



## **A HR Development in Academic Library in Prospects of Jharkhand Academic: A Review Study**

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### **ABSTRACT**

The research found that the library needs a comprehensive HR development strategy that connects with its purpose and strategic objectives and offers a range of training and education. The research offers a flexible, inclusive, and accessible approach for all library personnel, regardless of location or job. It should also encourage lifelong learning, professional development, and diversity, equality, and inclusion in library operations and services. A needs assessment to determine academic library staff HR development requirements is advised. Using this evaluation, create a complete HR development plan that includes seminars, webinars, conferences, mentorship programs, and online courses. Data and analytics should be utilized to assess the HR development plan's efficacy and suggest opportunities for improvement and innovation. A good, supportive work atmosphere that honors library staff's contributions and well-being is also advised. The research concludes that academic libraries in Jharkhand, India, need a comprehensive and strategic HR development strategy. Academic libraries may recruit and retain personnel, improve service quality, and support their institutions' academic and research missions by investing in HR development. Human capital actively grows all parts of society, as is well known. All resources depend on human resource efficiency. HRD aims to motivate professionals and provide a psychologically friendly environment. It also lowers manufacturing costs in many firms and organizations over time. HRD promotes collaboration and reduces conflict between people, professional groups, and corporate management.

***Keywords:*** HRD, ICT, Library Digitalization, Academic Libraries.

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## **I. INTRODUCTION**

The management of the nation's human resources is completely responsible for the country's development. If this human resource is not effectively managed, it will be of little service to the country. Civilized human beings are one of the main foundational concerns for the betterment of civilization. The most visible part of the vast human resource development is academic library professional staff development and new ICT concept training. HRD plays an important part in the library's chrysalis. HRD combines managerial and operational tasks. The success of any firm is totally reliant on the impact of human resource development, since employee training plays a significant part in its successful growth. The need for professional and qualified employees, particularly in ICT, is critical for the library's success. Information communication technologies have introduced a new way of storing and transmitting data. Many services have been added to libraries as a result of information and communication technology. It aids in the removal of communication barriers such as distance and time. The efficiency of libraries will continue to increase as technology progresses. It allows data to be sent from a library to anyone in the globe at any time via a communication network such as the internet.

Library digitalization is also very important, and it is being implemented in practically all academic libraries. While utilising library automation software, certain phases are completed. ICT has changed the types of services provided by academic libraries all over the world, but it also necessitates some infrastructure and manpower development that are currently lacking in academic libraries and knowledge treasuries, as well as a complete shift in library work in the use of library professionals and library users of HRD and ICT in the digital era. The Ministry of Human Resource Development (MHRD) and the University Grants Commission (UGC) have taken a variety of steps to advance and develop the services that are offered by libraries. These steps include allotting sufficient funds for the modernization of infrastructure and launching syndicates-based subscriptions to online journals and databases through INFLIBNET and INDEST. These steps were taken in order to advance and develop the services that are offered by libraries. This has led to an increase in the demand for information services that are oriented on the needs of the user, which has a positive influence on research efforts. Users of computing devices and the internet are more technologically competent than in the past and possess the basic computer knowledge that is necessary for their academic pursuits. This is due to the fact that they are in frequent contact with computing devices and the internet. Even though there has been a substantial amount of progress made in the field of information and communications technology application development in libraries, the vast majority of academic libraries are still not fully equipped with ICT-based apps for their patrons' use. It is vital to keep staff who supply information performing at a professional level in order to satisfy the requirements of the people who utilise the Library's services. It is essential that individuals working in academic libraries have a fundamental grasp of both computer science and technology if we are to make the necessary strides forward in this sector.

### **Role of Academic Libraries**

Since the beginning of time, advances in technology have had an increasingly significant impact on the structure, functioning, and offerings of academic libraries. The services provided by the library are no longer restricted to the confines of the building. The use of printed material documents has

been mostly phased out in favour of electronic and digital resources. In the new environment, interaction between users and librarians has been cut down to an absolute minimum. The usage of electronic sources of information has become second nature to the users. It's possible that the library's role in the transfer of information is limited to that of an intermediary. In the not too distant future, end users will have direct access to the source, avoiding the need to go via the library. In this environment, librarians need to refocus their services in order to simplify access while also reducing the amount of time spent on research. Users are exempt from the need of going to the library in order to get information. The future library will function as a reprocessing centre, which means that information will be gathered, processed, and packaged in such a way that each package will include information that is individualised to meet the needs of the patrons.

When it comes to the information that is created both internally and externally, electronic libraries will be expected to offer a wide range of supplementary and ancillary services. The maintenance and upkeep of future electronic libraries will incur significant expenditures and will need continuous investment. As a direct consequence of this, the cost of information will be higher as compared to the one-time expenditure required to purchase papers in a conventional library.

### **Need for Human Resource Development in Academic Libraries:**

Human Resource Development is required to cultivate proficiencies:

- It is almost hard for a company to exist, much alone have an impact on society, if its employees lack the necessary knowledge, skills, and approach.
- The for-profit organization's primary goal is to grow, improve, and develop their business in such a way that costs and delays are minimised while quality and customer satisfaction are maximised.
- Conventional human resource development techniques are relevant and beneficial, but traditional human resource development methods are not.
- Human programmers bring about the kind of organisational change that is envisioned in the human resource development concept.

### **Functions of Human Resource Development in Academic Libraries:**

The most frequently used HRD mechanisms are:

**Training and Development:** Training and development are intended to improve or transfer the library professional's information skills and techniques across libraries.

**Training:** The following training is aimed at improving the library professional staff's ICT-based knowledge, abilities, and attitudes:

- Library Professional Staff will receive orientation and refresher training.
- Technical training and skills
- Guidance
- Library Administration Training
- Continuing education for library supervisors



## **Library and Organization Development**

Members of the university library with the aid of prepared interventions based on behavioural science ideas. To accomplish organisational growth, both micro and macro adjustments are undertaken.

### **Career Development in Academic Library**

Career development comprises of following distinct processes.

- Career Planning– includes tasks to be completed, counsellors, and talents and skills in order for library professional staff to design a realistic career path.
- Career Management- This section focuses on the actions that an organisation might take to support the professional growth of library workers.
- Provision of welfare services: -library professional staff includes medical, educational, recreational, housing, and transportation professionals, among others.
- Counselling and feedback
- Job Switching
- Collaboration
- Leadership Development and
- Job Enhancement, among other things

### **Role of Librarian in ICT Environment**

Because of advancements in information and communication technology, the role of the librarian has shifted somewhat to accommodate the new setting. For instance, the services that the librarian will offer in the future will require them to use new methods of classification and cataloguing, internet resources search engines that specialise in specific subject areas only, and to interlink every piece of information that has relevance to anything else in the universe of knowledge. In the new setting, the librarian will be a highly skilled professional whose primary task will be to process and transmit information to users. As a result, the librarian should have the following competencies.

## **II. REVIEW OF LITERATURE**

Human Resource (HR) development in academic libraries is important to support the growth and success of academic institutions in Jharkhand. HR development initiatives can include training and professional development opportunities for library staff, as well as programs to attract and retain skilled workers. This can include offering competitive salaries and benefits, creating a supportive work environment, and providing opportunities for career advancement. Effective HR development can also improve staff morale, enhance the quality of library services, and support the library's mission to serve the academic community.

The Literature reviews for HR development in academic libraries in Jharkhand can be traced back to broader literature on human resource management in organizations. HR development in academic libraries specifically has received attention as a means to support the growth and success of libraries as vital components of academic institutions.

Research in this area has explored various HR development initiatives, such as training and professional development programs, compensation and benefits strategies, and workplace culture. This research has also examined the impact of HR development on library staff morale, job satisfaction, and retention rates.

Additionally, research has addressed the role of technology in HR development, including the use of online training programs and the potential of technology to support HR initiatives. The influence of library culture and organizational structure on HR development has also been explored.

Overall, the research background on HR development in academic libraries highlights the importance of effectively supporting and developing library staff to ensure the success of academic libraries and the institutions they serve.

**Zaher et.al., (2001)** In this article, they present a complete comparative evaluation of the previous research on the Islamic financial system that has been published. They focus specifically on the fundamental aspects of Islamic banking and finance in this section. In addition, they analyse the legal challenges that investors in Islamic financial instruments may face and compare them to the current financial instruments used in the West. This is done in order to provide context for the introduction of Islamic financial products. In addition to this, the study presents an initial empirical evaluation of the performance of Islamic banking and finance, and it emphasizes the restrictions, obstacles, and issues that are present in the Islamic banking sector.

**Nfila & Darko-Ampem (2002),** A library consortium is a kind of library cooperation, which is defined as the term "library consortium." This book focuses on the reasons for the formation of consortia as well as the many different types, which span from extremely decentralised to highly centralised organisation structures. The literature on consortiums is often documented in four different locations. According to the information presented in the article, the International Association of Library Consortia was established in the year 1997. Modern trends include the sharing of integrated library systems and computer databases, the expansion of collections, the purchasing of electronic journals, and the professional development of employees. What has been achieved is the provision of resources to clients who did not have access to such resources previous to the formation of the consortium, as well as an improvement in service standards and an increase in client convenience. Because the consortium of libraries distributes the costs, there is a reduction in the cost incurred for each individual item. This results in cost savings.

**Casu et.al., (2004)** Both parametric and non-parametric estimates of the change in productivity in European banking between 1994 and 2000 are compared and contrasted in this research. Alterations to productivity have also been broken down even further into technology alterations, alterations in best practices, and alterations to productivity itself. The systems that have profited the most (and the least) from changes in productivity throughout the 1990s may be reliably identified using either the parametric or non-parametric methodologies. The findings also suggest that (where found), productivity growth has been primarily brought about by improvements in technological change, and that there does not appear to have been any catch-up' by non-best-practice institutions.

**Carbo et.al., (2009)** Studies of banking competitiveness and competitive behaviour both within and between nations often only use one of the few metrics that are available. This is because there are so few measures available. They find that the existing indicators of competition frequently give conflicting predictions, both between countries and over time, when they try to evaluate the relative competitive position of the banking markets in 14 European countries. This is true both over the course of time and across countries. In an effort to achieve more consistency, they make an effort to disentangle the pricing power of banks from the other, less important impacts that are reflected in competition metrics. Although there is some improvement in cross-country consistency, the main result is that their measure of bank pricing power suggests that banking market competition in Europe may very well be stronger than implied by traditional measures and analysis. This is the case despite the fact that there is some improvement in cross-country consistency.

**Berger et.al., (2008)** They use data from India to establish hypotheses concerning the influence of different bank ownership types, namely foreign, state-owned, and private local banks, in banking relationships, and they then evaluate those assumptions. The empirical findings support each and every one of their assumptions pertaining to international financial institutions. The majority of the time, these financial institutions act as the primary bank for transparent businesses. Businesses that have foreign primary banks are more likely to have multiple banking relationships, the most relationships possible, and to diversify those relationships across different types of bank ownership. The statistics also provide support for the theory that businesses whose primary banks are controlled by the state are less inclined to diversify their holdings in other forms of bank ownership. However, state-owned banks often do not offer the primary connection for the companies they are obliged to service (for example, tiny and obscure enterprises), therefore the predictions of detrimental impacts on multiple banking and the number of relationships hold true for just one sort of state-owned bank.

**Casalo et.al., (2007)** This study's objective is to investigate the factors that consumers consider to be most important when it comes to determining whether or not they would trust an online banking service. These factors include the site's reputation, usability, perceived level of security and privacy, and ease of use. In addition, the purpose of this article is to conduct an investigation into the link between trust and commitment. This is because dedication is an essential component in the process of developing fruitful, long-term relationships with clients. In the context of online banking, the article discusses how a consumer's confidence in a website may be positively impacted by a website's security and privacy features, as well as its usability and reputation. In addition to this, it implies that trust has a favourable influence on the level of commitment shown by customers. After the validity of the measurement scales has been established, the hypotheses will be compared using structural modelling.

**McGuire et.al., (2009)** The international supply of United States dollars via the use of central bank swap lines stands out among the policy actions taken in reaction to the worldwide financial crisis. This research investigates the gradual accumulation of strains on the balance sheets of banks, which led to the coordinated policy response that was implemented. They reconstructed the global consolidated balance sheets of the most important national banking systems by making use of the

international banking data collected by the BIS. This provides us with the opportunity to analyse the structure of banks' worldwide operations across their offices in different countries, revealing insight on how banks finance their international asset holdings across currencies and counterparties. The research begins by demonstrating why the "national balance sheet" of a country, which is a metric that is based on residency, may be a false guide to determining where the vulnerabilities that are faced by that country's national banking system (or inhabitants) are located. After that, it focuses on the consolidated balance sheets of the various banking systems and demonstrates how the growth (since 2000) in European and Japanese banks' US dollar assets produced structural US dollar funding requirements. These requirements set the stage for the dollar shortage that occurred when the interbank and swap markets were impaired.

**Maudos et.al., (2009)** This study uses a panel of 15,888 observations to analyse the interest margin in the primary European banking sectors (Germany, France, the United Kingdom, Italy and Spain) during the period 1993-2000. The study identifies the fundamental factors that affect this margin and analyses how these factors affect the interest margin. The approach that was created in the first research by Ho and Saunders (1981) and subsequent expansions serves as the basis for their work; however, it has been expanded such that it clearly takes into consideration the operational expenses of banks. In addition, in contrast to the method that is often followed in the academic literature, this study makes use of a direct measurement of the level of competition (the Lerner index) in each of the distinct marketplaces. This effect has been counteracted by a reduction in interest rate risk, credit risk, and operating costs, so the results show that a fall in margins in the European banking system is compatible with a relaxation of the competitive conditions (an increase in market power and concentration). The reason for this is that this effect has been counteracted by a reduction in interest rate risk.

**Rahman et.al. (2010)** Expand non-formal education (NFE) programs in both Bangladesh and India for children and adults who have dropped out of school and are between the ages of 8 and 45. This is to ensure a comparable standard with the primary curriculum, establish the equivalency of NFE with primary education and overall competency, raise the qualification and training level of teachers for effective lesson delivery, and make arrangements to carry children and adults through the equivalent of formal grades III through VIII or more. These programs provide possibilities for learning while also earning money, which is necessary for both survival and growth. Literacy and non-formal education programs in Bangladesh and India make up one national social mobilization plan. This plan includes components on formal, non-formal, and continuing education to be implemented in a coordinated manner. The goals of this plan are to raise awareness about the importance of education and to transform schools into community resource centres. This comparative research was carried out with the intention of fostering more international collaboration for the provision of non-formal education programs in the aforementioned area. They are able to support the people in their target group in the development of their golden characteristics by the sharing of their experiences and the provision of the chances that are required.

**Venkatesh et.al. (2013)** This report follows the expansion of higher education in India as well as advancements in quality certification systems and tracks such trends. The academic environment is stimulated towards the advancement of excellence via accreditation. In order to facilitate the expansion of the sector, it recommends that the state take measures to improve the effectiveness of the link between the level of education attained and its overall quality. This may be accomplished by having the appropriate proportion of state involvement at the systemic level by making accreditation necessary within a particular time period and by having higher educational institutions make a commitment to quality on the other hand. While the type and quality of regulation for commercial institutions need to be simplified, there is a need for enhanced accountability mechanisms and more investment in public institutions. When there are only so many dollars available for public support, a well-planned distribution of monies that are tied to accreditation may be a powerful tool for improving the quality of education offered by public universities.

**Cox & Corrall (2013),** Using Abbott's (1988) idea of professions as an organising principle for the investigation, the purpose of this study is to investigate the ways in which professional specialisations have contributed to the development of academic librarianship. Among the areas of expertise that are being looked into are systems librarians, electronic resource librarians, digital librarians, managers of institutional repositories, clinical librarians and information's, digital curators/research data managers, teaching librarians/information literacy educators, and information and knowledge managers. In order to provide an original perspective on the development of the profession, a collection of piecemeal research that is based on job advertising, surveys, and individual case studies has been gathered. The fundamental jurisdiction of the profession has been shown to be durable in spite of efforts made to undermine it. Forays into education, and more lately open access and data management, have been some of the responses to this demand that have been taken. When historical specialisations are compared to those that will occur in the future, both the advantages and the risks of entrenched positions and overextended claims become apparent.

**Kumar (2015)** An investigation was carried out at the libraries of seven different Indian Institutes of Management (IIM), including IIM-Ahmadabad, IIM-Bombay, IIM-Calcutta, IIM-Indore, IIM-Kozhikode, IIM-Lucknow, and IIM-Shilong. This report is based on the findings of that investigation. The comparative state of the resources, the installation of information technology, including the software that is being used to automate library tasks, and the provision of remote access to the library are all thoroughly discussed. The library is becoming more popular as a physical location as a result of its decreasing dependence on local resources. In addition to this, it examines the many information goods and services that libraries provide to their customers in order to transform themselves into learning centers for their patrons.

**Gowramma et.al., (2018)** The purpose of this review is to present a methodical and all-encompassing framework regarding the state of research in the field of education of children with disability/disabilities (CwD/CwDs) from the year 2000 to 2017, with the intention of identifying the key areas and generating questions for future research. When mapping the present state, both published studies and doctorate dissertations as well as research conducted by institutions were taken

into consideration. According to the findings of the analysis, the field of study is developing, which reflects the significant development that has occurred in it. Research is now being conducted on numerous areas of disability, with a primary emphasis on empowering people with disabilities via education. The period of time that followed the worldwide flagship initiative of Education for All (EFA), which took a rights-based approach to the issue of people with disabilities, has made a major contribution to the extension of research concepts and the breadth of study. Academic performance, the impact of significant people in development, and supporting learning through the development of material resources have emerged as prominent choices for researchers. Other prominent choices include fostering learning through a variety of strategies, understanding the relationship between psychosocial factors in development and learning, and however, the analysis also shows that the research still appears to be considering disability as a deficit, and the necessity of shifting the focus to a capacity approach by magnifying the personal capabilities and dignity of people living with disabilities is strongly felt. This is because the research still seems to be considering disability as a deficit. There is a dearth of research that takes a critical viewpoint and has the potential to be both instructive and transformational, although this is becoming more common. Empirical studies concerning the proactive strategies that students with disability/disabilities (SwD) utilize to maximize their potential in personal, social, and academic arenas need to be taken up in the future in order to fill the hole left by the lack of research that has been done before.

**Ximenes (2017)** The first chapter of the dissertation serves as an introduction to the overall structure of the dissertation as a whole. It was helpful in understanding the purpose for doing this research study, as well as the primary goals that the researcher seeks to attain by providing answers to predetermined questions using a variety of research instruments. The most important takeaways from this chapter offer information on corporate social responsibility (CSR), including a concise introduction to its components, model, context, and situation within rising nations. The concept of corporate social responsibility (CSR) is a contentious one that may be understood in a number of different ways. To be able to make a definitive statement about the issue that was picked, more research is necessary.

**Basu et.al., (2012)** This essay demonstrates how political institutions and the power relations that comprise them have a significant impact on the degree to which recognition-based politics may realize its promise to achieve distributive justice. In response to Nancy Fraser's model of social justice, it demonstrates that meaningful coordination of identity-based claims with distributive justice is constrained. This is the case not only due to the nature of the claims themselves, but also due to the fact that redistributive demands are undermined by rival political factions' pursuits of power and legitimacy. The reservation system, cultural nationalism, and state development ideology are the three mechanisms that the author of this essay identifies as having contributed to a less radicalized version of the campaign for a separate state for Jharkhand in Eastern India. This helps to explain why distribution policies do not play a large role in the Jharkhand state, as well as why recognition politics has taken on a disciplined shape in the political mainstream, whilst distributive politics continues to be pursued by violent and extra-parliamentary methods.

**Murthy et.al., (2020)** Access, retention, equality, and providing children with a quality education are some of the issues that have been addressed by India's elementary education system. These facets have been the primary focus of research conducted on basic education in India. This section of the study focuses first on the various worldwide viewpoints on primary education. The next part of the report analyses research carried out in India after the year 2000 and divides it into ten distinct sections. These sections are as follows: access and enrolment, retention and dropout, teaching-learning process, learning achievement, education of the socially disadvantaged, availability of teachers, their dispositions, and training, learning resources including textual materials and ICT, community participation, infrastructure, resources, and grants, and policies and their implementation. Each section provides a summary of the study trends, identifies research gaps, and makes recommendations for further research. Additionally, it provides a detailed description of an empirical examination of over 400 studies that were carried out for the purpose of awarding different degrees as well as research publications or reports. According to the findings of the review, it is proposed that future research should adopt qualitative research methods and place significant emphasis on the in-depth study of a variety of topics, in accordance with the National Education Policy, 2020.

**Ioannidis et al. (2008)** The stochastic frontier analysis is used throughout this research to give worldwide data on the effect that the regulatory and supervisory environment has on bank efficiency. their data collection contains a total of 2,853 observations that were gathered from 615 publicly traded commercial banks that were active in 74 different countries during the years 2000 and 2004. They analyse the effect that legislation relating to limits on bank operations and the three pillars of Basel II have on the cost and profit efficiency of banks, while also taking into account the features that are unique to each nation. According to the findings of their research, legislation and incentives that strengthen market discipline, as well as an increase in the supervisory capacity of the authorities, lead to increased cost and profit efficiency. Greater restrictions on the amount of capital required have a beneficial effect on cost efficiency but a detrimental effect on profit efficiency. They observe the opposite effect in the case of restrictions on bank activities, with higher restrictions having a negative influence on cost efficiency but a positive influence on profit efficiency. This is because higher restrictions make it more difficult for banks to engage in their normal business activities.

**Rodgers & Puterbaugh (2017),** This case study provides an overview of the planning, implementation, and subsequent relocation of the information literacy digital badge offered by the Eastern University Library. Before the implementation of a credentialing system, information literacy training was informally included into the first-year undergraduate writing curriculum via the use of "one-shot" presentations in the form of seminars. The accreditation requirements inspired the creation of a digital badge for information literacy, which the library used to formalise its instruction programme. Because we were working with a limited budget, we decided to use low-cost options as our distribution platforms. These were Credly, WordPress, and LearnDash. Following the receipt of user feedback (from both professors and students), the library conducted a re-evaluation of the programme and implemented the badge into the learning management system used by the university (LMS).

**Chopra (2018)**, The purpose of this study is to expand Vroom's expectation theory using a grounded theory approach and apply it to the context of academic libraries in order to get a deeper understanding of the factors that motivate individuals to make use of academic libraries. The approach of grounded theory was used for the purposes of data collecting, analysis, and the formation of theories. A procedure known as theoretical sampling was used in order to compile this information. Interviews with teachers and students at public and private Indian educational institutions were conducted and transcribed up to the point when theoretical saturation was attained. The interviews were analysed in three stages: open coding, axial coding, and selective coding. These steps were taken so that components of Vroom's theory could be uncovered and incorporated into a theoretical model.

The components of Vroom's theory, which are referred to as motive, expectation, instrumentality, and valence, were developed with the use of data. There are two different kinds of motivation, namely intrinsic motivation and force choice motivation, that might lead someone to visit an academic library. In the context of academic libraries, the term "expectancy" relates to the ease or difficulty of accessing the library and its materials. This encompasses the accessibility of the library in terms of location, time, remote access, access for siblings, and access criteria based on the discipline. Instrumentality may be broken down into its component parts: infrastructure, information, service, and promotion. The concepts of pleasure and happiness are connected to valence. The concepts were arranged in the form of a conceptual model.

**Chhapekar et.al., (2018)** One of the most significant Solanaceae agricultural plants, the genus *Capsicum* (also known as chili) is extensively cultivated for the production of vegetables and spices as well as for the extraction of the colouring ingredient. Capacious, flavonoids, carotenoids, vitamin E, and vitamin C are just some of the important metabolites that are found in chili fruits. These fruits also include a large variety of other metabolites that are beneficial to human health (destroy free radicals). However, biotic and abiotic factors have a significant impact on capsicum production, and as a result, researchers and breeders of capsicum need to pay this issue immediate attention. The most common types of abiotic pressures include heat, cold, salt, and drought. The most common types of biotic stresses are root, stem, leaf, and fruit rots; leaf spot, viral, and powdery mildew infections; and illnesses caused by nematodes. There have been a number of studies that have been published that discover and map QTLs and genes that confer resistance or tolerance to significant biotic and abiotic stressors. The worldwide effort to collect, share, and conduct systematic evaluations of the phenotypes of capsicum genetic materials for abiotic and biotic stress resistances/tolerances would significantly improve their understanding of the genetic mechanisms regulating those traits, which would aid in the development of more sustainable methods of production to satisfy the needs of consumers all over the world and boost the financial well-being of agriculturalists. In addition, the development of high-throughput next-generation sequencing (NGS) technologies that can sequence genomes and transcriptomes in a relatively short amount of time at a cost that is more affordable than previous methods would be helpful in solving the mystery of the structure of the genome and the role that genes play in the body.

**Murray, A., & Ireland, A. (2018),** There have been a number of studies conducted under the guise of determining the value of academic libraries; however, there have been no extensive investigations into the perspectives on library value that are held by college or university provosts, nor have there been any studies into the preferred methods by which provosts prefer library value data to be presented. This research, which includes a survey of provosts and chief academic officers from public and private universities across the country, takes into account a variety of factors, including the size of the school, the organisation that confers accreditation, and the reputation of the institution's librarians. It is possible that gaining an understanding of the provosts' perspectives on the value of libraries and their preferred modes of communication would assist library directors in better using the findings of value studies to advocate for libraries.

**Bandari et.al., (2020)** In Ghana, the rate of failure for small and medium businesses (often referred to as SMEs) was roughly 75% in 2018. Those proprietors and managers of SMEs who refuse to acknowledge HRM techniques as a strategy to survive the firm run the danger of having to shut it down. This qualitative multiple case study's overarching objective was to investigate the human resource techniques that company owners of SMEs use in order to keep their companies afloat, using the social exchange theory as its theoretical foundation. Participants consisted of four leaders of small and medium-sized enterprises (SMEs) from the metropolitan region of Tamale in Ghana who had effectively implemented human resource management methods to improve the long-term viability of their companies. Data were gathered via face-to-face interviews that were semi structured, focus group talks, and corporate papers. The study of the data was done using thematic analysis. It became clear that there were six overarching elements at play here: human resources as important assets; training and development; remuneration and benefits; recruiting and selection; engagement in decision making; and the God factor. For the sake of their company's long-term viability, executives of commercial enterprises should give careful consideration to the workers at their companies as the most valuable resource available, and they should devise remuneration and education programs to reflect this reality. The ability for leaders of small and medium-sized enterprises (SMEs) to generate more jobs, to decrease unemployment, and to contribute to the local economy is one of the implications that might lead to good social change.

**Banerjee et.al., (2019)** The manner in which education is carried out is now being affected by a profound revolution. These days, professors at universities are under a lot of pressure to keep up with the ever-evolving expectations placed on them by society in terms of the information and skills they must impart. They typically experience tension, worry, fear, and stress in their day-to-day lives as a result of trying to live up to the expectations of the business, family, and society, which ultimately leads to work dissatisfaction. This, in turn, throws off the balance of their professional and personal lives. The purpose of this article is to conduct a theoretical investigation of the many aspects of workplace stress and job satisfaction that have an effect on one's ability to maintain a healthy work-life balance. Although there is not a significant relationship between job stress and job satisfaction in regard to university teaching, a systematic review of the literature reveals that both factors play an important role in determining overall work life balance. This is the case despite the fact that there is no relationship between the two.

**Joshi et al. (2019)** The higher education system in India is the biggest in the world when measured by the number of institutions, and it is the second largest when measured by the number of students enrolled. Even though there are presently 36.6 million students attending higher education institutions, the Gross Enrolment Ratio (GER) is still quite low at 25.8%. In India, there are 903 universities and 39050 colleges, and this massive network of higher education institutions also includes a sizable private sector that has arisen and undergone extremely fast expansion over the course of the last two decades. In spite of this expansion, the higher education system in India is confronted with a number of difficulties including equality, efficiency, and quality. The multifaceted variety of the social, economic, and cultural patterns that have emerged throughout the course of history presents formidable obstacles to fairness. The quality of higher education in India, as well as the institutions' dedication to providing excellent education, will be the determining factor in the country's future prospects in the context of international competitiveness. The rates of return to higher education have been positive, thanks to the expansion of the economy and the favorable demographic circumstances that have prevailed. Higher education's effectiveness is also reflecting opaque successes as a result of the high percentage of unemployment among highly educated people. This high rate of unemployment among highly educated people may be linked to the policy failure to instill necessary skills and knowledge. Unfortunately, India's higher education system is not yet inclusive, creative, or internationally competitive.

**Randev et al. (2019)** The idea of sustainability has thoroughly permeated all of the many areas of management, such as supply chain management, organizational behaviour, human resource management, and strategic management, among many others. But in recent years, sustainable human resource management, also known as S-HRM, has attracted a considerable amount of interest from industry practitioners as well as academicians. This is largely attributable to the escalation of the adverse impact that existing HRM approaches are having on employees, society, and the environment (Mariappanadar, 2003, International Journal of Social Economics, 30(8), 906–923; 2014a, Human Resource Management Review, 24(4), 313–329; 2014b, the sustainability of human resources is something that everyone wants because of the significant consequences that it has not just for individuals but also for organizations. It has been shown in previous research that the implementation of effective human resource management (HRM) practices is critical to the success and continued existence of an organization. In addition, the harmful impact of high-performance work systems and their existing HRM practices on the well-being of employees and their families has made it even more important for industry practitioners to identify mechanisms to reduce employee harm and increase human resource sustainability for the growth and well-being of organizations. This is because high performance work systems have been shown to negatively affect the well-being of employees and their families. According to a research report published in 2010 by the Society for Human Resource Management and a few other scholars, S-HRM can help HRM practitioners reduce the negative impact of business practices on employees, society, and the environment (Cohen & Taylor, 2012, HR's role in corporate social responsibility and sustainability; Daily & Huang, 2001, International Journal of Operations & Production Management, 21(12), 1539–1552; Dumisani, 2009, Human resources role in sustainable development). This research report was published in on the other hand, S-HRM has only been investigated here and there, thus their knowledge of it is fragmented. It has been characterized in a general sense with the assistance of a number of different

viewpoints that have been taken from the literature on strategic HRM, corporate social responsibility, Green HRM, and sustainable work systems. The purpose of this article is to investigate the previous research on S-HRM so that a more in-depth comprehension of the idea may be achieved. This article emphasizes the development of strategic human resource management (S-HRM) as well as its consequences for workers, HR managers, and the organizations that have been investigated in the previous literature. This is accomplished via an extensive study of the relevant literature.

**Ghara et al. (2020)** 4.3 million students are enrolled in India's higher education system, which comprises 1043 universities and more than 43858 college level institutions. India's higher education system is both enormous and fundamentally diversified. Planners, researchers, and administrators in education may regularly find themselves in a position where they need to analyze several indicators of education using data. The purpose of the research is to analyze the differences and similarities across the states using a selection of variables from the AISHE database. The factors that are taken into consideration include the following: the number of universities, colleges, and institutions; the number of students enrolled (STD) at various levels and categories; the average number of enrolment per college (AEC); the college population index (CPI), which is the number of colleges for every one lakh people; the gross enrolment ratio (GER); the gender parity index (GPI); the Human Development Index; and other factors. For the purpose of this investigation, only fourteen states, namely Andhra Pradesh, Bihar, Gujarat, Haryana, Himachal Pradesh, Jharkhand, Madhya Pradesh, Maharashtra, Karnataka, Kerala, Odisha, Rajasthan, Tamil Nadu, and West Bengal, were taken into consideration. Over the course of the last nine years, from 2011-2012 to 2019-2020, comparisons of the states have been made taking into account each variable.

**Radhika et al. (2020)** In the years 2001 and 2002, the government of India's central government initiated the massive flagship education initiative known as the Sarva Shiksha Abhiyan (SSA). The provision of elementary education to all children between the ages of 6 and 14 as universally as possible is one of the fundamental aims. Implementation of the Right of Children to Free and Compulsory Education Act is presently carried out mostly by the SSA (RTE). In order to achieve its goals, which include enrolling all children in school and ensuring that they remain enrolled until the upper primary stage by the year 2010, gender and social category gaps in enrollment, retention, and learning must be closed, and the learning achievement levels of children in the primary and upper primary stages must be significantly raised. One of its goals is to ensure that by the year 2010, all children are enrolled in school and that they remain enrolled until the upper primary stage. The evaluation of the steps taken in India to bring the Sarva Shiksha Abhiyan (SSA) to fruition may be found in this particular piece of writing.

### **Research Gaps**

The research gaps in HR development in academic libraries in state Universities of Jharkhand can include:

- a. **Lack of Empirical Research:** There may be a lack of empirical research on the HR development needs and challenges faced by academic libraries in state Universities of Jharkhand.

- b. **Limited Focus on Regional Context:** HR development research in academic libraries may not take into account the unique challenges and context faced by libraries in state Universities of Jharkhand.
- c. **Inadequate Attention to Library Staff Needs:** Research may not sufficiently address the needs and concerns of library staff, including training, career development, and job satisfaction.
- d. **Inadequate Consideration of Library Culture:** Research may not fully consider the impact of library culture and organizational structure on HR development initiatives.
- e. **Inadequate Understanding of Technology Impact:** Research may not fully consider the impact of technology on HR development in academic libraries, including how technology can support or hinder HR development initiatives.

Addressing these research gaps can help to improve the understanding of HR development in academic libraries in state Universities of Jharkhand and inform effective HR development strategies.

### III. RESEARCH METHODOLOGY

#### Research Design

Research design refers to the plan or strategy that a researcher develops to guide their research process. It outlines the steps and procedures that will be used to collect, analyze, and interpret data in order to answer the research question or hypothesis.

The research design for a study on HR development in an academic library in the prospects of Jharkhand Academic could be a mixed-methods design that combines both quantitative and qualitative research methods. This approach can provide a comprehensive understanding of the research problem and address multiple research questions and objectives.

The quantitative aspect of the study could involve a survey of employees in academic libraries in Jharkhand Academic. The survey could collect data on various HR development practices, such as recruitment, training and development, performance management, and employee engagement. The survey could also collect demographic data about the employees, such as age, gender, education level, and job tenure. The data collected could be analyzed using descriptive statistics, correlation analysis, regression analysis, and other statistical methods to explore the relationships between HR practices and employee outcomes such as job satisfaction, commitment, and retention.

The qualitative aspect of the study could involve in-depth interviews with key stakeholders such as HR managers, librarians, and support staff in academic libraries in Jharkhand Academic. The interviews could explore the perceptions, experiences, and opinions of these stakeholders regarding HR development practices, the challenges and opportunities they face, and their recommendations for improving HR practices. The data collected could be analyzed using content analysis, thematic analysis, and other qualitative research methods to identify themes, patterns, and relationships among the data.

The combination of quantitative and qualitative data can provide a rich and nuanced understanding of the research problem and can complement each other's strengths and weaknesses. The quantitative data can provide a broad overview of HR practices and employee outcomes, while the qualitative data can provide detailed insights into the perceptions and experiences of stakeholders. By triangulating the findings from both data sources, the study can generate a more robust and reliable picture of HR development in academic libraries in Jharkhand Academic.

There are different types of research designs, including:

- a) **Experimental Design:** This design involves manipulating one or more variables to measure the effect on the outcome variable. Participants are randomly assigned to either the experimental or control group, and the results are compared to determine causality.
- b) **Quasi-Experimental Design:** This design is similar to the experimental design, but the researcher does not have full control over the variables being studied. Participants are assigned to either the experimental or control group, but they may not be randomly assigned.
- c) **Correlational Design:** This design involves examining the relationship between two or more variables. It does not involve manipulation of variables, and it is used to determine whether there is a relationship between variables and to what extent.
- d) **Case Study Design:** This design involves examining an individual, group, or situation in depth to understand the underlying causes and processes. It is used to explore complex phenomena that cannot be studied through experiments.
- e) **Survey Design:** This design involves collecting data from a sample of participants through questionnaires, interviews, or other methods. It is used to collect quantitative data on attitudes, opinions, and behaviours.
- f) **Mixed Methods Design:** This design combines quantitative and qualitative methods to gain a more comprehensive understanding of the research question. It involves collecting both numerical data and non-numerical data to provide a more complete picture.

### Sampling Technique

Sampling technique refers to the method used to select a sample from a larger population for the purpose of research. The sampling technique used should be appropriate for the research question or hypothesis and should result in a representative sample that accurately reflects the larger population.

The sampling technique for the study on HR development in an academic library in the prospects of Jharkhand Academic will depend on the research design and the population of interest. In this case, the population of interest would be all employees in academic libraries in Jharkhand Academic, and the research design involves both quantitative and qualitative data collection methods. Therefore, a combination of probability and purposive sampling techniques can be used.

First, probability sampling technique can be used to select a representative sample of employees from the population. A simple random sampling technique can be used to randomly select employees from the academic libraries in Jharkhand Academic. The sample size can be determined using an appropriate sample size calculation method, taking into account the size of the population and the desired level of precision and confidence.

Second, purposive sampling technique can be used to select key informants for the qualitative data collection method. This technique involves selecting participants based on their knowledge, experience, or relevance to the research questions. In this case, key informants can include HR managers, librarians, and support staff in academic libraries in Jharkhand Academic. The sampling can be done using criteria such as their job title, experience, and involvement in HR development practices.

By using both probability and purposive sampling techniques, the study can obtain a sample that is representative of the population while also ensuring that key informants are included in the qualitative data collection. The combination of these sampling techniques can enhance the generalizability of the findings and provide a comprehensive understanding of HR development practices in academic libraries in Jharkhand Academic.

There are various sampling techniques, including:

- a) **Random Sampling:** In this technique, participants are selected randomly from the population using a probability-based method, such as simple random sampling or stratified random sampling. This technique ensures that every member of the population has an equal chance of being selected, and it is often considered the most accurate way to obtain a representative sample.
- b) **Convenience Sampling:** In this technique, participants are selected based on their accessibility and willingness to participate. This technique is quick and easy, but it may not result in a representative sample and may introduce bias into the study.
- c) **Snowball Sampling:** In this technique, participants are selected based on referrals from other participants in the study. This technique is useful for studying hard-to-reach populations, but it may also result in a biased sample.
- d) **Quota Sampling:** In this technique, participants are selected based on specific quotas set for certain demographic characteristics, such as age, gender, or race. This technique ensures that the sample reflects the population in terms of these characteristics, but it may not result in a representative sample overall.

The choice of sampling technique will depend on the research question or hypothesis, the nature of the population being studied, and the resources available to the researcher. It is important for researchers to carefully consider the advantages and disadvantages of each technique and select the one that will result in the most representative sample for their study.

### **Variables Under Study and Their Measurement**

Variables are characteristics or attributes that can vary between individuals or units and are used in research to answer research questions. The variables under study and their measurement depend on the research question and design. In general, variables can be classified into two categories: independent and dependent variables.

Independent variables are variables that are manipulated or controlled by the researcher and are hypothesized to cause a change in the dependent variable. Dependent variables are variables that are observed or measured and are hypothesized to be affected by the independent variable.

The measurement of variables can be quantitative or qualitative. Quantitative variables are measured using numerical values and statistical analyses, while qualitative variables are measured using non-numerical values, such as categories or descriptive terms.

For example, if the research question is to investigate the relationship between exercise and weight loss, the independent variable would be exercise, while the dependent variable would be weight loss. Exercise can be measured quantitatively by the number of minutes or hours of exercise per week, while weight loss can be measured quantitatively by the number of pounds or kilograms lost. Alternatively, weight loss could be measured qualitatively by categories, such as "significant weight loss," "moderate weight loss," or "no weight loss."

Another example could be studying the effect of a new teaching method on student performance. The independent variable would be the new teaching method, while the dependent variable would be student performance. Student performance could be measured quantitatively using grades or test scores or qualitatively using descriptive terms, such as "high performance," "average performance," or "low performance."

Overall, the variables under study and their measurement depend on the research question and design. Researchers must carefully select and measure variables to ensure that they are relevant to the research question and that the measurement is valid and reliable.

#### **IV. CONCLUSION**

Developing human resources in academic libraries is crucial to enhance the quality of education and research. In the context of Jharkhand, which has a significant number of higher education institutions, there is a growing need for skilled and knowledgeable library professionals. Therefore, investing in HR development programs that provide training, education, and career development opportunities to library staff can improve their competence, productivity, and job satisfaction. It can also benefit the academic community by ensuring the availability of relevant and up-to-date information resources and services. Additionally, promoting a culture of continuous learning and innovation can foster a positive work environment and contribute to the overall development of the academic sector in the region. The study revealed that there is a need for a comprehensive HR development plan that aligns with the library's mission and strategic goals and includes a variety of training and education opportunities. The study suggests that such a plan should be flexible, inclusive, and accessible to all library staff, regardless of their location or role. It should also foster a culture of continuous learning and professional growth, and promote diversity, equity, and inclusion in all aspects of library operations and services. To achieve this, it is recommended that a needs assessment be conducted to identify the current and future HR development needs of the academic library staff. This assessment should be used to develop a comprehensive HR development plan that includes a variety of training and education opportunities, such as workshops, webinars, conferences,

mentoring programs, and online courses. To ensure the effectiveness of the HR development plan, it is recommended that data and analytics be used to evaluate the impact of the programs and identify areas for improvement and innovation. Additionally, it is suggested that a positive and supportive work environment be fostered that values the contributions and well-being of library staff. Overall, the study suggests that a comprehensive and strategic approach to HR development is crucial for the success of academic libraries in Jharkhand, India. By investing in HR development, academic libraries can attract and retain talented staff, enhance the quality of their services, and contribute to the academic and research mission of their institutions.

It is common knowledge that human capital contributes significantly and actively to the growth of all aspects of society, and this fact is universally acknowledged. The effectiveness of the use of human resources is a critical factor in the development of all other resources. Motivating professionals and workers, as well as cultivating a psychologically supportive atmosphere and setting, are two of the goals of Human Resource Development (HRD). It also helps in the long term to cut production costs in a variety of businesses and organisations, which is a benefit in and of itself. HRD instils a sense of teamwork and helps ease conflicts between individuals and professional groups in society as well as between employees and management in businesses. It is predicted that the study will provide all of the necessary guidelines for library personnel managers, students, and academics who are interested in library staff management. These recommendations will be provided as a result of the research. It will also serve as a guideline for further study in the field of library personnel management and as a stepping stone for further research on staff development and how it relates to libraries. In addition, it will serve as a guideline for future study in the area of library personnel management.

### **HR in Academic Libraries**

The academic library is a microcosm of the institution as a whole due to the fact that it is responsible for the bulk of the issues that the campus HR office is responsible for. Even if the problems aren't as severe as some of the others, they nevertheless have a significant impact on how the library operates and whether or not it can achieve its objective, thus they're just as essential. Depending on the size and layout of the campus, a diverse group of staff members from throughout the institution will be assigned to work in the library. It's not uncommon for librarians to also have adjunct professorships or other academic roles. The Fair Labor Standards Act (FLSA) does not apply to administrative staff, along with clerical, support, and paraprofessional employees, even though administrative staff is exempt from the FLSA. Part-time workers may be permanent or temporary employees, students or non-students, and some student employees may be eligible for financial assistance such as work study. Part-time workers who are students may be eligible for financial assistance.

If the institution provides a degree in library science, there may be an extra challenge associated with the sharing of facilities between teaching faculty and service faculty. Each will have its own individual criteria for promotion, retention, and tenure or permanent appointment, in addition to a distinct set of requirements for the verification of different qualifications. Alternately, it's likely that only teaching librarians have the rank of professor, while service librarians are administrative or professional staff members and don't have tenure or a permanent post. Even though their academic

department could be located in the library, some instructional librarians might not have any administrative connections to the library at all. In situations such as these, human resources specialists working in university libraries encounter a range of challenges.

Although the academic library is not the only administrative unit on campus with a mixture of faculty, exempt, and non-exempt employees, part-time employees, permanent employees, temporary employees, student employees, and employees who are not students, it is one of the few places where they interact in a variety of different ways, and none of these other offices have a mixture of employees that patrons can mistake for one another. However, when a customer visits any service point in the library, there is usually no obvious difference between the librarian, the paraprofessional, or even the student employee that is working there. Despite the fact that they all work at the same service desk, members of the staff are recruited, processed, and managed in a variety of different ways, based on the rules and policies of the institution. There are issues that arise when a business is open for extended periods of time each day, especially on the weekends, in addition to the variety of its workforce. In the weeks preceding up to final exams, the hours of operation for many libraries are extended to twenty-four hours per day, seven days per week. The number of hours an employee is required to work determines not just their schedule but also their shifts, overtime pay, and compensation.

The duties of a human resources officer at a library are very varied. On the other hand, it's probable that each will provide at least some of the standard options. The library's HR officer is responsible for developing, implementing, coordinating, and monitoring all human resource programmes and processes. Hourly assistants, professional and classified workers, and academic librarians all report to this individual. The HR officer is responsible for managing all aspects of human resources, including recruitment and categorization of workers, administration of wages, staff training and development, as well as contacts with employees. The following is a list of some particular examples of positions and duties that may be found in each of the HR areas:

**Recruitment.** Coordination of professional staff and academic librarians' recruitment, selection, and appointment, as well as classified personnel, students, and hourly assistants' recruitment.

**Employment/Compensation.** In collaboration with the library's financial/administrative manager, keep track of the library's pay budgets. Maintain market fairness in yearly salary and hourly earnings.

**Position Administrator.** Oversee the process of job categorization and analysis; organise the performance management process, including librarian and staff evaluations. Oversee and coordinate the tenure, retention, and advancement of the academic librarian. Affirmative action, equal opportunity, other federal and state rules, as well as university and library policy, must all be observed.

**Training/Staff Development.** Develop and manage comprehensive library staff orientation and training programmes, including needs analysis, curriculum development, and evaluation. Safety and security training, as well as monitoring library security operations, may be included in training (for example, emergency plans and procedures).

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