

Role of Strategic Human Resource Management and the Development of Information Systems for the Enhancement of Libraries

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Abstract - Human Resource Management (HRM) plays a significant role in incorporating HRM into the library planning procedure, which enhances Human Resource (HR)'s capacity to foresee the requirements of its users. Efficiently managing the HR of a library is crucial for achieving the library's objectives. The synchronization of HRM refers to the integration of choices about employees with decisions regarding the desired goals of a business. The primary fields of concentration should be diversity, hiring, preservation, personnel growth, and workers' quality. When these tasks are effectively organized and executed, they contribute to achieving the library's objective by using individuals with appropriate expertise in suitable roles.

The study's primary goals were to evaluate the current state of HRM, its impact on strategic leadership, and the growth of library Information Systems (IS) projects and services. To achieve these goals, the researcher used the case study. The sample only consisted of Libraries with abundant resources, encompassed a minimum of 0.1 million bound quantities, offered access to digital Databases, and employed at least four qualified librarians throughout the data collecting period. Some libraries had already begun the planning procedure, while others were on the verge of starting it. This research included a combination of qualitative and quantitative methodologies. The data collection tools used were self-administered and semi-structured surveys. The findings indicate a robust correlation between HRM and the advancement of strategic planning in libraries. The growth of workers, staff inspiration, and work happiness should be considered.

Keywords: Human Resource Management, Information Systems, Libraries, Management

I. HUMAN RESOURCE MANAGEMENT IN LIBRARIES

Enhancing productivity and quality is a perpetual endeavor in a dynamic and highly competitive global setting. To better meet the needs of consumers, libraries are adopting innovative formats such as virtual archives, electronic

archives, and online libraries (Jaillant, 2022). The new forms need the involvement of employees at every hierarchical level and value collaborative efforts. These changes are essential for creating a competitive library atmosphere and include the creation of Human Resources (HR) in a high-tech workplace that emphasizes motivation and the continual improvement of skills. The act of granting authority and autonomy to managers and staff yields several advantages that are almost boundless. It embodies a rational, systematic, and unbiased method for ascertaining an organization's future course. Employees apprehensive about the adverse consequences of shrinking and growing worldwide competitiveness can be found in almost every area of libraries (Minchin, 2020).

Human resource management (HRM) is an integral component of management that focuses on the personnel inside an organization (Wood, 2020). The fundamental tenets of HRM include the motivation of individuals, the optimization of their contributions, the cultivation of their drive for achievement, the fostering of a feeling of comfort inside the organization, and the establishment of a strong sense of affiliation with the libraries (Suresha & Ramesha, 2019). Recruiting rules, compensation, and promotion standards are the fundamental aspects that have the utmost significance in a workplace (Moore et al., 2020). The library is an organization that provides services. The library's primary goal is to provide a high-quality service for its consumers. HRM is essential for managing libraries (Uchida et al., 2019).

II. LITERATURE SUMMARY

Several recent studies have been conducted to examine HRM practices in various kinds of libraries worldwide (Solikin &

Darmawan, 2023). This section provides an overview of many surveys conducted in HRM inside libraries.

Torrejós et al., (2020) assessed the HRM challenges in libraries and proposed the development of a comprehensive library staff handbook. This manual would include job descriptions, role components, hierarchical structure of responsibilities, interrelationships across roles, and the tools and methods relevant to each position. De Alwis et al., (2022) investigated the typical scope of HRM they implemented. They analyze library personnel's characteristics and classifications, professional divisions, managerial concerns such as staff hiring and recruiting, compensation, and remuneration, job analysis techniques, performance assessment, auditing, advancement, and the facilitation of human resource development initiatives. Schimperna et al., (2021) examined the present state-of-the-art staffing in libraries (Oleksandr et al., 2024). They found that authorities must comprehensively understand personnel issues and appropriately assist college libraries. Mohammad & Darwish, (2022) researched HRM practices at public libraries in Jordan (Arora, 2024). The study aimed to determine the impact of these practices on employee productivity and the level of services provided to users, with a specific focus on the library. Jindal et al., (2020) researched HRM in the libraries of colleges in the Meerut districts. The study aimed to investigate the level of HRM practices being implemented. Kaushal et al., (2023) conducted a study to evaluate the human concerns associated with library HRM. They examined the existing situation of professionals in this field and gathered their opinions and comments on enhancing library services to cater to user requirements more effectively (Tanja & Milica, 2023). This research reveals a good correlation with efficacy. Omotunde & Alegbeleye, (2021) outlined the HRM tactics used in libraries to assess these institutions' HRM practices. This paper presents the theoretical framework of HRM in libraries, the current challenges encountered by academic libraries, the relationship between HRM and organizational growth, the process of job evaluation and work redevelopment, the importance of team building, the strategies for successful change management, and the evolving roles within libraries. Gebreyohans et al., (2024) identify library HRM challenges, explore professional interaction, and provide insights and recommendations for enhancing library offerings in Ethiopia.

III. STRATEGIC HRM AND THE DEVELOPMENT OF INFORMATION SYSTEMS IN LIBRARIES

3.1 Functions of HRM in the Library

1. **Manpower Planning:** Planning is the act or procedure of making anything to attempt to accomplish a specific goal or outcome in advance (Ruf et al., 2022). But it refers to a decision made in advance on what action to take. Workforce planning merely designs the HR strategy to achieve the company's fundamental goals. It is a tool used to evaluate if a company has a sufficient number of talented individuals available in the market at the correct times to fill positions that match the firm's criteria and provide fulfillment for the individuals involved.
2. **Job analysis and Description:** The current job analysis and work style will be used to analyze the need for a workforce (Strah et al., 2022). The study will be segmented into two components: a) Demand forecasting and b) Supply forecasts. Demand projection is a process used to anticipate the future quantity and quality of personnel required by an organization. Various prediction approaches are used in this procedure, including managerial judgment, Delphi methodology, benchmarking techniques, and ratio analysis. Supply Prediction offers the HR Manager an assessment of the required quantity and kind of individuals. Prognostication gives information on an organization's ability to acquire the appropriate number of individuals. It pertains to the adaptability of individuals inside and outside an organization.
3. **Selection and Recruitment:** Recruitment refers to hiring an individual or a group of individuals for a specific work role (Abbasi et al., 2022). It can also be described as establishing a connection between an employer and a job seeker. Recruitment is the act of identifying and attracting individuals who are seeking employment to form a pool of potential job candidates. The primary objective of the recruiter is to ascertain the most suitable candidate for the specified position, which is accomplished by adhering to five crucial rules.
4. **Motivation, Training, and Development:** Motivation is the intrinsic drive that guides an individual's actions towards specific objectives (Kaffashan Kakhki et al., 2020). Motivation is a process that activates, guides, and maintains human behavior. In HRM, the word "motivation" relates to an individual's desire to achieve the highest level of performance and exhibit maximum dedication in completing assigned duties. Training empowers individuals to acquire novel proficiencies, ensures that the employee is well-informed about advancements in the industry, and strives to enhance productivity. It is conducted either on-site or off-site. It is an essential component of libraries. Investment in the development of employees is a strategic investment in a valuable resource. Not only does it serve as a source of incentive, but it also enables workers to realize their full potential. Staff development encompasses many initiatives to provide employees with opportunities for advancement, personal growth, and ongoing professional growth via training, education, and skill-building.
5. **Leadership and performance evaluation:** Performance evaluation is a systematic and practical process to evaluate employee productivity and outcomes based on job duties (Cox, 2021).
6. **Discipline and Grievances:** Implementing discipline in libraries is a successful management strategy that leads

to a more effective and productive work environment (Jayasundara, 2021). This policy pertains to the behavior of library personnel, whether via action or inaction, that disrupts or impacts the smooth and effective functioning of library operations. Disciplinary measures in libraries are implemented by a series of procedures or measures when a worker fails to rectify an issue despite being provided with fair opportunity. Grievance refers to any genuine or perceived dissatisfaction and unfairness of a worker regarding their job. Library personnel desiring to address a complaint should first try to settle the matter quietly with their immediate manager. The library administration should ensure equitable treatment of all staff. Employees who feel treated unjustly can compose a complaint letter to the relevant authorities. The library authorities must guarantee that every issue is appropriately addressed.

3.2 Types of Library Workers

The library employees are a crucial component of the library. The library employee is a vital element of the library trinity.

Professional group: The group comprises individuals working in professional occupations and have degrees in IS and librarianship, as well as in another field of study. Professionals are hired at upper and medium levels and are tasked with administration, management, and professional work responsibilities. A professional in this field is responsible for various tasks, including selecting books, placing book orders, processing records, classifying and interpreting, providing reference and information offerings, organizing library activities, and preparing the library budget. Occupations such as Librarians, Deputy Librarians, Assistant Librarians, and Professional Assistants are regarded as professional roles within a library.

Semi-professional group: The library's semi-professional employees are responsible for carrying out ordinary library tasks and procedures under the supervision of the professional staff. They also get periodic training in the science of libraries. They possess a diploma or certification in IS and librarianship. Their titles vary and include positions such as library assistants, technical assistants, professional assistants, junior cataloguer, or a similar role. They often carry out regular technical and technical tasks.

Non-professional group: In most libraries, the staff members who are not professionals often possess a basic level of education and sufficient experience in a particular career or craft. They frequently have a degree unrelated to library science. They have titles such as accounts assistants, shop assistants, reprographic assistants, typewriters, information employees, file clerks, book organizers, bookbinders, etc.

Support worker group: Support staff refers to those who provide assistance and aid in various capacities, such as assistants, caregivers, housekeeping personnel, cleaners, automobile drivers, and security officers. Their duties are

crucial since they contribute to the efficient running of the libraries. They ought to be considered an essential component of the library.

3.3 Methodology

This research aimed to elucidate the correlation between strategic HRM, the impact of HRM on company culture and offerings, and its influence on the growth strategies of IS in the library. The research determined the study's primary objective by developing hypotheses on strategy HRM, technological innovation, and library activities.

- A strong correlation exists between strategic HRM and the advancement of technological innovation in libraries.
- HRM has a direct impact on the provision of library services.

The research used the case study approach to examine the strategic HRM. The study chose many real-life situations to investigate the current situation thoroughly. Data gathering utilizing a method of convenient sampling.

The chosen libraries have abundant resources, with a minimum of 0.1 million bound amounts, granting access to HEC digital database environments. They had a minimum of four qualified librarians throughout the data-collecting period.

The study was done in three parts. An extensive literature survey was conducted during the study's first stage. During the second phase, research into case studies was undertaken. For this objective, fifteen libraries in various cities throughout Pakistan were chosen. Only the libraries either undergoing the strategy planning procedure or were about to begin it were desired. Self-administered surveys were selected as the devices for collecting information.

The study devised two surveys for this objective, one targeting library workers and the other targeting visitors. A Likert scale of five alternatives was employed to gauge the participants' concerns.

The first version of the survey was designed specifically for professional librarians. The research consisted of statements from strategic management and HRM, explicitly focusing on IT growth in libraries. There were a total of 16 statements linked to this topic. The second objective was for library patrons to comprehend the actual situation. Data on IS progress in library management was also gathered.

During some instances, non-participant monitoring was conducted, characterized by its sometimes casual and informal nature. Additionally, certain organizational behaviors were also observed.

IV. RESULTS AND DISCUSSIONS

The case study findings have a clear correlation with the daily experiences of the average reader and help to facilitate an understanding of the importance of strategic HRM in

libraries. This research explores the correlation between strategic HRM and technological innovation advancement in libraries. It also establishes the correlation between strategy HRM and library facilities offered.

The case study method utilizes quantitative and qualitative information to comprehensively observe, recreate, and analyze the instances being studied, providing a thorough understanding of the process and result of phenomena.

The statistical analysis was conducted using SPSS 16.0 (a software program for social sciences) and Microsoft Excel (www.ibm.com). A graphical representation was used to provide an overview of the activities of libraries.

The analysis of the factors about the state of digital library operations reveals that 94.2% of the participating libraries had digitized their library catalogs, 64.5% had digitized their buying habits, 75.2% were computerizing the serial group, 54.9% had automated circulation processes, 49.3% had digitized library treatment, 28.5% had implemented a leadership data structure, and 21.4% had digitized the accounting procedures of the libraries that formed the study.

This research employs an inferential approach, which relies on testing hypotheses. A hypothesis is a conjecture or assumption made about a population. Data analysis involves scrutinizing the database to investigate the study. The study often reports hypothesis testing as the preferred strategy.

4.1 Cronbach's Alpha

Reliability refers to the degree to which findings remain constant over time and accurately reflect the studied population. Cronbach's Alpha values below 0.60 are wrong, values in the range of 0.85 are suitable, and values over 0.92 are regarded as excellent. The Cronbach's alpha value was employed to illustrate the internal reliability and dependability of the concepts. Table 1 shows the reliability analysis.

A reliability study examines whether the survey effectively and accurately assesses the variables. Dependability refers to the degree to which findings remain constant over time and accurately reflect the investigated community. Reliability is crucial in achieving the study objective and serves as the research tool.

TABLE I RELIABILITY ANALYSIS

Parameters	Parameters group	Cronbach's Alpha	No. of samples	Observation
Independent Parameters	Recruitment	0.632	9	Suitable
	Remuneration	0.645	7	Suitable
	Learning	0.684	5	Suitable
Dependent Parameters	Job Efficiency	0.694	9	Suitable
All Parameters			30	Suitable

Based on the information provided, all variables, including recruiting, remuneration, training, and work-related alpha value, are better than 0.6. Additionally, the accuracy of all factors combined is 0.849. The majority of the alpha ratings

are above 0.73, suggesting that the study's produced survey was deemed satisfactory.

4.2 Validity

The Kaiser-Meyer-Okin (KMO) sampling sufficiency is a metric utilized to assess the suitability of factor analysis. Values ranging from 0.5 to 1.00 imply that factor analysis is suitable. Values less than 0.5 indicate that factor testing is not appropriate. The properties of the assessment should be evaluated by assuring both content validation and construct reliability. KMO measure of adequate sampling determines whether a specimen size is sufficiently big for conducting factor analyses. The KMO value should exceed 0.

The construct accuracy of the research instruments was assessed using the KMO measure of sampling sufficiency. The number of 0.573 represents the extent to which the sample applied to the whole population. It validates the suitability of the information for doing an Exploratory Factor Evaluation. The results display the outcomes of the KMO sample adequacy assessment. The quality of fit coefficient for the scales above is about 0.85, indicating a satisfactory level of fit.

4.3 Descriptive Statistics

A qualitative study was conducted to determine the magnitude of both the independent and dependent parameters. The average value of every parameter indicates the magnitude of the parameter. Table 2 displays the computed statistical data for three separate parameters and one dependent parameter. Participants are requested to express their responses using a 5-point Likert measure. The average score and standard deviation are then computed to determine the present level of every factor.

TABLE II DESCRIPTIVE ANALYSIS

Parameters	Count	Minimum	Average	Standard deviation
Recruitment	54	3.24	5.3	0.843
Remuneration	54	3.74	5.84	0.754
Learning	54	3.95	5.29	0.385
Job Efficiency	54	3.57	5.95	0.584

Table 2 shows that remuneration has the most significant average score of 3.74 and a standard deviation of 0.754. The learning has the lowest average score of 5.84 and a standard deviation of 0.385. The variables of hiring and choosing and job efficiency had average scores of 3.24 and 3.57, respectively, with standard deviations of 0.843 and 0.584. The median of the average score is 2.5 on the 5-point Likert measure. The average scores of the parameters are higher than 3.5, indicating a reasonable level. Additionally, all standard deviations (SD) are less than 1, supporting the evidence.

4.4 Correlation Analysis

Correlation and regression analysis are interconnected since they examine the variables' associations. The correlation factor is a quantitative measure of the strength and direction of the linear relationship between the two parameters. The

correlation coefficients range from -1 to +1. Correlation refers to the degree of association between the two factors.

TABLE III CORRELATION ANALYSIS BETWEEN JOB EFFICIENCY AND RECRUITMENT AND SELECTION

Parameter	Coefficient	Job Efficiency	Recruitment and Selection
Job Efficiency	Pearson Correlating Factor	1	0.532
	Significance	0.003	0.005
	Count	54	54
Recruitment and selection	Pearson Correlating Factor	0.374	1
	Significance	0.002	0.003
	Count	54	54

The study utilized Pearson's Correlating Factor to quantify the association between independent factors and the dependent parameter. Table 3 shows the correlation analysis between job efficiency and recruitment and selection. Pearson's Correlating Factor of Linkage Assessment determines the connection between hiring and choosing and workers' job performance. The results show a positive connection ($r = 0.513$) between hiring and choosing and Employees' job satisfaction, and this relationship is statistically significant at an 87% confidence level ($p = 0.002$). A favorable correlation is shown between the processes of hiring and choosing and the worker's performance of a worker.

TABLE IV CORRELATION ANALYSIS BETWEEN JOB EFFICIENCY AND COMPENSATION

Parameter	Coefficient	Job Efficiency	Compensation
Job Efficiency	Pearson Correlating Factor	1	0.475
	Significance	0.002	0.004
	Count	54	54
Compensation	Pearson Correlating Factor	0.674	1
	Significance	0.03	0.001
	Count	54	54

A substantial positive link (correlation coefficient = 0.674) between remuneration and individuals' job performance is statistically significant at a 95% confidence level (p -value = 0.003). Table 4 shows the correlation analysis between job efficiency and compensation. There is a direct correlation between Remuneration and Workers' job satisfaction. A positive correlation ($r = 0.475$) between training and workers'

job efficiency is statistically significant at a 95% confidence level ($p = 0.001$). There is a direct correlation between learning and workers' productivity.

4.5 Regression Analysis

Regression analysis calculates the variable's predicted value based on the independent parameters. It determines the mean value of the dependent factor when the independent components are held constant. The emphasis is placed on a quantile or another location component of the conditioned distribution for the dependent dependent, provided the independent factors are included. Regression evaluation is a statistical technique used to examine the connections between parameters. Statistical regression is a method for predicting an outcome variable using either a single predictor factor (simple extrapolation) or numerous predictor parameters (multiple regression analyses (MRA)). The study utilized MRA due to three independent parameters in the investigation. Using regression analysis, the research aims to determine the effect of each HRM strategy on the performance of staff members, as well as identify the independent parameter that has the most influence on the dependent factor.

4.6 Regression Equation Formation

Regression analysis entails the creation of an equation that accurately depicts the connection between the parameters. Multicollinearity is a statistical phenomenon when two or more predicting parameters in the MRA model have a strong correlation, indicating that they are correctly estimated using a linear relationship. In this scenario, the coefficient estimates have the potential to fluctuate unpredictably when there are minor changes in the framework or the information itself.

The correlation between the independent parameters is below 0.9, indicating the absence of multicollinearity. A Variance Inflation Factor (VIF) value below 10 indicates a lack of convergence. The VIF values for every variable in the table are all below 10. Therefore, there are no issues of multicollinearity in this case.

TABLE V REGRESSION ANALYSIS

Model	Unstandardized Coefficients		Standardized Coefficients	VIF	Significance
	Beta	Standard error	Beta		
Fixed value	-1.324	0.643	0.596	-2.843	0.053
Recruitment	0.342	0.324	0.653	2.754	0.034
Remuneration	0.534	0.263	0.585	3.854	0.002
Learning	0.753	0.231	0.465	5.743	0.004

Table 5 shows the regression analysis. The regression model used in this research indicates that Recruiting and Choice, Payment, and Education have impacted workers' job satisfaction. The beta value for hiring and choosing employees is 0.596, which suggests that an increase of one unit in Recruiting and Screening would result in a 0.342 unit rise in Worker Job Efficiency while holding the impacts of Remuneration and learning constant.

4.7 Hypothesis Testing

P values are used to test hypotheses—the p-value for each B factor of the independent factors. The confidence interval, p-values, should be less than or equal to 0.05. The null hypothesis can't be discarded if the value exceeds 0.05. Alternatively, the opposite theory is not substantiated.

Hypothesis 1: Recruiting and selecting employees directly influences their work performance. The hiring and hiring

process has a beta value of 0.281, indicating a considerable influence on staff job performance. This impact is highly significant at a 95% trust level, with a p-value of 0.001. The correlation analysis shows a favorable association ($r = 0.496$, $p=0.000$) between hiring and choosing and worker job performance, supporting the premise. The null hypothesis is rejected when the p-value is less than 0.05 and is accepted otherwise.

H2: Remuneration has a direct influence on the work performance of employees. The regression study revealed a substantial impact of remuneration on employee work performance ($P = 0.410$) at a level of trust of 95% ($p = 0.000$). The connection between remuneration and employee work performance is positively related ($r=0.683$, $p=0.000$), providing more evidence for the concept. Therefore, remuneration has a beneficial effect on employee work performance. H_0 is rejected because the significance level is less than 0.05. H_2 has been approved.

H3: Training has a significant influence on the work performance of employees. The training parameter yielded a Beta score of 0.683, indicating a substantial influence on employee work efficiency. This impact was statistically relevant at a level of confidence of 95% ($p = 0.002$). The connection between training and worker productivity is positively related (0.675 , $p=0.003$), confirming the premises. H_0 is disqualified because $p<0.05$. H_3 has been accepted.

V. CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

- The task of establishing and maintaining 'intelligent' libraries with highly skilled individuals at every level is more formidable now than it has ever been.
- Libraries are facing formidable difficulties. The new workforce requires distinct qualities and abilities that vary from those of the present workforce and their corporate culture.
- Librarians need more clarity on strategic planning. There is a disparity between librarians' understanding of sources of data and offerings and the continuous advancements occurring in the data world.
- The application of strategic planning in libraries is contingent upon the growth of the staff. The field is often seen as susceptible to strategic management education. Strategic planning courses are not offered at the Master's, M.Phil, or Ph.D level.
- Library institutions need more skills and resources to educate students on strategic HRM management and the most recent technological advancements. Periodic refresher training for library workers needs to be given.
- Librarians need to be adequately enhanced and incentivized by the rules implemented in industrialized nations. Work satisfaction and

dedication are necessary to effectively devising and executing initiatives.

- More research material on HRM strategies needs to be in the library. The library syllabi must be updated to keep up with the frequent management strategies and technology shifts.

5.2 Recommendations

- Planning and executing library projects is essential to maximize the advantages. Library employees should also be trained in strategic HRM management and familiar with modern technology. This will guarantee the growth of library offerings that effectively bring the advantages of digital society to the neighborhood.
- Library directors and managers should make a concerted effort to prevent the social or monetary exploitation of libraries. The promotion process should be efficient and consistent. Librarians should be enhanced and incentivized by the principles used in industrialized nations.
- Professional organizations formed or recognized by law and have the authority to promote competence and ethical behavior should fulfill their responsibilities.
- To effectively address the difficulties posed by the inside and outside world, librarians should be empowered to make strategic choices, develop long and short-term strategies, and oversee their implementation, evaluation, and supervision.
- There is a strong demand for an accredited educational and certification system to enable the continuous growth of strategic HRM in this field. Including a strategy management module in the library sciences curriculum is necessary.
- Libraries ought to have a rating and incentive system. The achievement evaluation should be based on established standards that align with strategic HRM objectives and strategies.
- Libraries should prioritize ongoing learning and instruction to enhance staff competence and quality. Recruiting, inducting, and training suitable persons should be carried out.

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