (2007) status of technological competencies: A case study of the university librarian' this study stress over the condition of technological competencies and it's used by the university level librarian.

- Fatima, Hafiza Zaheer , Shafique, Farzana and Firdous, Attia (2012) in Journal of Library and Information Science write an article 'ICT skill of Library and Information Science student: A survey of two library school of Punjab'. The study finds out the LIS student satisfaction with the teaching methodologies and ICT faculties provided by the institutions.

ANALYSIS & DISCUSSION:

After the detailed personal study and review of the defined literature, analyzing the existing situation of selected libraries.

TABLE 2: TOTAL NUMBER OF HUMAN RESOURCES IN LIBRARIES OF UNIVERSITIES OF KARACHI

	Professional staff Percentage	Semi Professional staff Percentage	Non- Professional staff Percentage
UoK	15.70%	0%	84.29%
Urdu university	21.4%	28.6%	50.00%
Humdard	13.2%	41.2%	35.29%
MAJU	25.0%	25.0%	50.0%
A.K.U	46.7%	46.7%	6.67%
D.U.H.S	30.0%	30.0%	40.00%
NED	68.0%	20.0%	12.00%
S.S.U.E.T	21.7%	34.78%	43.48%

This table shows the number of professional, semi professional and non professional staff in university's libraries. In public sector general university libraries, Dr. Mahmud Hussain Library of University of Karachi over all has satisfactory number of staff but professional staffs (15.70%) that not fulfill the requirements of library, have large number of (84.29%) non-professional staff. In Dr. Maulvi Abdul Haq Yadgari Kutub Khana of Federal Urdu University professional staff (21.4%), semi professional (28.6%) and excess of non-professional staff (50.00%). In Private sector general university library, Biat al Hikma Library of Humdard University holds (23.5%) professional, (41.2%) semi professional and (35.29%) non-professional staff in its human resources and Muhammad Ali Jinnah University library have equal number of professional & semi professional staff (25.0%) and (50.0%) non-

professional staff. In medical university library Dow University of Health & Sciences library (public sector) shortage of professional staff (30.0%) with (30.0%) semi professional and (40.00%) non-professional staff whereas Faculty of Health Science Library, Agha Khan University (private sector) sufficient number of professional and semi professional staff (46.7%) in support of (6.67%) non- professional staff. And Central Library of NED as public sector Engineering University library has well satisfactory number of professional staff (68.0%) among (20.0%) semi professional and (12.0%) non professional staff while private sector Engineering University , Gosha-e- Aligarh of S.S.U.E.T have very deficient number of professional staff (21.7%) with large number of semi and non-professional staff (34.78%) and (43.48%) respectively.

TABLE 3: PROFESSIONAL HR KNOWLEDGE ON INFORMATION TECHNOLOGY

Name of University Library	Knowledge On IT	Min Knowledge on IT	No Knowledge on IT
UoK	21%	58%	21%
Urdu University	33%	67%	0%
Humdard	0,%	80%	20%
MAJU	0%	100%	0%
A.K.U	100%	0%	0%
D.U.H.S	33%	67%	0%
N.E.D	71%	29%	0%
S.S.U.E.T	28.5%	28.5%	43%

The result gives detail about the level of IT knowledge of the library's professional in private and public sector university libraries, public sector Dr. Mahmud Hussain Library of UoK (21%) staff have knowledge on IT, (58%) have minimum knowledge and (21%) not aware to IT out of 19 personnel, Dr. Maulvi Abdul Haq Yadgari Kutub Khana of FUUST have 3 professional staff from them (33%) have knowledge on IT and (67%) have least knowledge on IT whereas private sector Biat al Hikma Library of Humdard University (80%) staff have minimum knowledge on IT and (20%) don't know regarding IT but MAJU's single librarian have knowledge on IT although in

medical university private side all professional staff have knowledge on IT however DUHS's librarians (33%) have knowledge and (67%) have small amount of understanding with IT furthermore in Engineering university libraries, Central library of NED professionals (71%) have knowledge and (29%) have minimum knowledge On IT while private sector Gosha-e-Aligarh of SSUET's (28.5%) staff have knowledge (28.5%) have minimum and (43%) have not knowledge on IT.By evaluate general university libraries of both sectors have lowest amount of knowledge about IT and medical university libraries staff aware to IT knowledge.

TABLE 4: PROFESSIONAL STAFF AWARE OF ICT

Name of University Library	Total No. Of Professional Staff	Total No. Of Professional Staff Aware of ICT	Total No. Of Professional Staff Aware of ICT
UoK	19	05	26.3%
Urdu University	03	02	66.6%
Humdard	05	02	40%

Name of University Library	Total No. Of Professional Staff	Total No. Of Professional Staff Aware of ICT	Total No. Of Professional Staff Aware of ICT
MAJU	01	01	100%
A.K.U	07	07	100%
D.U.H.S	03	02	66.6%
N.E.D	17	15	88.2%
S.S.U.E.T	07	03	42.8%

The answers of the professional staff of the university libraries regarding ICT shows in this chart which illustrate that Dr. Mahmud Hussain Library of UoK only (26.3%) staff aware to ICT partially and public sector another general university library Dr. Maulvi Abdul Haq Yadgari Kutub Khana of FUUST (66.6%) have know how about it but in private sector Biat al Hikma Library of Humdard University (40%) and MAJU's (100%) staff familiar with the term ICT. Faculty of Health Science Library of AKU (100%) professional librarians has skills on it but DUHS's only (66.6%) personnel able to given answer about ICT. In public sector Central library of NED most of the Professional staff not more but aware to ICT term i.e. (88.2%) while Gosha-e-Aligarh of S.S.U.T. (42.8%) professionals agree to know about it.

TABLE 5: AWARENESS OF USAGE OF DATABASES BY TOTAL NUMBER OF PROFESSIONAL STAFF

Name of University Library	Total No. Of Professional Staff	No. Of Professional Staff Able to Use Database	Percentage of no. Of Professional Staff Able to Use Database
Dr. Mahmud Hussain Library	19	07	36.8%
Dr. Maulvi Abdul Haq Yadgari Kutub Khana	03	01	33.3%
Biat al Hikmah Library	05	04	80%
MAJU Library	01	01	100%
AKUHS Library	07	07	100%
Dow University Of Health Science Library	03	02	66.7%
NED University Library	17	17	100%
Gosha-e- Aligrah	05	03	60%

The data illustrates the databases which used by the selected university libraries and shows that from total professional staff how many number of staff able to used and work on it. Public sector general university libraries, Dr. Mahmud Hussain Library of UoK is in the process of create its database in (KITABDAR) with the help of seven professional staff out f nineteen and Dr. Maulvi Abdul Haq Yadgari Kutub Khana of FUUST used (KOHA) and only one staff member have skills and training about it. (ORACLE) database used in Biat al Hikma Library of Humdard University by four members from whole staff & MAJU's library works manually. Public sector Medical and Engineering libraries, DUHS'library and Central Library of NED used Library Management Information System (LMS) by all staff members. In private sector Faculty of Health Science Library of AKU work on and part of more than (25) databases and all staff have skills and training about them but Gosh-e-Aligarh of SSUET temporarily done some works on (ORACLE) based database and only one fully trained about it and two members partially from total five professional staff.

By analyzing it is found that public sector libraries are in the process of adopting, installing and making their databases and lack of training in professional staff for utilization of database except engineering university library.

TABLE 6: PROFESSIONAL STAFF'S PROFESSIONAL COMPETENCIES

Professional Competencies	UoK	Urdu University	MAJU	Humdard	A.K.U	D.H.U.S	NED	S.S.U.E.T
Managing Information organization	10%	50%	100%	0%	60%	100%	50%	25%
Managing Information Resources	50%	100%	100%	0%	60%	0%	30%	50%
Managing Information Services	30%	50%	100%	100%	40%	50%	50%	0%
Applying Tool and techniques	30%	100%	100%	33%	20%	50%	30%	0%

The table of professional competencies that Dr. Mahmud Hussain Library of UoK ten staff members response to questionnaire out of nineteen, in them (10%) managing information organization, (50%) managing information resources and (30%) managing information services & applying tool and techniques. In Dr. Maulvi Abdul Haq Yadgari Kutub Khana of FUUST from three professionals two fill up questionnaire and (100%) staff managing information resources and applying tool and techniques and (50%) competent in managing information organization & managing information services. In private sector MAJU's single Librarian have all professional competencies and in professional competencies of Biat al Hikma Library of Humdard University staff able to managing information services(100%) and applying tool and techniques (33%) with responding three overall five professionals. In medical university library, Faculty of Health Science Library of AKU five given the answer of questionnaire out of seven and in them (60%) staff expert in managing information organization & managing information resources and (40%) in managing information services and (20%) has ability to applying tools and techniques and DUHS's (100%) professionals competent in managing information organization according to two responding questionnaire out of three. In public sector Central library of NED ten professionals help to collecting data from seventeen, most of the staff able to manage information organization and services and applying tools and techniques while Gosha-e-Aligarh of S.S.U.T. (50%) staff competent in managing information resources and (25%) able to manage information organization and this ratio comes from four staff members respond out of seven.

TABLE 7: PROFESSIONAL STAFF'S PERSONAL COMPETENCIES

S.No.	Personal Competencies	UoK	Urdu University	MAJU	Humdard	A.K.U	D.H.U.S	NED	S.S.U.E.T
1.	Communicates effectively	60%	100%	100%	0%	80%	100%	50%	50%
2.	Sees the big picture	20%	0%	0%	0%	60%	0%	30%	0%
3.	Presents ideas clearly; negotiates confidently	50%	100%	100%	0%	60%	50%	50%	25%
4.	Think out of box	20%	0%	0%	0%	40%	0%	30%	0%
5.	Recognizes the value of professional networking	0%	50%	0%	0%	40%	50%	30%	0%
6.	Support team approach	50%	50%	100%	100%	40%	100%	60%	50%
7.	Value of professional networking	40%	50%	0%	67%	40%	100%	40%	0%
8.	Lead the staff	40%	50%	100%	100%	40%	100%	30%	50%

The results of professional staff's personal competencies shows that Dr. Mahmud Hussain Library of UoK ten staff members response to questionnaire out of nineteen, in them (60%) communicate effectively, (20%) sees the big picture & think out of box, (50%) present idea clearly & support team approach and (40%) value of professional networking & lead the Staff. In Dr. Maulvi Abdul Haq Yadgari Kutub Khana of FUUST from three professionals two fill up questionnaire and (100%) staff have communicate effectively & present idea clearly but Recognizes the value of professional networking, support team approach, value of professional networking & lead the Staff competencies only in (50%) staff. In private sector MAJU's only Librarian also have some personal competencies and in personal competencies of Biat al Hikma Library of Humdard University staff includes support team approach (100%), value of professional networking (67%) & lead the Staff (100%) with responding three overall five professionals. In medical university library, Faculty of Health Science Library of AKU five given the answer of questionnaire out of seven and in them (40%) staff competent in most of the personal competencies and (80%) staff communicate effectively, and DUHS's almost all professionals have all above personal competencies. In public sector Central library of NED ten professionals help to collecting data from seventeen, most of the staff have support team approach (60%) personal competency and others competencies available with the ratio (30%) & (50%) staff while Gosha-e-Aligarh of S.S.U.T. (50%) staff competent in some competencies and this ratio comes from four staff members respond out of seven.

TABLE 8: PROFESSIONAL STAFF ON JOB TRAINING

S.No.	TRAINING PROGRAMS	UoK	Urdu University	MAJU	Humdard	A.K.U	D.H.U.S	NED	S.S.U.E.T
1.	Self Training Programs	0%	0%	0%	33%	0%	0%	10%	25%
2.	Workshop	50%	0%	0%	0%	60%	50%	60%	0%
3.	Seminars	30%	100%	100%	0%	20%	50%	40%	50%
4.	Symposium	0%	0%	0%	0%	20%	0%	10%	0%
5.	Certificate Courses	10%	50%	0%	33%	80%	50%	20%	50%
6.	International Training Program	0%	0%	0%	0%	20%	0%	10%	0%
7.	No Training program	30%	0%	0%	33%	0%	50%	0%	50%

The statistics of on job training shows that most of the library's professionals not interested in self training programs and no efforts for it except private sector Biat al Hikma Library of Humdard University, their (33%) and Gosha-e-Aligarh of S.S.U.T. (25%) staff from total responding professionals of questionnaire, public sector only Central library of NED (10%) go to self training and in the training programs that organized by library Dr. Mahmud Hussain Library of UOK most of the staff attend workshops (50%), (30%) go to seminars, (10%) participate in certificate courses and (30%) never be the part of any training program , Dr. Maulvi Abdul Haq Yadgari Kutub Khana of FUUST librarians (100%) staff take part in seminars and (50%) in certificate courses, whereas MAJU' s librarian attend only seminar and Biat al Hikma Library of Humdard University (33%) professional join certificate courses and (33%) not ever attend any training, In medical side Faculty of Health Science Library of AKU professionals attended (80%) certificate courses, (60%) workshop, (20%) seminar, symposium, international training program while DUHS's (50%) staff participate in workshops, seminars and certificate courses and (50%) never ever attend any program. In public sector Central library of NED (60%) professional staffs go to workshops (40%) in seminars, (10%) attended International training program and symposium (10%) and the condition of Gosha-e-Aligarh of S.S.U.T. in training of human resource is that (50%) professionals take part in seminars and certificate courses and (50%) not at all participate any training program. These table percentages also get from the responding questionnaire from overall staff.

FINDINGS

For this study visiting eight libraries four of public sector and four from private sector among them

two university libraries cover general subject field, one medical and one engineering subject field of each private and public sector. Following are the findings and observation after surveying them.

The finding shows that the number of human resource available in university libraries is overall sufficient, but the number of professional staff is insufficient in majority of the libraries according to their collection and users i.e. in Dr. Mahmud Hussain Library there is only 13.29% of the professional staff same as in Bait ul Hikmah the ratio of professional staff is 13.2%. In one of the public sector library (UoK) identify the problem is that government not providing more posts for library professional that's why there is burden on professionals.

The training program gives an idea about lack of training and development programs for the university librarians. Usually the professional don't show interest to attending self training program and library authority also don't provide opportunities to the professionals and not yet any library assign budget for training and development programs. About the training and development mostly librarian point out the problem of no implementation of training .

Through observation found that professionals are not aware about their personal and professional competencies they don't know their expertise and skills that's why they assume the work they are doing is the only professional competency of them and their this attitude become the barrier in their professional development also the short of professional networking and social connection make them unaware about their personal competencies. It found that general 50% of library professional know about Technology.

Conclusion

The objective of the study defined earlier based on determining HR development in universities' libraries of Karachi which include critical judgment of their capabilities, skills and attempts regarding training and updating of HR which directly attempt in refurbishment of the libraries in this leading technological era. HR is a crucial and necessitous element invigorates a library by its presence and substantiates its existence. Though its presence is vital and essential need but subsistence with proficient HR strengthens the libraries. Conceding the fact through the analysis of gathered data that the condition of professional HR in public sector libraries is unworthy and not up to par.

The fundamental requirements to improve the present status are the proper provision of financial resources and training of staff according to recent trends, so that they can improve and develop their activities in new situation. The process of training can make the personnel proficient and skillful that they can perform an active role for the development of library.

After analyzing the present condition conclude that the human resources development in private sector is much better than the public sector university libraries rather than N.E.D central library. It's the only public sector library which is fully automated and providing the new facilities and technologies to its users.

For melioration and advancements of public sector and amelioration in private sector universities' libraries, cultivating of librarians on latest grounds and trends in their field is optimum. Their training and updating will able them perform more proficiently and professionally achieving and attaining the defined and desired goals and targets of its parent organization.

RECOMMENDATIONS

After the study about "Human Resource Development: a study of selected university libraries of Karachi," following are the suggestions for consideration in the betterment of HRD.

- The university libraries' fund must be allocated for human resource training and development.
- There should be increase in professional staff of the library for reduce the burden also library professional must be accompanied by semi and non professional staff so that the tasks should be accomplish with more perfection.
- Librarians should possess various skills regarding effective use of information technologies in libraries and for the communication with the users.
- For learning these skills proper training, courses, seminars and workshop should be attended and must be organized by the authority.
- Centralize training program among the libraries should be conducted to overcome the finical barriers.
- Those training program should be adopted according to the need of library function and services.
- To provide and implement basic training of computer technology to overall HR of library to enhance library activities.

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