APPLICATION OF HUMAN RESOURCE PLANNING IN ACADEMIC LIBRARIES IN OGUN STATE: PROSPECTS AND CHALLENGE

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ABSTRACT: Human resource planning plays a very significant role in sustaining competent employees in academic libraries in order to provide service quality to users. Academic libraries as the name imply operates in higher institutions of learning to meet the teeming information need of students, staff and the institution community member at large. The library function to provide information need of users at a minimum time. Human resource are essential component required for the smooth running of the library, when there are no skilled professionals in the library the service dwindles and users are discouraged to use the library. Therefore, in order to provide astute service to users especially providing users with timely information, professional should be employed and sustained in the academic library to reduce illiterate in our society. Thus, human resource planning is the own means through which competent professionals are sustained in the library to bring about growth and development of the economy. Therefore, it is essential to plan for the present and the future of human resource present in academic libraries in Nigeria in order to improve on their service to uses. Despite all the hurdles in education in Nigeria that has led to down turn of academic libraries, when human resource planning is rightly incorporated in the library will make a lot of difference that lead to users satisfaction.

KEYWORDS: human resource planning, academic libraries.

INTRODUCTION

In every organization and institution in which library is not an exemption people form the most significant human assert required to carry out the day-to-day activities of the establishment. This is because organizations require human resource for the growth and development of the libraries day-to-day activities in providing services to users. Thus, the library that serve as repository of knowledge make use of human resource to achieve its set goals and objectives. The people who work in the library to achieve the objective of the primary institution are known as human resource. Human resource stands out as the most valuable asset an academic library could own. Therefore, this paper is intended to look at human resource planning process, relatedness of human resource planning in human resource management, the application of the concept in academic libraries and prospects and challenges that academic libraries is likely to encounter.

HUMAN RESOURCE PLANNING IN HUMAN RESOURCE MANAGEMENT

Human resource management deals with the professional way of managing human resource in the library however, it should be given highest consideration before commencement of library service. Therefore, when planning for the establishment of academic libraries human resource should be considered by making the staff mix of professionals higher than non-professionals in order to deliver quality service to users at all time. Human resource planning serve as the subset of human resource management. Professionals view human resource management in different ways. Heathfield (2010) referred to human resource (HR) as the scarcest and most crucial productive resources that created the largest and longest lasting

advantage for an organization. Libraries cannot operate without competent personnel employed to carryout task and make decision there will be stagnation in the organization.

Since people are inevitable and indispensable in the success of an organization the need arise to plan for the future the sustainability of man power present in the library. The need arise for a conscious effort to plan for people working in the organization in order to attain competitive advantage for the future. Udin (2010) described HR as inimitable, appropriable, valuable, scarce and non-substitutable asset which can create competitive advantage. The human asset present in the library gives the library an edge and the parent organization wings to thrive despite all economic downside. Thus, revealing the need for human resource planning that encompasses all the activities carried out by people in the library. Human resource planning process is carried out by the human resource management department of the parent institution in collaboration with the directives of the University Librarian. The planning process installed in the library will lead to better understanding of individual responsibility and expectation in an organization.

However, human resource planning is applicable in every sector where people are the major resource. This could be applied to library where the functions and service of the workers cannot be underestimated, making library to be seen as service oriented organization to meet the information need of the densely populated students, researchers, faculty and community of users. As long as organization employ people there is need to strategize means to ensure the smooth running of the library by employing balance mix of staff to carry out their work effectively and efficiently. Human resource planning allow for the recruitment of staff to the library of the right skill and competence to fulfill the demand of the organization. Human resource planning which could sometimes be referred to as work force planning or personnel planning as the process of getting the right number of qualified people into the right job at the right time (Byars & Rue, 2000: p.126).

Furthermore, human resource planning can be referred to as the process in which an organization attempt to estimate the demand for labour and evaluate the size, nature and sources of supply which will be required to meet the demand (Riley, 2003: p.486). The whole essence of participating in human resource planning is to prepare the organization especially as library is concerned for future occurrences and ensure there is no gap in the staff mix. To be proactive by making timely decisions as it is pertinent to the development of the library with sufficient staff at all time. Also, human resource planning is the process of identifying the organizations demand for human resource and devising means to ensure sufficient supply of labour is available to meet that demand (Cole, 2002: p.138). This allows organization demands for the organization's goods and services, the supply of people in the labour market and the time frame involved to be considered, owning to the fact that the process of human resource planning in the library should be less than two years. This could give room for further update and development of the human resource plan. Change is inevitable in any organization therefore, the library should strive at all means to always update the human resource present in the academic library.

Academic library as the name implies refers to library in higher institution of learning with the aim of fulfilling the primary objectives of the parent organizations for establishing the library. Sometimes the library does not meet the expectations and demand of the users because of insufficient professionals and incompetent personnel to provide services to users. This could pose a great challenge on the quality of service offered to library users and this might lead to their disappointment and discouragement from using the library. Although, in an attempt to provide quality service to library users it has been observed with time that there are libraries with sufficient information resources but insufficient professionals to deliver astute service at all time. This could bring set back to the library especially as the major reasons for establishing academic library like making books available to users at every point in time and not denying access could be forfeited. In order to harness the problem competent and professionals should be employed to serve users professionally.

Therefore, the need arise for provision of sufficient professionals trained in the field of information resource management and not neglecting the fact that human resource planning should be done to envisage unforeseen circumstances with personnel working in the library. Although the library has a mix of professional and non-professional staff, it is has been observed that most libraries have more of non-professional staff to professional staff. It is in light of this that the study is carried out to look at how human resource planning could be applicable to academic libraries, the prospects as well as the challenges that could be experienced when applying the concept. Human resource planning is immanent to academic libraries. Academic library is any library situated in higher institution of learning which can be in universities, polytechnics, colleges of education, research institution and other post-secondary school libraries.

Every institution in Nigeria has a library that serves the researcher, students, faculty and members of the community access to information materials to fulfill the academic requirement for each institution. Library provides collection of group of books or other materials organized and maintained for use like reading, consultation, study, research, entertainment, relaxation and others (Dictionary of Library and Information Science, 2004). Highlighting the importance of libraries as an establishment organized to meet the information need of users at minimum time. Libraries exist according to the location, functions and the people it serves. This makes it possible to have different types of libraries to fulfill varied need of users at

different times. Ogbuiyi (2015) identified seven types of library that exist to include Academic, School, National, Public, Special, Private and virtual libraries. This study will emphasize academic library which is the library established in higher institution of learning, application of human resource planning in academic libraries with the inclusion of prospect and challenges academic libraries face in applying human resource planning.

ACADEMIC LIBRARY

Education is playing a major role in Nigeria's economic development because of the increase in higher institutions all over the country came the upshot of libraries which is the major criteria for accreditation of any higher institution program. It is in light of this that Aguolu (1996), revealed that since independence in 1960, there has been an unrelenting upsurge in the establishment of educational institutions at all levels, especially university education since then successive Nigerian governments have continued to invest strongly in higher education. The advancement in academic libraries was as a result of more establishment of universities, polytechnics, colleges of education, and research institutions among others in Nigeria.

Academic library is referred to as the 'life' of every activities in the university, polytechnic, colleges of education, research institution and others especially in realizing the primary objectives of the parent organization. Academic libraries in higher institution supports research and learning of staff and members of the larger community. Yacom (2011), referred to Academic libraries as those situated in higher institutions and established to take care of the information need of students, lecturers, researchers and other community of scholar. This type of library is established to fulfill the goals of the parent organization by ensuring adequate availability of resources, for teaching, learning and research.

Thus, academic library is the library attached to academic institutions above the secondary level serving the teaching and research need of students and staff (Hoare, 1997). This type of library play a pivotal role in the sustainability of education in our nation and all this cannot be accomplished without a conscious effort and planning by the human resources department of the varied institutions. Akintunde (2004) revealed that libraries in many tertiary institutions have either accreditation or do not have in which they failed because libraries are regarded as tools for Academic excellence. Higher institutions in Nigeria will not receive accreditation without complete library facilities installed to fulfill the academic and primary objectives of establishing higher institutions.

However, Ogun state popularly called the 'gateway state' is situated in South-West Nigeria with the state forming boundaries to other states in the federation. The creation of the state has led to so much development in education of the citizenry of the state with increase in the establishment of higher institution of learning of both private and government owned schools. There are twenty two academic libraries in Ogun state and as the population increases by day and development sets in, more institutions are established on a close interval. The academic libraries present in Ogun State are twenty two which comprises of libraries in universities, colleges of education, polytechnics and school of health of which some are private and some owned by the government.

Functions of academic libraries is not limited to the student and staff alone but to members of the community. Also, library take knowledge of the past and present and lay it down for the future (Reding, 2005). The library does not limit its role to students and staff but ensure relevant information of the community which invariably serve to preserve the cultural heritage of where the academic library is situated. Lozano (2002) submitted that the general library's role is to provide information about its community. Therefore, making information available to users without discrimination. Since information and knowledge is power, the library which is the knowledge base of an institution should be provided with the right mix of employees to make information available to users. It is pertinent to note that acquisition of knowledge dispel ignorance, therefore the general objective of library is to serve as a Centre for information where people acquired the needed knowledge to reduce their ignorance about their environment (Sobalaje and Ogunbodede, 2015).

REASONS FOR HUMAN RESOURCES PLANNING IN ACADEMIC LIBRARIES

Human resource planning which is a technique aimed at securing and improving organization's human resources to meet the present and future needs with three principal stages involved are; the evaluation of existing resources; forecast future requirements and action (Cole, 2006). Planning is an integral aspect of every organization for it sustainability. Mondy's (2008), referred to Human resource planning is the systematic process of matching the internal and external supply of candidates with job openings that a company anticipates over a certain period of time. There should be need for people and in an attempt to fill the vacant position in the library request should be made by the University Librarian as the case may be to the human resource director of the institution for right selection.

Human resource planning involves the process of identifying the number of people required by an institution in terms of quantity and quality (Satope, 2014). The library which serve as the repository of knowledge in all its ramification (Odiase, Unegbu and Haliso, 2001: p. 21) is not an exemption to the essential of human resource planning to ensure qualified staff are available at point of need of the library. However, the planning process is put in place to examine and evaluate performance of staff and where there is urgent need of personnel the human resource of the parent institution looks inward to see if there are fits to fill a gap but in situation where there are none they look outward. These are done to increase proficiency of personnel working in the library.

Human resource planning in academic libraries will ensure that the right number of human resource 'people' with the right skills are employed to meet estimated demand and requirement. Therefore, it is pertinent to consider human planning for substantive reasons by optimally utilizing available resources in the library by making it more flexible, acquire and nurture skill that takes time to develop, identifying potential problems and minimizing the chances of making bad decisions. Other reasons are planning for the benefits, which amount to understanding the present in order to confront the future planning for library reasons which involves communicating plans so as to obtain support of fellow library staff, and linking the human resource plan to business plans so as to gain corporate control over the operations of the library (Reilly, 1999).

Further study revealed the human resource planning is essential because it encourages employers to develop clear and explicit links between the library business and human resource plans to integrate both effectively (Farnham, 2006). Thus, it allows for better control of over staffing cost numbers of employee thus, enabling the administration make informed decision about the skill and attitude mix of employees in the library. The information provider in any society proffer solutions to problem therefore there should be workforce in place in the library to deliver services to clientele and to close the gap between information rich and information poor. The findings from this study revealed that the role of the information provider to the public has been the provision of solution to the problems, which Academy libraries aims at providing (Vanda, 2009).

Establishing human resource planning in academic library is very essential because it ensures adequate manpower when required, proper use of existing human resources in the organization, forecast future requirements of human resources with different levels of skills, Assess surplus or shortage human resource available in the library, and providing lead time available to select and train the required additional human resource over a specified time period (Chand, 2015). However, planning in academic library provide an accurate number of employees required, with matching skill requirements to accomplish organizational goal. Sikula (2015) revealed "the ultimate purpose of human resource planning is to relate future human resources to future enterprise need so as to maximize the future return on investment in human resources". The proper implementation of human resource planning in the library reduces unnecessary expenditure especially on human resource. It makes organization determine if they are making progress in their day-to-day activities.

APPLICATION OF HUMAN RESOURCE PLANNING IN ACADEMIC LIBRARIES

Human resource planning is applicable in all the sections of the library like the circulation, reference, cataloguing and classification, reprography, acquisition, serials section among others that require the indelible effort of human resource management of the institution to ensure the right person is placed in the right position.

In an attempt to fulfil the human resource need of academic library there are important points to be put to consideration towards successful application of human resource planning in library:

1. Forecasting hiring needs for the library by assessing the current conditions and future goals of the parent institution. The plan for the future starts today by identifying the library need, analyzing and evaluating the trend of events then determine the feasibility of hiring in the library.

2. Supply forecasting to determine the supply of people by referring to the analysis of current resources and future availability, after allowing for wastage.

3. Demand forecasting this envisage the future needs of human resources present in the library and their competences by reference to corporate and functional plans and forecast future activity level.

4. Scenario planning by making broad assessments of future environmental factors and their likely impact on people requirement.

5. Action planning this prepare plans to deal with forecast deficits through internal promotion, training or external or external recruitment. Putting to consideration plan for unavoidable downsizing so as to avoid compulsory redundancy in the library. Where required, a retention and flexibility strategy should be developed (Armstrong, 2012: p.489).

The process of planning human resource in the library is appropriate because it accommodate long-term forecasting that is beneficial to institutions with stable clientele where predictable demographic change can occur. The library is a growing organism and as academic libraries increases as higher institution of learning increases the need arise for a conscious effort to plan for human and non-human resources present in the library to avoid future compulsory downsizing. The compulsory downsize occurs when there are no prior considerations for human resource to work in the library thus leading to increase in the employment of people without skill, competence and knowledge to carryout professional tasks.

Human resource planning is applicable in the library because it considers the wise mix of human and non-human resources available for library administration. The library might have all the other non-human resource complete at their use but when the right mix of human resource is mixing it means the library will find it difficult to carry out relevant tasks. Because of the sensitive role of academic libraries to education in Nigeria the urgent need to plan for people working in the library comes to play thus enabling the workers understand the goals and objectives of the library is very essential. It help prevent redundancy in the library thereby recruiting the right person with the right skill to fill a vacant position, this cannot be accomplished without the joint effort the librarian and the human resource director of the institution.

Scenario planning involve the library administration applying a conscious effort to plan for future occurrences that could build or diminish the value of service delivered by the library personnel. Regular assessment and evaluation of staff should be inculcated in the library so that the administration can determine individual performance and identify areas that need more competent hands.

The success of the Library requires in-depth understanding of personnel employed and their ability to adapt to change internally and externally as the case may be. Planning for future action as the case may be reveals aspect of the library that require close attention and ways to improve on the service of the library. One of the way of implementing action plan in the library is to determine areas of the library where training is required then do training and retraining to improve employees' performance on their job. The action create avenue for employee prepare for future without fear.

Therefore, Readers librarian with other section head that domicile in the different library section should be professionals. Professional librarian should be employed to work at the circulation because the circulation section of the library is the first port of call to all the users on arrival to the library. The circulation reveals the library either positively or negatively when the act of making support staff be at the forefront of service in the library can sometimes be discouraging to users. Although, this might be as a result of users expectation of the library and staff does not fit with the essence of establishing the library. Sometimes, the clienteles are not fulfilled with the service received from the library because of the poor attendance of the support staff. This could have negative impression on the users of the library thus portraying the library that should provide solution to satisfy the information need of users in order not to forfeit the essence of establishing the library.

Academic libraries in Ogun State, Nigeria should ensure sufficient human resources in every sections of the library. Professionals in the field of information science should be employed to reduce redundancy in service quality of librarians. Also, the right mix of staff in academic libraries establish the relevance of the existence of the library which is to make available information to users at any point in time without restriction. For this reasons when there are staff with the right qualification to provide services in the libraries especially academic libraries makes users satisfied which in essence establish the relevance of library. However, for academic library to be successful there should be continuous evaluation and reevaluation of library practices in light of the personnel who perform task in the library. Also, to maintain quality and standard in academic libraries requires adequate provision for training and retraining in order to improve staff perform not neglecting the fact that human resource planning ensures the right supply of manpower to carry task effectively and efficiently.

APPLICATION OF HUMAN RESOURCE PLANNING IN ACADEMIC LIBRARIES: PROSPECTS

Human resource planning is of greater benefit to the library because it prepares the library for the future by providing the right mix of employee and ensure certified professionals are readily accessible by the users at all time. It prepares a long time forecasting for the library thereby, reducing the cost for regular recruitment.

Therefore, human resource planning should be considered in academic library as being relevant in recruitment process that allows for the employment of the right candidate with the right qualification to fill the right position at the right time. This implies that the vacant position in the library should the occupied with the right mix of persons.

The planning process that takes place in the human resource department of the parent organization   help maintain balance between demand and supply human resource thereby reducing the labour cost. This process intimate the human resource personnel to know where there are outrageous numbers of staff which might allow the organization spend more to

be curtailed. Where there is need to release or retire from active service as the case maybe. Sometimes the excess worker are redeployed to other department to work. It helps in checking labor imbalances especially where there is surplus of human resource in the library that may remain under-utilized. Therefore, counter balancing of the problem of shortage and surplus employees will be rectified conveniently to resolve the excesses and create balance in supply and demand.

Careful consideration of likely future events especially as preparing workforce for uncertainties. Thus proffering better ways of doing work in order to achieve the organization goal. This process allow the human resource management personnel plan for sufficient workforce in case of unseen event and economic down turn.

Human resource planning reduces the hazard of short falls and surplus in the library thereby making the administration plan ahead of time to reduce financial loss to the organization. This could be achieved when there are adequate professionals with right qualification filling the right position does not give room for excessive employment of staff in a particular section that might not be economical.

Also planning for human resource ensures satisfaction of workers in the library by considering their needs for education and growth. Sometimes considers their need for motivation and incentives. Thus, allowing for future budget of allocation required for the advancement and maintenance of library holdings. The budget enables for the organization plan for the finances required for smooth running of the library with timely payment of personnel salary without owing or borrowing. The budget when accurately planned should accommodate miscellaneous that may result in library expansion and economic change.

Also, evaluation of human resource is done annually or biannually to determine the performance of employee within the library so that if need arises for more employees to carry out a task request will be made. Also, if a worker does not perform as expected caution will be given to the staff to sit up and work diligently. The success of any library is the commitment of the staff to excellent performance also, in situation where there is underachievement the library personnel will likely be blamed for incompetence. Therefore, academic libraries should seek to employ competent staff driven with passion to achieve the goals of the library and the parent institution. Plans should be made by the library administrations to employ value added workers who will give hundred percent loyalty to the development and progress of the library. Employees with the right skill and competent should be retained in the library.

The library does not exist on its own without the active performance of human resource present in the library make them achieve their set goals. Academic library administration functions at all time to identify the library's demand for human resources and devise means to adequate supply of professionals to fill the space created. Therefore, human resource planning better prepares the administration for staff turnover, recruitment, and strategic hiring – and alleviate stress when you have emergency or last-minute hiring need (Butteriss, 1999). Therefore, since library is a very sensitive place saddled with responsibilities that are users and service oriented the administration in all the tertiary institution should recruit the right mix of professionals to fill positions in the library without any bias. The bias and compromised in employment which could be as a result of prevailing factors of unemployment in the country that could warrant administration seek to satisfy his/her candidate not in the profession which could go a strong basis for redundancy.

Thus, every recruitment process in academic libraries in Ogun State should be channeled through the librarian with the involvement of the college, polytechnic and university librarians present during interview to determine qualified candidate to fill a particular position. When these are considered essential in human resource planning in academic libraries in Ogun State the menace of employing the administrators' choice candidate without the academic library demand will be curtailed. Thus, the menace of employing through the yard stick of man-know-man will be thing of the past in academic libraries in Ogun State, Nigeria.

APPLICATION OF HUMAN RESOURCE PLANNING IN THE LIBRARY: CHALLENGES

Since change is inevitable in any growing organization like the library, it could sometimes be difficult to satisfy each unit of the institution with the required force which might in turn pose a great problem in the service quality of workers in that unit. The same applies to academic libraries situated in universities, polytechnics, colleges of education, research institution, school of nursing and other post-secondary school face the fundamental issue of getting the right mix of staff to work. In an attempt to satisfy every section of the library with the appropriate work issues arise because of human nature like retirement, sack, resign, marriage, transfer, sickness, and sometimes death as the case may be could make the planning process tiring.

Sometimes, the human resource director does not carry along the library administrator thereby recruiting personnel of low competence and sometime without professional qualification which might pose a greater challenge to the library service.

When a work is not professional it reflect in the service delivery which could either bring satisfaction or dissatisfaction to users. In Nigeria because of the 'man-know-man' syndrome of the human resource director or the librarian can make them recruit the candidate of their choice who has personal affiliation to them, this when continued could affect education in the country because students might not develop interest in the use of library because of incompetent workers.

Recruiting the wrong person to carry out a task is like lavishing the organization resources in an unprofitable manner. This could cause the organization to waste time and money that should have been used to bring more income to the organization recruiting and wasting financial resources down the drain in a recruitment that should have been done annually. Another prospective challenge is when there are no qualified profession to apply for a post can create a great challenge for human resource planning because the professional work force will be limited with more of para-professionals.

RECOMMENDATIONS

Human resource planning is an ongoing process because of the nature of man in which a person can work in a library today when there are better offers could decide to migrate for greener pasture as such the forecasting of human resource planning ensures adequate professionals available to carry out task in academic libraries. Academic libraries in Ogun State Nigeria should reduce bias and compromise during recruitment process in the sense that administrators' candidate not qualified for a position should not be employed to fill a professional librarian space. Also, librarians especially the head of every library should be involved in the recruitment process thereby reducing redundancy in academic library practices

Furthermore, the study recommends that proper planning should be done to improve on Users satisfaction. The satisfaction of users is when a user requires an information source to use on demand without much stress. Therefore, the right skilled person should be employed to fulfill the goal of establishing an academic library. Personnel employed in the library should be service driven so as to provide students, faculty and members of the community with the required information. This fulfill the law of Ranganathan (1931) which state that books are for use, every reader his or her book, every book its reader, save the time of the reader, and the library is a growing organism. Because of the sensitive nature of library to education and academic development of a nation, there should be regular human resource planning to ensure that no gap exist in service quality of academic libraries in Ogun State at all time. This can possibly be achieved when there is adequate preparedness in the aspect of forecasting staff strength, planning for the supply and demand of labour in view with the advancement of technology as the economy is information communication technology driven. Academic libraries need to keep abreast of trend in library profession as such enable the librarian in forecasting the future and success of the academic libraries. Human resource planning when it is well-established and applied fosters development in academic libraries in Ogun State.

CONCLUSION

In conclusion, since human resource planning requires the process of forecasting, supply, demand, scenario planning and action planning enables the head of the libraries in academic libraries in Ogun State to be proactive and plan ahead of time for the success and achievement of the library. This can only be achieved when there is available supply of right mix of professionals to carry out the sensitive duties in the library in order to bring about sustainability of service quality in the library. Sections of the libraries should be avail the opportunity of employing the right mix of workers especially personnel with working experience to foster quality service of making information available to the right person at the right time without restriction. Achievement and Success is not accomplished in a day. To succeed requires conscious effort of the parent institution with the help of library administrator in order to collaborate with the higher institution human resource manager to achieve success. The recruitment process should not be carried out with librarians who will be at the recruitment section to determine the legibility of a candidate to perform effectively and efficiently when employed. Every good success requires conscious effort of the leadership of the institution with head of academic libraries in order to achieve human resource planning in academic libraries in Ogun State, Nigeria.

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