



The Leadership Development and Management Performance: A Comparative Study of Social and Human Capital

Masroor Ali*¹, Kalsoom Mahar², Ayaz Ali Jiskani³

¹Senior Lecturer HRM & OB, Department of Business Administration, Sukkur IBA University, Sukkur, Sindh, Pakistan.

²Lecturer (Commerce), Department of College Education, Govt: of Sindh, Pakistan.

Email: maharkalsoom1@gmail.com

³Assistant Professor (Commerce), Department of College Education, Govt: of Sindh, Pakistan.

Corresponding Author: masroor@iba-suk.edu.pk

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The article examines that how well-read the present collection is in the libraries at University of Karachi and how frequently the personnel rotate in order to fulfil the library's duties. The study also paid close attention to the important causes of the problems and challenges faced by the library employees. For this study, a survey research approach was chosen, and primary data were gathered using a standardized questionnaire. The study's conclusions stated that 100% of libraries have frameworks and procedures in place for managing their human resources, and 100% of librarians were aware of these resources. Furthermore, the departmental Library does not have more print journals comparatively. The survey revealed that neither library's whole staff faced employment instability because of funding crisis from funding agency and government, it was analyzed that both the libraries cycled their whole personnel on a yearly basis. Additionally, there was an enormous workload for the whole staff of both libraries.



1. Introduction

Practices in human resources management (HRM) are crucial in determining how well employees perform and work inside organizations. (Jiang et al. 2023). The impact of these techniques on employee outcomes has been extensively researched in a number of different sectors and businesses. (D. E. Guest, 2017) tells that effectiveness of human resource management (HRM) strategies in improving employee performance is still a topic of great interest and significance in the setting of academic institutions, notably universities. (Schuler & Jackson, 2023) talks of the development of information communication technologies, academic libraries have become increasingly important in the conservation and preservation of information resources, which has far-reaching effects on all facets of human life. Libraries do not provide a safe haven from its effects. According to (Kushawaha, 2018) research, information and communication technology is frequently used to provide new services.

Additionally, e-resources and information communication technology improve user satisfaction, according to (Singh & Kushawaha, 2021) the libraries offer an array of services and products aimed at enhancing users' information needs, elevating parent organizations' standing and expanding their global reach. Libraries only offer their goods and services when they require human resources. However, both conceptually and empirically, the implications of LDPs on organizational performance have not yet been thoroughly investigated (Kirsch et al. 2024).

For example, empowering team leadership behaviours are linked to collaboration among geographically dispersed team members (Hill & Bartol, 2023), distributive task-oriented team leadership behaviours support team members' links and interactions with others in the external environment (Marrone, 2022), and group-focused transformational leadership fosters high quality reciprocal relationships among team members (Chun, Cho, & Sosik, 2020).

The term "human resources" describes the corporate unit that has the authority and duty to find, evaluate, and train job candidates. Human resources play a significant part in employee development by offering pay as well as a number of other advantages that help employees advance their skills and competences and reach their full potential. John R. Commons originally used the term "human resources" in his 1893 book "The Distribution of Wealth." But it only applied to human resources throughout the 20th century; prior to that, the division of human resources handled disputes between employers and employees.

A division dedicated to human resources is a necessary part of any organization. Its constant aim has been to optimize worker productivity while utilizing the fewest resources possible in a timely manner. The only way to successfully manage an organization's workforce is through human resource management (Khan & Hossain, 2016).



1.1 Objectives of the Study

- i) To analyze the facility of material availability in university of Karachi.
- ii) To investigate the impact of rotation of staff in libraries of university of Karachi.
- iii) To address the challenges faced by library staff in university of Karachi.

1.2 Research Questions

- i) To learn about the state of the reading materials in University of Karachi's library.
- ii) To investigate the frequency of rotation of staff of libraries
- iii) To understand the main cause of issues and challenges that influence the performance of staff of libraries.

2. Literature Review

In order to understand the effect of HRM practices on employee performance in the very different contexts of Saudi Arabian and Jordanian universities, this study paper compares the two countries (Macky, & Boxall, 2014) The use of a comparative perspective enables a more nuanced understanding of the institutional, cultural, and contextual elements that influence how HRM initiatives are implemented and how successful they are in these two Middle Eastern nations (Guest, 2023). The increasing focus on improving human capital management in educational settings to create a positive work environment, motivate employees, and ultimately increase institutional effectiveness highlights the importance of this study.

The general agreement on cognitive skills does not align with the real requirements of libraries (Nawe, 1992). In order to reach the goal, human resource management is essential and a turning point (Choudhary & Hemlata, 2013). When it comes to creating libraries and making improvements to goods and services that increase customer happiness, human resources are crucial. According to (Evans et al. 2000), human resources are crucial as "things and money are comparatively easier to manage and predict than people." Similar to this, (Usherwood et al. 2000) carried out a critical investigation into the hiring, choosing, training, growing, keeping, and leading of LIS professionals in public libraries across the United Kingdom. They point out that libraries are huge, very personnel-intensive, and essential to staff management.

Numerous scholarly works highlight the critical importance that HRM strategies play in determining organizational outcomes in a range of industries (Jackson, Schuler, & Jiang, 2014; Pfeffer, 1998). In the particular setting of university education, (Huselid, 2023), the production and sharing of information makes the connection between HRM and worker performance more important. Academic institutions' sustainability depends critically on the importance of employee engagement, motivation, and satisfaction, according to scholars (Giroux, 2018; Meyer, 2010).

There is a noticeable lack of comparative study on the higher education environment in the Middle East, despite the fact that current research offers insightful information on the larger implications of HRM on organizational success. This study compares and examines HRM practices at Saudi Arabian and Jordanian universities in an effort to close this disparity.



Furthermore, the complex web of HRM practices is influenced by the cultural aspects that are peculiar to the Middle East (Hofstede, 1984). Designing successful management frameworks requires an understanding of how these cultural quirks affect HRM tactics (Jackson et al., 2014; Tarique, Briscoe, & Schuler, 2015).

Utilizing a rigorous methodology that combines quantitative and qualitative methods, this study draws on recognized ideas of performance management, HRM, and organizational behavior. This study uses questionnaires, interviews, and data analysis to find out which HRM strategies are particularly important for influencing academic employee performance. (Al Ariss, A., Paauwe, J., & Cascio, 2014) the effective human resource management is essential for institutional success and the development of a lively academic community in the dynamic world of higher education.

The e-resources are formed on the basis of proper management system which tells about close relations of discipline and direction of positive change which may incorporate the system of close co-ordination and information communication technology improve user satisfaction, according to (Singh & Kushawaha, 2021) the libraries offer an array of services and products aimed at enhancing users' information needs, elevating parent organizations' standing and expanding their global reach. Libraries only offer their goods and services when they require human resources. However, both conceptually and empirically, the implications of LDPs on organizational performance have not yet been thoroughly investigated (Kirsch et al. 2024).

Managers of libraries spend the most time on the parameters of LIS specialists as opposed to addressing financial constraints and technological problems. (Mondal, 2020) examined the various facets of human resource management in libraries where, it was analyzed that there is a proper system of management on the basis of human resources where all the tasks are fulfilled in general context. The writer discovered that human resources are a vital component of any library and are used extensively in the budget for the library.

3. Research Methodology

The structural questionnaire was used to collect primary data for the current study, which used the research method to finish the research task. To address the study questions that were answered, the questionnaire included both closed- and open-ended questions. Just two Institute of Management in libraries from university of Karachi were used to collect primary data for the study. After the data was collected, primary data analysis was conducted using MS Excel as a statistical tool.

4. Findings of the Study

Based upon the objectives and research questions for this study, the following are the outcomes of research described in the following tables.

Table No 1: Response Rate of Respondents

Name of Libraries	Response rate	Percentage
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University of Karachi (Main)	1	50
Department of Business (Departmental Library)	1	50
Total	2	100

The response rate of respondents is shown in table 01 which demonstrates that all the respondents have answered. Therefore, the following analysis is done on 100% data and few additional questions are also added.

Table No 2: Awareness of Policies and Framework for Managing Human Resources in Libraries

Name of University	Awareness about policies and framework for the management of human resource	
University of Karachi (Main)	Yes	No
Department of Business (Departmental Library)	Yes	No
Total	2 (100%)	0

The framework and policies to manage human resources in libraries are describes in above table for the analysis, awareness and management.

Table 3: Availability of Framework and Policies for Management of Human Resources in Libraries

Name of University	Availability of framework and policies for managing human resource	
University of Karachi (Main)	Yes	No
Department of Business (Departmental Library)	Yes	No
Total	2 (100%)	0

The management of human resources in any organization is greatly influenced by the availability of policies and frameworks. Human resources management policies are essential in the age of generative artificial intelligence (Chowdhury et al. 2023).

Table No 4: Current Status of Reading Trend in Libraries

Statement	University of Karachi (Main)	Department of Business (Departmental Library)
Availability of Books	Yes	Yes
Availability of print journals	Yes	Yes
Online access	Yes	Yes
E-books	Yes	Yes
Database	Yes	Yes

When it was inquired from the libraries it was found that there is a proper facility available in the libraries for reading books, availability of journals, online access, availability of E-books and data base for research.

Table No 5: Measuring the Rotation of Job for Staff in Libraries

Name	1	2	3	4	5
	Frequency in rotation of job				
	Daily	Weekly	Monthly	Yearly	Never
University of Karachi (Main)	No	No	No	Yes	No
Department of Business (Departmental Library)	No	No	No	Yes	No

When it was taken the data of last two years the staff was not rotated daily, weekly, monthly but yearly it was witnessed to change.

Table No 6: Adoption of Measurement of Commitment for Professional Organization

Name	1	2	3	4	5
	Frequency in rotation of job				
	Daily	Weekly	Monthly	Yearly	Never
University of Karachi (Main)	0	0	0	50%	0
Department of Business (Departmental Library)	0	0	0	50%	0

The measurement was not done on the basis of daily, weekly, monthly criteria but training and commitment was witnessed on yearly basis.

Table No 7: Areas and Obstacles by Which Library Professionals are affected in Libraries

Statement	University Of Karachi		Department of Business	
	No	No	No	No
Over load	Yes	Yes	Yes	Yes
Absence	No	No	No	No
Rotation	Yes	Yes	Yes	Yes
Other	No	Yes	No	Yes

Table No. 7 lists the issues and barriers that librarians face in libraries. Based on the data analysis, it was shown that 100% of library professionals at both management institutions do not face a significant obstacle to employment instability. In contrast to this, the librarian at both libraries experienced issues with employment rotation for library staff. Nonetheless, 100% of library professionals believe that their workload is excessive at work, and 100% of them see a barrier as the lack of a comfortable workspace because of lack of peace and over populated city.

5. Conclusion



The study's findings demonstrate that the library staffs at both libraries have a 100% grasp of the policies and framework for managing human resources. Another significant finding of this study is that both the libraries have policies and procedures for managing human resources. The data analysis shows that University of Karachi main library has more significant print publications and more textbooks than Department of Business library. On the other hand, the departmental Library does not have more print journals comparatively. The survey revealed that neither library's whole staff faced employment instability and that both cycled their whole personnel on a yearly basis. Additionally, there was an enormous workload for the whole staff of both libraries.

In the end, this study has lied into the intricacies of Human Resources Management (HRM) practices in libraries of University of Karachi, aiming to unravel the impact of these practices on employee performance. The comprehensive examination of recruitment, training, performance appraisal, and cultural influences has provided valuable insights into the diverse strategies employed by higher education institutions in these two libraries. The comparative analysis revealed noteworthy distinctions in HRM practices, emphasizing the contextual nuances that shape organizational dynamics in libraries of this institution. The commitment to national collaborations in this big city reflect strategic decisions influenced by cultural, societal, and institutional factors.

The positive correlations identified between specific HRM practices and employee performance indicators such as teaching effectiveness and research productivity underscore the critical role that targeted strategies play in shaping the professional outcomes of academic staff and HR staff. These findings provide a roadmap for universities to refine their HRM approaches, aligning them more closely with the unique needs and aspirations of their academic communities. Cultural influences emerged as significant factors shaping decision-making processes and organizational hierarchies. The study highlights the importance of recognizing and leveraging cultural dimensions in HRM practices, offering opportunities for more inclusive governance structures and transparent communication channels.

5.1 Discussion

Any organization must ensure that its human resources are managed appropriately and suitably. Without it, any organization can use creativity. It is found that human resource management raises performance levels within an organization. Techniques for managing human resources also help an organization achieve its many goals. An organization can accomplish its goals in the areas of economics, society, and the environment by implementing a sustainable human resource management plan without endangering the ability of future generations to satisfy their own needs.

5.2 Recommendations

Keeping in view the conclusion and recommendations of the study, the following recommendations are suggested for this study.

- i) There should be proper management of human resources for betterment of libraries.



- ii) To achieve desired goals there should be proper recruitment of staff in the libraries for better results.
- iii) There should be proper safety measures and privileges for staff and library personnel to create attraction in the libraries.
- iv) There should be proper check and balance on suitable HRM practices for better management in the libraries.

5.3 Limitation and Scope of Study

The current study only focuses on the librarians at the University of Karachi. Only this university is under observation which is included in existing research.

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