

# **A study of Human Resources Management and Information Communication Technology Requirements in Libraries**

**TagaramChoudhary<sup>1</sup>**

Vardhman Mahaveer Open University - [VMOU] Kota, Rajasthan  
trchoudhary87@gmail.com

**Hemlata<sup>2</sup>**

Vardhman Mahaveer Open University - [VMOU] Kota, Rajasthan  
hemlatabhambu90@gmail.com

## **ABSTRACT**

Human Resource Management is a crucial aspect of every business since it oversees the most efficient use of employees in order to achieve the firm's goals. Libraries in colleges and universities provide a difficult environment for the development of human resource (HR) management. Among the obstacles of human asset management include poor working conditions, staffing concerns, subsidies, and the constant interchange of educators, to name a few. If companies want to recruit and keep competent employees, they must have strong human resource management. ICT has altered the model of data capacity and recovery, security, cataloguing and categorization, material circulation, serials management, administration insights, and authoritative exercises like budgeting in libraries. The environment of libraries and librarianship has evolved as a result of information and communication technology (ICT). Data innovation has transformed the whole globe into a global community with a global economy that is increasingly dependent on the creative management and dissemination of data. The era of knowledge and information is now in the libraries of the twenty-first century. Based on the results of a human resource management and information communication technology literature review. - The article analyses information communication technologies in libraries as well as human resource management.

***Key Words: Information Communication Technology, Library, Management, Human Resources Management***

## **INTRODUCTION**

Education refers to the process of learning and acquiring knowledge. Formal education takes place in a classroom setting, whereas self-taught education, sometimes referred to as life experience, occurs outside of a formal educational setting. A person's education is essential for obtaining both basic life skills and the ability to stand out in today's competitive job market. Education and 'library' are two inseparable-individual notions that are intrinsically tied to and co-

exist. Education cannot exist without a library, and a library has no value if it is unable to give education. Libraries are places where knowledge and information are collected, organised, preserved, and disseminated in a systematic manner. In order to fulfil this educational function, libraries may supply resources such as textbooks, periodicals, magazines, and exercise books that are relevant to the curriculum of current literacy institutions. Libraries strive to address the requirements of a diverse range of readers by offering a variety of information resources such as textbooks, periodicals, literary works, and other publications. Human labour is effectively used in libraries to maximise the use of available resources and provide improved library services to the organisation. There is a current approach to moving forward the execution of human assets, such as securing underutilised and imaginative skills, gratifying employees, compensating them depending on their performance, convincing workers to support the organization's aims, career progression, and preparation and advancement. Human resource management adds to mission success. HR's ability to anticipate the demands of its readers improves with the integration of human asset administration into the library's organizing handle. Many scholars have looked at data innovation (IT) in various ways. Education is a term used to describe the process of learning and acquiring information. Self-taught learning, also referred to as "life experience," is a third option to traditional schooling. Basic life skills as well as more advanced talents that may help a person stand out in the job market are critical to education. The process of selecting how to effectively employ a company's resources to create things or deliver services is known as management. Employees, equipment, and money are all examples of a company's resources. Examining the types of talents necessary to accomplish a certain job is a third way of looking at the management process. There are three different sorts of talents that have been recognised.

#### I. Conceptual skills

Managers with conceptual capabilities comprehend how various areas of a company interact with one another and with the firm as a whole. Making decisions, planning, and organising are all administrative tasks that need intellectual abilities.

#### II. Human relations skills

Managers with conceptual capabilities comprehend how various areas of a company interact with one another and with the overall business. Managerial tasks such as decision-making, planning, and organizing need intellectual abilities.

#### III. Technical skills

Technical talents are the abilities that individuals employ to do their occupations. Technical abilities include using a word processing software, producing a brochure, and teaching individuals to utilise a new budgeting system.

Rather of delegating each problem or errand to the appropriate regulatory office (dignitaries, heads, and office chairs), HR management in higher education prefers to "push out" many of the day-to-day responsibilities. Several human resources data frameworks now allow individuals to access their claim data and make modifications and updates, thanks to advancements in electronic information management. As the centre of the university education system, Human Resources Development (HRD) is a pressing necessity for University Libraries. The management of people in a company is known as human resources management (HRM). Obtaining, developing, utilising, evaluating, retaining, and maintaining the correct number and skill mix of employees to fulfil the organization's objectives are all part of this process. HRM responsibilities fall mostly on the shoulders of managers. These include analysing professions, planning labour needs, selecting workers, orienting and training employees, controlling compensation, counselling and disciplining employees, and maintaining employee commitment. Personnel in the HR division must be well-versed in the ins and outs of their organisations as a whole. Planning, recruitment and selection of employees, performance evaluation and management, compensation and development, employee relations and health and safety are all examples of HRM duties. (Bratton & Jeffrey, 2003).

### **LITERATURE REVIEW**

The library needs a nice facility, a robust collection, and a substantial financial allocation to provide excellent services to users, but the human resource is the most important component of its success. Staff is critical, according to Evans et al. (2000), since "money and objects are considerably easier to control and anticipate than people." Usherwood et al. (2000) in the United Kingdom did baseline research on HRM in public libraries, hence this notion is new in LIS. This is important research that covers all elements of HRM for public library workers, including as recruiting, training and development, retention, and leadership. Libraries are labor-intensive and difficult to manage enterprises. HRM in libraries has never been easy. The majority of library managers' time is spent managing workers rather than addressing financial or technological concerns (Evans, 2000). Due to innovation, the development of sophisticated technology, the high expectations of staff and customers, and the diminishing budget of libraries, modern library administration has grown increasingly complicated and complex. When it comes to the library, human resources may be described as the many types of professionals and non-professionals who are responsible for a variety of community services (8Rs Research Team, 2005).

In order to meet the organization's objectives, it is necessary to use a variety of strategies, policies, and processes to recruit, train, employ, evaluate, monitor, and retain the right mix of employees with the appropriate set of skills. Managers are responsible for a wide range of HRM duties. An example of these duties would be to analyse professions, plan labour needs, choose workers (including training and supervision), manage compensation, communicate (including counselling and punishment), and keep employee commitment. On order to do their jobs effectively, HR professionals need to be well-versed in the overall structure and operations of the

companies they work for. Human resources management activities include planning, recruiting and selection, performance evaluation and management, reward management, development, employee relations, health and safety, and union-management contacts.

With the current revisions, the library might be considered to be in flux. The future of their existence is under severe doubt. Their future is a hot topic of discussion. Will the penetration and dynamism of ICT in human pursuits lead to the demise of libraries, for example? What will libraries look like in a few decades if they are to survive? These inquiries forced the creation of this study paper.

There are a variety of methods that may be used to ensure that an organisation has the right number and mix of employees to meet its objectives, including policies and procedures that can be implemented, developed, used, evaluated, maintained, and kept. An array of HRM duties falls to management. These include analysing professions, planning labour needs, selecting workers, orienting and training employees, controlling compensation, communicating (including counselling and disciplining), and keeping employee commitment. In order to do their jobs effectively, HR professionals need to be well-versed in the overall structure and operations of the organisations they work for. Planned, recruiting and selection, performance evaluation and management as well as remuneration administration are all examples of HRM activities.

## **FUNCTIONS OF HRM IN LIBRARY ADMINISTRATION**

### **I. Manpower Planning**

Design, according to the definition, is the act or process of making anything that is meant to attempt to or accomplish something. In other words, it refers to a decision made ahead of time on what should be done. Manpower planning is nothing more than a thorough examination of human resources in order to achieve the organization's primary goals. It's a method for determinant associated assessing that the organization can have an adequate variety of qualified persons on the market at correct times, playacting jobs which might meet the requirements of the organization and would conjointly give satisfaction for the people concerned

### **II. Job analysis and Job Description**

The current job analysis and work style will be used to assess manpower need. The analysis will be split into two sections: a) Demand prediction and b) Supply forecasting.

Demand Forecasting is a technique for estimating the number and quality of people a company will need in the future. Various prediction approaches are utilised in this procedure, including: – social control Ratio-analytic reasoning; judgement; city method; inspection tactics;

Supply Forecasting: It gives the human resource management an estimate of the variety and kind of workers required. Prognostication gives information about an organization's flexibility in obtaining the appropriate number of employees.

### **III. Selection and Recruitment**

It gives the human resource management an estimate of the number of different types of people that are required. Prognostication of supply gives information about an organization's ability to get the needed number of employees.

### **IV. Motivation, Training and Development**

Motivation is a term used to describe the internal energy that drives a person's behaviour in the direction of their goals. As a means of stimulating, guiding, and preserving human behaviour, motivation is defined. Human Resource Management (HRM) is a field that deals with the desire of employees to do their best work or put out the most effort possible while carrying out their assigned duties.

As the name implies, motivation is the inner force that drives a person's behaviour in the direction of a desired outcome. Human behaviour may be energized, directed, and maintained via the use of motivation. Employees who want to perform the best job possible or put forth the greatest effort while carrying out given tasks are referred to by this term in HR.

### **V. Leadership and performance evaluation**

The definition of performance analysis is "a appropriate and productive technique for living an employee's work and obtaining outcomes that support their job obligations."

### **VI. Discipline and Grievances**

In the library, discipline is an excellent management strategy for creating a better and more efficient work environment. It covers employee behaviour that disrupts or impairs the orderly and efficient running of the library in any manner, whether through action or omission. When an employee fails to remedy an issue despite being given adequate opportunity to do so, discipline may be maintained in libraries by a variety of procedures or methods. Any genuine or imagined dissatisfaction and unfairness that a worker feels about his or her job connection is referred to as a grievance. If a library employee has a grievance, they should try to discuss it with their immediate boss informally first. The library should make certain that all staff are treated equally. A member of staff who feels he or she has been treated unjustly may file a grievance with the proper authorities. The library officials are responsible for properly resolving each complaint.

## **COMPONENTS OF HUMAN RESOURCE DEVELOPMENT**

Discipline in libraries is an excellent management strategy for creating a better and more efficient work environment. It pertains to staff behaviour that interferes with or affects the orderly and efficient functioning of the library work in any manner, whether by act or omission. When an employee fails to remedy an issue despite being given adequate opportunity to do so,

discipline may be maintained in libraries by using a variety of procedures or methods. Any actual or imagined sense of dissatisfaction and unfairness that a worker feels about his or her job connection is referred to as grievance. If a library employee has a grievance, they should first try to address it informally with their immediate boss. The library administration should make certain that all staff are treated equally. A member of staff who thinks he or she has been treated unjustly may file a grievance with the proper authorities. It is the obligation of the library officials to guarantee that each complaint is properly addressed.

### **I. Strategic and operational planning**

Strategic and operational planning identifies the organization's goals, develops policy guidelines, creates practical plans and strategies for executive actions, and establishes suitable processes, rules, and regulations for execution at all levels. This would guarantee:

- Expertise;
- Personal participation in work in achieving set targets;
- Reinforcement;
- Development of work skills;
- Growth submission of information technologies;
- Development of a business culture; and
- Constant development and development.

This strategy would encourage businesses to anticipate their future personnel arrangements while also taking into consideration changes in services and technology. It is predicted that if this strategy is correctly implemented and maintained, it would be able to address issues of excess or undersupply of certain abilities inside a business. It also assists in determining training requirements in respect to new abilities that are needed.

This strategy would encourage firms to prepare their future personnel arrangements in light of changing services and technology. It is predicted that if this technique is correctly implemented and maintained, it would be able to solve issues of excess or undersupply of certain abilities inside a company. It also assists in determining training requirements in connection to newly necessary abilities.

### **II. Evaluation**

One of the most crucial aspects of any human resource development programme is evaluation. Evaluation is a continuous process that assures the institution or organisation receives consistently high-quality services. An assessment that is properly commissioned and carried out in a methodical manner may help an organisation become more professional and result-oriented in their approach and operations.

### **III. Motivation**

One of the most crucial elements of any human resource development programme is evaluation. Evaluation is a continuous process that assures that the institution or organisation

receives constant quality services. An assessment that is properly commissioned and carried out in a methodical manner may help an organisation become more professional and result-oriented in its approach and operations.

**PRECONDITIONS FOR A SUCCESSFUL HUMAN RESOURCE DEVELOPMENT PROGRAMME:**

A Human Resource Development program's success is determined by a number of elements, which are listed below: -

- I. Top management support: HRD programmes are often employee-focused and need top management support. Support might take the form of moral, financial, or administrative assistance.
- II. Positive attitude: Both management and staff should strive to have a positive attitude toward one another. A good HRD programme relies heavily on mutual understanding and collaboration.
- III. Developing solid policies and procedures: HRD policies and procedures should be well-designed and amended on a regular basis to meet the organization's needs. Everyone must be able to comprehend and follow all rules and procedures. Furthermore, the rules and processes must be acceptable to all parties involved.
- IV. Development of effective practises: The execution of different policies relating to man-management selection necessitates the development of effective practises that will allow diverse policies to be put into action. 2012 (Randhawa)
- V. Effective communication system: An organization's communication system must be effective and timely in order to eliminate suspicion, rumor, doubt, and misunderstanding between management and workers.
- VI. Results follow-up: This refers to a continuous assessment of HRD programmes in order to assess current practises as well as identify problems and undesired trends. Apart from this, particular attention should be paid to acquiring important data on absenteeism, employee turnover, work satisfaction, complaints, disputes, pay and salary administration, and so on.

**STRATEGY FOR DEVELOPING HUMAN RESOURCE**

There are different types of strategies for developing the human resource. The basic strategy of human resource development has been cited below: -



Encouragement from the organization's management is critical when it comes to human resource development. From the standpoint of human resource development, providing in-house training and job rotation among working personnel after a certain length of time is also critical. Another essential aspect in human resource development is the Continuing Education Program (CEP). Furthermore, in these days of fast technology development and increased career concerns, Continuing Education (CE) is an essential component of librarianship. Continuing Education, according to Elizabeth Stone, is any kind of learning experience that introduces new skills or ideas while also meeting the individual's goals for professional progression and better personal competencies. (Meyers, p. 251, 1990).

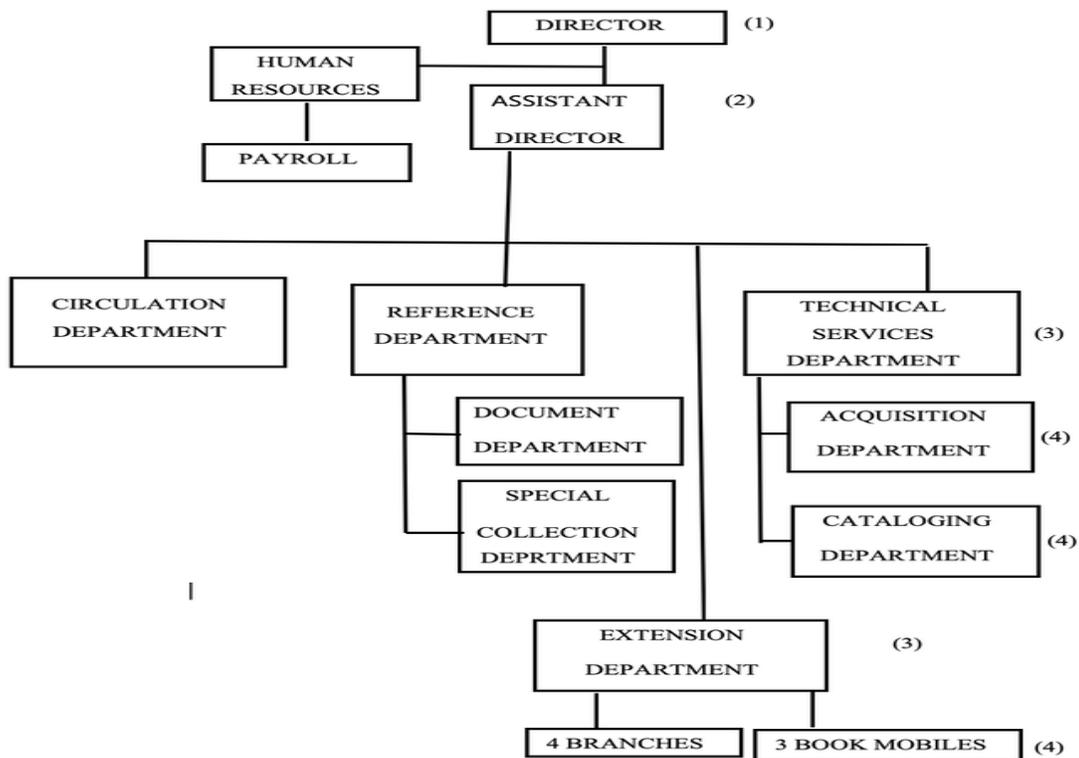
### **HUMAN RESOURCES MANAGEMENT IN ACADEMIC LIBRARIES**

The HRM officer of a library collaborates with the library's staff, staff, and understudy employees to enable all perspectives on their individual work-related concerns. These employees, who are involved in both the academic and administrative parts of the institution, may also be involved in budgeting and planning, as well as serve on the administration group that reports to the library executive. Organizing, choosing, organisation and coordination, authority, and inspiration and control are the five ranges of administrative abilities. The academic librarian, professional and classified personnel, and hourly assistant report to the library HRM officer, who is in charge of creating, implementing, coordinating, and monitoring all human resources management programmes and procedures. Human resource management in general aims to enhance workers' contributions to the firm. Human resources, comprising hiring, classification, wage administration, and employee training and development, are all managed by the HRM office. Management of human resources in academic libraries:

1. Recruitment: Coordinate the hiring of professional staff and academic librarians, as well as the hiring of classified employees, students, and administrative personnel, including professionals and technical assistants.

2. Monitor the library's finances, purchase books and non-book resources, pay staff, and supervise the administrative manager. Manage periodicals/ journals, back volumes of journals, furniture, and other items.
3. Administrative position: Responsible for technical processing such as categorization, cataloguing, circulation, journal processing, and job analysis, as well as coordinating the performance of the personnel management process, which includes librarian and staff assessment.
4. Develop and supervise comprehensive library staff orientation and training programmes, including needs assessment, curriculum creation, and evaluation. Safety and security training, as well as monitoring library security operations, may be included in training.
- 5.

Figure 1. A vertical organisation charts



Source: Robert D,Stueart and BarharaB.Moran, *Library and Information Center Management (United States: London,2007)*.

**I. Human Resources Information System**

The Human Assets Data Framework refers to the process of gathering, recording, categorising, displaying, processing, storing, and disseminating various data that is essential for the efficient and effective management of human resources in a company. Human asset offices of various firms have increasingly used computers-based human asset data frameworks in order to manage various, expensive, and human asset data in a complicated environment. The term "administration data framework" refers to the coupling of a supervised working framework with data trading. It is the operating system that is necessary to conduct a range of duties in order to create relevant outputs for an organization's efficient administration. It is quite noteworthy to see that more and more firms are emphasizing the use of management information systems to improve management efficiency. The Management Information System (MIS) provides information to support management operations and decision-making tasks in an organisation by combining computer hardware and software, manual processes, management decision models, and a database. By using a good environmental scanning strategy, MIS is an organised means of giving past, present, and prospective information relevant to an organization's internal operations as well as external intelligence. Document retrieval is made easier with the use of information technology. In compared to manual processes, retrieving information from electronic resources and the Internet is simpler, quicker, and faster. In the library, the influence of information technology on collection development is clearly visible. Acquisition job has been much easier thanks to the internet. Orders are placed, duplicates are checked, prices are checked, and so on, all with the help of IT. Librarians save time by using online booksellers and publisher websites. IT also aids in the library's serial control procedure. The technical section informs users, as well as the team, about new additions. Circulation, Reference, Electronic Information Service, Online Search / Literature Search, CD ROM Search, Developing Local Databases, Document Delivery Service are some of the services provided by the library.

## **II. The Information Management Concept**

The capacity of an organisation to create, maintain, retrieve, and make instantly accessible the correct information, in the right location, at the right time, in the hands of the appropriate people, at the lowest cost, in the best medium, for use in decision making has been characterised as information management (Langemo, 1980). Data/information is accepted as a raw material, and information is generated as a product via one or more transmutation processes. The following are the functional elements:

- Initial entrance of data into the organisation, whether acquired or created;
- Data recording is the process of physically capturing data.
- Processing-transformation based on the organization's unique requirements
- The fluxes that occur in an information system are referred to as transmission.
- Storage- Assumes that something will be used in the future.
- Retrieval is the process of looking for information that has been recorded.
- Reporting, communication, and presentation

Scholarly libraries also took advantage of the emergence of somewhat solid and acceptable computer innovation to develop automated library operations frameworks. Undergraduates and employees from participating academic institutions may use the database catalogue to borrow items by "direct borrowing" (i.e., in person) or by requesting an interlibrary credit to be sent to their local university library. Libraries facilitated inter-campus collaboration by providing connections for teleconferencing and two-way audio and video telecourses through satellite or television, as well as, more recently, online via the World Wide Web. Academic libraries were also pioneers in the development of resource-sharing networks with other libraries. Many years ago, these libraries realized that they needed to share their resources, both bibliographically and physically. Initially, sharing started on an informal level, with university libraries in the same geographic region swapping materials or permitting reciprocal borrowing.

### **III. ICT and academic libraries**

For decision-making purposes, information management is defined as an organization's ability to produce, retain, retrieve, and make readily available to all relevant personnel, at a reasonable cost, in a suitable medium, at the right time. (Langemo, 1980). Data/information as a raw material is accepted by an information system, which then generates information as a product via one or more transmutation processes. The following are the various functional components:

1. Scholarly libraries also used the emergence of somewhat solid and decent computer innovation to construct automated library operations frameworks. Undergraduates and employees from participating academic institutions may use the database catalogue to borrow items either directly (i.e., in person) or to their local college library by seeking an interlibrary credit. Libraries supported inter-campus networking by offering satellite or television connections for teleconferencing and two-way audio and video telecourses, as well as, more recently, online through the World Wide Web. In addition, academic libraries were among the first to build networks for the exchange of resources with other institutions of higher learning. Many years ago, these libraries realised the need of sharing their resources, both bibliographic and physical. The sharing started informally, with university libraries in close proximity trading materials or permitting reciprocal borrowing.

Before documentary information can be utilised, a complicated set of activities will be performed in the information storage and retrieval system: Documents must be used to record the information.

2. Each document must be kept among others in a readily accessible area, with its position known.
3. Each document profile's unique characteristics must be documented alongside others in a file.

4. These prospective users must ask questions or indicate an interest in document qualities that have been documented.
5. The user must be able to find and see the papers.

Computers and networking are the most significant organs of the e-library. Without the personal computer as a staff workstation and a way for the public to access library materials, today's library would be impossible to operate. The features of the e-library are the networking of libraries or information centres utilising computers and communication equipment. In today's society, there are networks of many kinds, including local, national, regional, and global. Telecommunications has progressed to the point that almost anybody may search for information from hundreds of databases across the globe from the comfort of their own home or workplace. Instead of 'Resource Sharing' or 'Cooperative Systems,' the word 'Network' is now often used.

A properly networked workstation may access the whole world's knowledge through a virtual library that has no physical boundaries. The virtual library is a library without walls, scattered around the globe, from which one may obtain the complete universe of knowledge using a properly networked workstation. A digital library or electronic library would mainly include digitized material along with print-based publications. The user feels like he's in the middle of a massive library. As a tool for realizing the library's mission, digital libraries, electronic libraries, and virtual libraries should only be considered.

### **Conclusion**

The human resources organisation office plays a critical role in supplying human beings as critical resources to businesses. Libraries are important institutions that are inextricably linked to education. Libraries have the ability to play a key role in encouraging people to read and eliminating illiteracy in their communities. ICT has had an impact on every aspect of scholastic library movement, notably in the areas of library collection development, library construction, and consortia. The importance of communication in offering better services to users cannot be overstated. In the Library and Information Centers, Human Resource Development policies and effective personnel planning are essential.

The office of human resources organisation plays a crucial role in the delivery of human resources to businesses. Libraries are important institutions that are inextricably linked to learning. Libraries have the ability to play a vital role in encouraging people to read and eliminating illiteracy in their communities. ICT has had an impact on every aspect of academic library movement, especially in the areas of library collection development, library construction, and consortia. In order to provide better services to consumers, communication is critical. In the

library and information centers, plans for human resource development and efficient personnel planning are essential.

## References

1. Adeoti-Adekeye, W.B. (1997). The Importance of management information systems. Retrieved from <https://www.vra.com/kmporta/onlineresources/mis/The%20important%20of%20MIS.pdf>
2. Arjun, et al. , (2010). Role of Library in Higher Education in India. Retrieved from <http://www.irhouse.com/ijla/ijlav1ni-01.pdf>.
3. Ashikuzzaman, Md (2018). ICT and Academic Libraries. Retrieved from <https://www.lisbdnet.com/ict-academic-libraries/>.
4. Balakrishnan, N. (1996). Impact of information Technology on Library Science. In N. M. Malwad (Ed.), *Digital Libraries: Dynamic Storehouse of Digitized Information* (pp. 115-118). New Delhi: New Age International Ltd.
5. Barathi, S., Loganathan, G, Rajan, V.R. (2017). Emerging Technological Innovations in Library Knowledge Management and Services. *Advances in Computational Sciences and Technology*: 10(5)
6. Bhattacharya, G. (1988). A Stable Theory in terms of Five Normative Principles. In T. S.Rajagopalan, *Relevance of Ranganathan's Contributions to Library Science* (pp. 11-16). New Delhi: Vikas Publishing.
7. David, T. L. (2001). *ICT for Library and Information Professionals: A Training Package for Developing Countries (ICTLIP)*. Retrieved June 26, 2009, from eLibraryDownloadPage: <http://www2.unescobkk.org/elib/publications/ictlip/index.htm>
8. Defa, Dennis R. (2008). Human Resource Administration in the Academic Library. Retrieved from <https://journals.tdl.org/llm/index.php/llm/article/viewFile/1729/1009>.
9. Hamelink, C. J. (1997). *New Information and Communication Technologies Social Development and Cultural Change*. Geneva: UNRISD
10. HumeraMahJabeen Dr. (2016). The Need of Strategic Human Resource Management for the Development of Information Technology in Libraries. Retrieved from <https://scholar.google.com/scholar?hl=en&q=The+Need+of+Strategic+Human+Resources+Management+for+the+Development+of+Information+Technology+in+Libraries>.
11. Jensen, M. (2005). The African experience: Building both supply and demand: A presentation at the Info Dev workshop, March 14, 2005 at the World Bank Office, Paris. Available: <http://www.infodev.org/en/Publication.52.html>.
12. Kay Thi Aye, (2016). *Towards the digital library environment: ICTs status in national libraries of ASEAN countries*. (PhD). Central China Normal University. P10.
13. Khan, J. (2016). Impact of Information Communication Technology on Library and its Services *International Journal of Research - Granthaalayah*, 4(9): 97-100

14. Khanna, J.K. (2005). Documentation and information, services, systems and techniques. Delhi: Yogendra Kumar Jain, P71
15. Library resources and their role in education” (accessed 2 October, 2019); Retrieved from [osarome.blogspot.com/2011/12/library-resources-and-their-role-in.html](http://osarome.blogspot.com/2011/12/library-resources-and-their-role-in.html)
16. Mahapatra, G. (2006). LIS education in India: Emerging paradigms, challenges and propositions in the digital era. Retrieved March 14, 2010, from [http://arizona.openrepository.com/arizona/bitstream/10150/106109/1/89.Gayatri\\_Mahapatra.long.pdf](http://arizona.openrepository.com/arizona/bitstream/10150/106109/1/89.Gayatri_Mahapatra.long.pdf)
17. Mahapatra, G. (2006). LIS education in India: Emerging paradigms, challenges and propositions in the digital era. Retrieved March 14, 2010, from [http://arizona.openrepository.com/arizona/bitstream/10150/106109/1/89.Gayatri\\_Mahapatra.long.pdf](http://arizona.openrepository.com/arizona/bitstream/10150/106109/1/89.Gayatri_Mahapatra.long.pdf)
18. Mamman, E.S. (2015). Utilization of information and communication technologies (ICTS) in public Library services in Nigeria. A PH.d thesis submitted to the department of library and information science, university of Nigeria Nsukka.
19. Manish Garg, M. (2013). Libraries in the Era of ICT: An Overall Transformation. *International Journal of Library and Information Studies*. 3 (1)
20. Namita Pareek, & Anita Gangrade, Dr (2016). Role of the Libraries as Information Resources in Globalization. Retrieved from <https://www.ripublication.com/ijla16/ijlav7n1-03.pdf>.
21. Omekwu, C.O., (2004), Analysis of the Current Challenges in Accessing Legal Information. Omosor, U.A. (2014). Effect of Technology on Librarians in Academic Libraries in Nigeria. *Journal of information and knowledge management*. 5(2).
22. Onuoha, J.A. and Obialor, D.C. (2015). The Impact of Information Technology on Modern Librarianship: A Reflective Study. *Information and Knowledge Management*: 5(11). Retrieved from [www.iiste.org](http://www.iiste.org)
23. Pat Hawthorne (2004). Redesigning Library Human Resources: Integrating Human Resources Management and Organizational Development. Retrieved from <https://www.ideals.illinois.edu/bitstream/handle/2142/1719/Hawthorne172186.pdf?sequence=2>
24. Pearson, D. (2007). Libraries as history: important of library beyond their texts. An edited version of a lecture given on October 2007 as the first Charles Holden Memorial lecture, sponsored by the friends of senate house library.
25. Quadri, G.O. (2012). Impact of ICT Skills on the Use of E-Resources by Information Professionals: A Review of Related Literature. *Library Philosophy and Practice* (ejournal). Retrieved from <http://digitalcommons.unl.edu/libphilprac/762>
26. Ramadevi.V, Dr (2017). An Assesment of Human Resources Management in the Academic Libraries- in the case of Amhara Region, Ethiopia. Retrieved from <http://www.ijsrp.org/research-paper-0417/ijsrp-p6407.pdf>.

27. Rhine, L. (2006). The Impact of Information Technology on Health Information Access in SubSaharan Africa: the divide within the divide. *Information Development* 22, 242.
28. Sherpa, D.D. (2017). Changing role of librarians in the digital library environment: skills, current trends and challenges. *International Journal of Library & Information Science (IJLIS)*: 6(6), pp. 68–74
29. Shivakumar G.T., (2017). Impact of digital era on academic Libraries: it's play with library Professionals. *International Journal of Library & Information Science (IJLIS)*. 6(4). Retrieved from <http://www.iaeme.com/IJLIS/issues.asp?JType=IJLIS&VType=6&IType=4>
30. Singh, S. (2000). Library and Information Science Education in India: Growth and Trends. *University News*, 38 (6), 45-48.
31. Tin Win Yee (2002). Analysis of transitional situations of e-library in university centrallibrary and other university libraries of department of higher education. (MRes), University of Yangon.P4-5
32. Varalakshmi, R. S. (2007). Need for National Consensus on Library and Information Science Education in India. *DESIDOC Bulletin of Information Technology*, 27 (2), 13-20.