

## SEMBLANCE OF ORGANIZATIONAL DEVELOPMENT STRATEGIES IN THE AGRICULTURAL LIBRARIES ACROSS NORTHERN INDIA: AN EVIDENCE-BASED APPROACH

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**Abstract:** Human Resource Development is incomplete without organizational development, which teaches employees to adapt to change, seize opportunities, and improve over time. The study aimed to explore the viewpoints of library personnel on various organizational development strategies and to evaluate these viewpoints in relation to gender, age demographics, job titles, and responsibilities within the organization. The ongoing research relies mainly on first-hand data gathered from employees, including both regular and designated staff, employed at libraries associated with agricultural universities in the northern states of India. This survey was a descriptive study. This study involved 96 library professionals employed in diverse agricultural libraries across several northern Indian states. Statistical techniques like percentages, means, standard deviations, t-tests, and analysis of variance were utilized to analyse the collected data. The study findings indicated that most library staff members were satisfied with the organizational development strategies implemented by their institutions, and it was observed that gender did not impact employees' professional development within the organization. While no gender difference was observed with organizational development practices. Furthermore, it was determined that respondents in younger age groups were less happy with organizational development practices than professionals over the age of fifty years.

**Keywords:** Agricultural Libraries, ANOVA, Organization growth, Organizational Development, Professional Employees.

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### 1.0 Introduction

Although a literal understanding of the words “organization growth” could refer to a broad variety of methods for developing an organization, Organizational Development assists in the productive and successful utilization of resources. It may be used to solve organizational challenges or to assess a method and discover more efficient ways of doing things. First and foremost, talk about organizations. “Groups of people united by some shared goal to fulfill objectives” is what an organization is (North, 1990) When individuals come together to achieve a desired end state or goal, they form organizations. They arise because of deliberately orchestrated events, spontaneous improvisation in some situations, or a mixture of the two, but they often take concerted action (Hatch, 2011). Organizations are more vulnerable now than they were before. Many organizations are rapidly losing their viability as a result of the rapid explosion of knowledge and technology. Customers now have a wide range of selections and modern features, which has decreased product life. Threats are constantly coming from newer methods for cutting costs, improving quality, and speeding up delivery. New kinds of issues are emerging as a result of the rapid changes in the economic, political, and social environments. Modern businesses have no choice but to constantly work on improving their ability to cope. Modern businesses can choose from a wide range of organizational development interventions to help them develop and stay competitive in a world that is changing quickly.

## 2.0 Definition Of Organization Devel

### 2.1 Opment

- **According to Bennis (1963).** An approach to education designed in response to the fast-paced changes in the contemporary world, aiming to assist organizations in adapting to new technologies, markets, challenges, and the rapid rate of change itself.
- **Udai Pareek (1975).** A deliberate attempt by process experts to assist a company in developing (a) its diagnostic abilities (b) its coping skills (c) its linking methods and (d) a mutuality culture.
- **According to Cummings and Edgar (1989).** “A comprehensive application of behavioural scientific understanding to the deliberate creation and reinforcement of organisational plans, structures, and procedures to increase the efficiency of an organisation”.

### 3.0 Need Of The Study

Organizational development is a flexible strategy. It helps organisations adapt quickly to change by utilising information from behavioural science. Every organisation needs to stay afloat and survive in a changing world. In response to this demand from the organisations, OD has rapidly expanded. Only through successful integration of personal and organisational goals can the highest level of productivity be attained. The purpose of this research was to assess professional staff members' (males and females, various age groups, different designations, and natures off job) satisfaction with the organisational development practises at designated respective university libraries across northern India.

### 4.0 Objectives

1. To understand the viewpoints of library professionals on organizational development practices.
2. To compare organizational development practices between male and female library employees.
3. To compare organizational development practices among library employees belonging to different age groups.
4. To compare organizational development practices among library employees with various job designations.
5. To compare organizational development practices among library employees with different job types or natures.

### 5.0 Hypotheses

**H<sub>01</sub>** There exists no significant difference in the organization development of library employees regarding their gender.

**H<sub>02</sub>** There exists no significant difference in the organization development of library employees regarding their nature of job.

**H<sub>03</sub>** There exists no significant difference in the organization development of library employees regarding their age of group.

**H<sub>04</sub>** There exists no significant difference in the organization development of library employees regarding their nature of job.

### 6.0 Research Methodology

The study primarily relied on data from library staff working in agricultural universities across Northern Indian states. A "descriptive survey design" was employed to gather information and analyse the facts, viewpoints, opinions, and attitudes of these library employees.

#### 6.1 Tools Used

The researcher created her own five-point likert scale to evaluate the library staff's commitment to organisational development.

## 6.2 Research Population

The research comprised 125 professionals employed within agricultural university libraries spanning across northern Indian states. Taro Yamane's sampling formula from 1970 was used to choose 96 information workers as a representative sample.

## 6.3 Statistical Estimation and Sample Size

Sample size can be estimated in a variety of ways. In this investigation, just one estimating strategy was taken into account.

### Approach 1 (Utilizing a Mathematical Equation)

“Taro Yamane (1970) has given the following formula for estimation of the sample size:

$$N = N / 1 + n(e)^2$$

where, N is the total population and (e) is error or confidence level”.

In the present study the population is 125 and confidence level is 95% or error (e) is 0.05.

So, the sample size would be

$$\begin{aligned} N &= 125 / 1 + 125(0.05)^2 \\ &= 125 / 1 + 125(0.0025) \\ &= 125 / 1 + 0.31 \\ &= 125 / 1.31 \\ &= 95.5 \end{aligned}$$

“According to Yamane's formula, for a population of 125, a sample size of 95.5 would be statistically significant and appropriate”. The same method applied to the study's total population of 125 yields a 95.5% statistically significant sample size. As a result, a sample size of 96 people was decided upon.

### Universities Included In The Study

State	University	Number
Punjab	“Desh Bhagat School of Agriculture Sciences, Desh Bhagat University, Mandi Gobindgarh	12
	Punjab Agricultural University, Ludhiana	10
Haryana	Chaudhary Charan Singh Haryana Agricultural University, Hisar	16
	National Dairy Research Institute, Karnal	08
Himachal	Chaudhary Sarwan Kumar Himachal Pradesh Krishi Vishwavidyalaya, Palampur	12
	Dr. Yashwant Singh Parmar University of Horticulture and Forestry, Solan	09
Uttar Pradesh	Chandra Shekar Azad University of Agriculture & Technology, Kanpur	05
	Narendra Deva University of Agriculture & Technology, Kumarganj, Faizabad	06
Uttarakhand	Govind Ballabh Pant University of Agriculture & Technology, Pantnagar, Udham Singh Nagar”	18
	<b>Total</b>	<b>96</b>

## 6.4 Statistical Approaches Utilized

Percentages, means, standard deviations, “t” test, and analysis of variance were among the statistical methods employed in this study.

## 6.5 Data Analysis & Interpretation

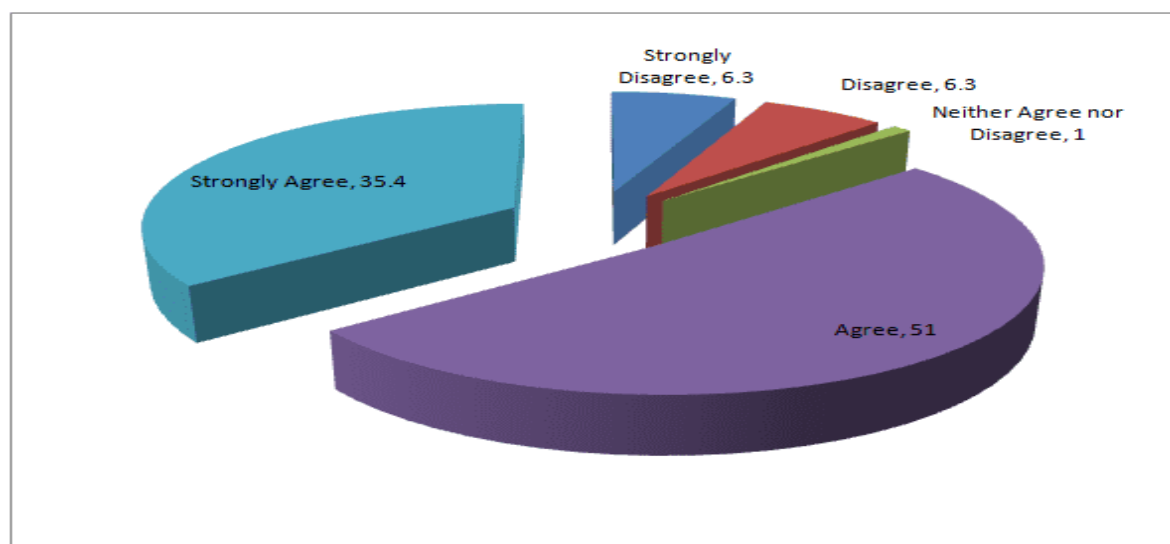
“The collected data was analyzed both quantitatively as well as qualitatively”. This study used two types of analysis, descriptive as well as differential, to check for validity and test the null hypotheses.

### Section: I: Descriptive Analysis

Differential analysis is the focus of the first section. Frequency and percentage calculations were used to examine the data.

**Table 1: Library professionals' general views on Organizational Development (OD) within their work place**

Response	Frequency	Percent
Strongly disagree	6	6.3
Disagree	6	6.3
Neutral	1	1.0
Agree	49	51.0
Strongly agree	34	35.4
Total	96	100.0



**Fig. 1: Library professionals' general views on Organizational Development (OD) within their workplace**

The table showed that an overwhelming majority (86.4%) were strongly agree or agree with this statement that “Employees are a part of decision making, proper placement of employees reduce absenteeism and boosts morale”, whereas (12.6%) respondents were found disagree or strongly disagree only 1 respondent was found neutral.

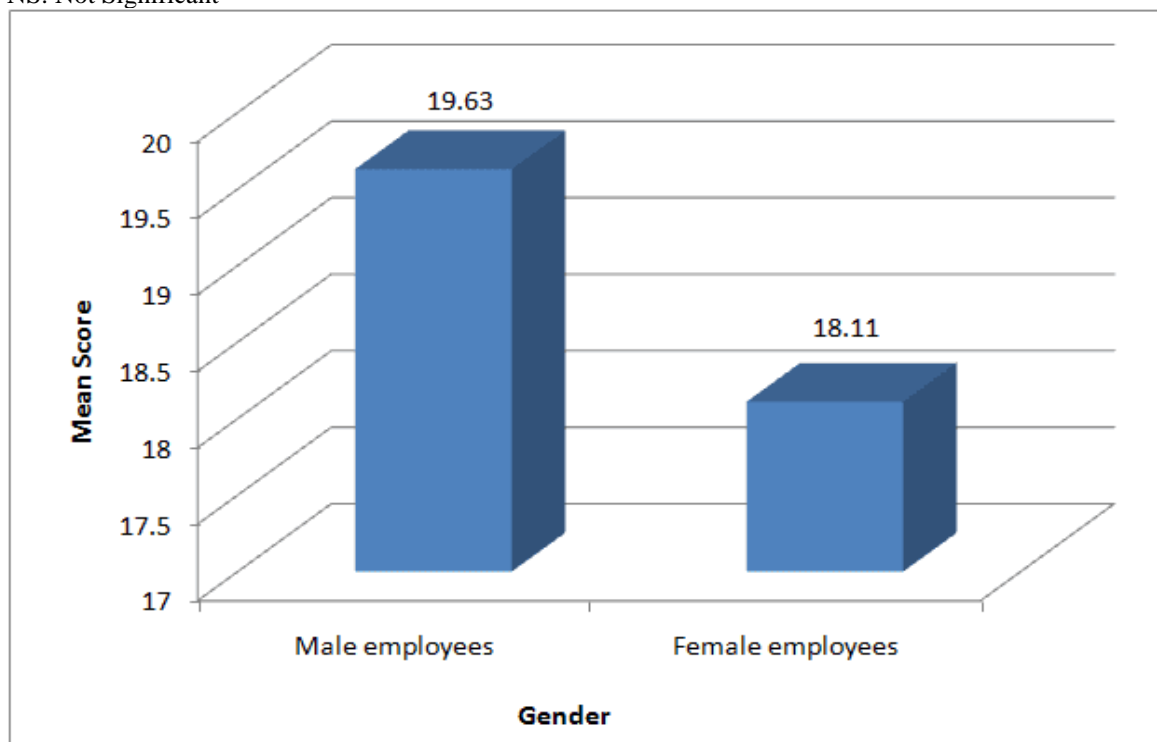
### Section: II: Differential Analysis

Differential Analysis was the subject of our current research. Organisational Development (OD) of professional library staff as influenced by gender, age, position, and nature of work

**Table-2 : “Comparison of professional male and female library employees regarding organizational development”**

Gender	N	Mean	S.D.	‘t’ Value
Male employees	59	19.63	4.59	1.505 <sup>NS</sup>
Female employees	37	18.11	5.14	

NS: Not Significant

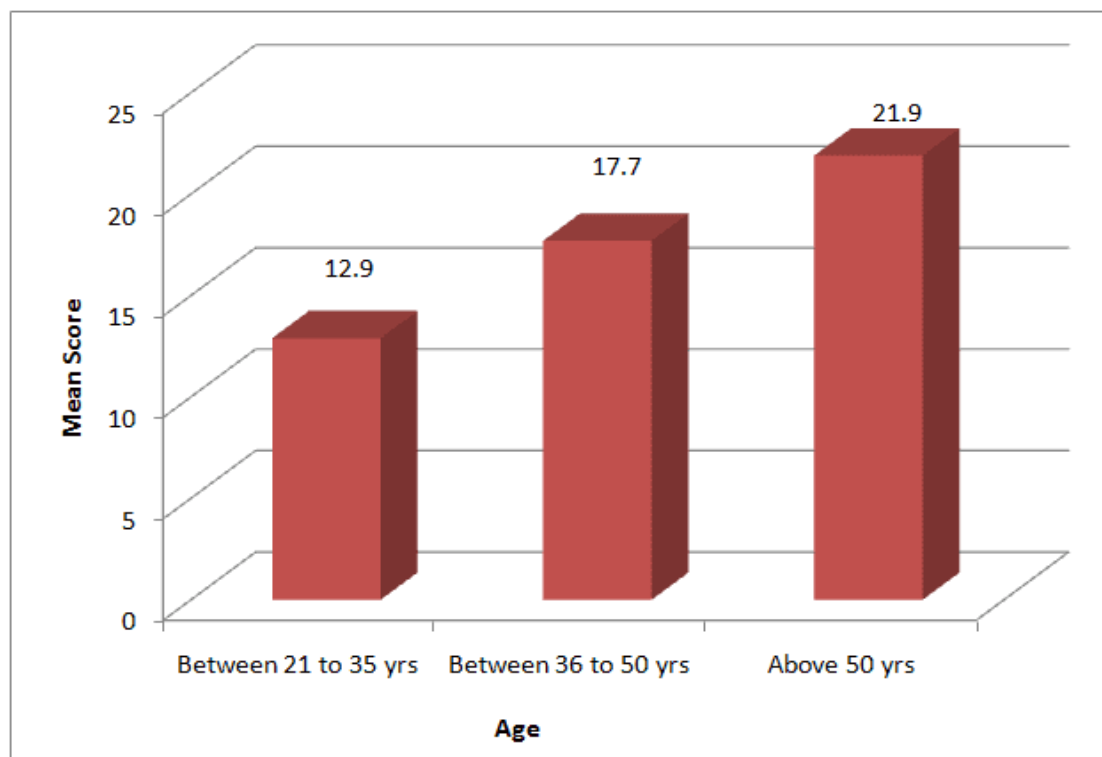


**Fig. 2: Mean score of library professional staff members, both male and female, on organisational development.**

According to Table 2, the mean score of male library worker is 19.63, while the mean score of female library worker is 18.11. The obtained calculated value of 1.96 is larger than the 't' value of 1.505 at a significance level of 0.05. The null hypothesis "There exists no significant difference in the organization development of library employees regarding their gender" is thus supported. According to the data in the table, male and female library professionals have the same point of view on the importance of organisational growth.

**Table 3: "Mean & SD values of library professional employees belonged to different age groups regarding organizational development".**

	N	Mean	SD
Between 21-35 years	12	12.90	5.19
Between 36-50 years	44	17.70	4.12
More than 50 years	40	21.90	3.33
Total	96	19.04	4.84



**Fig. 3: Mean values library employees related to various age groups in relation to their organizational development.**

**Table 3.1: "ANOVA table organizational development of library professional employees in relation to various age groups".**

	Sum of Squares	Df	Mean Square	F value	Sig.
Between Groups	800.155	2	400.078	26.025	.000
Within Groups	1429.678	93	15.373		
Total	2229.833	95			

Table 3.1 shows a significant F value (26.025) with a degree of freedom (df) of 2.93, significant at the 0.01 level. This indicates a notable distinction among the age groups within the professional library staff, highlighting a significant difference between them. This shows that there is no common population that various groups are concerned with when calculating their mean score. Tables 3.2 offer an analysis after the fact of the average variance in "Organisational Development" among three age categories: individuals aged 21 to 35, 36 to 50, and over 50 years old.

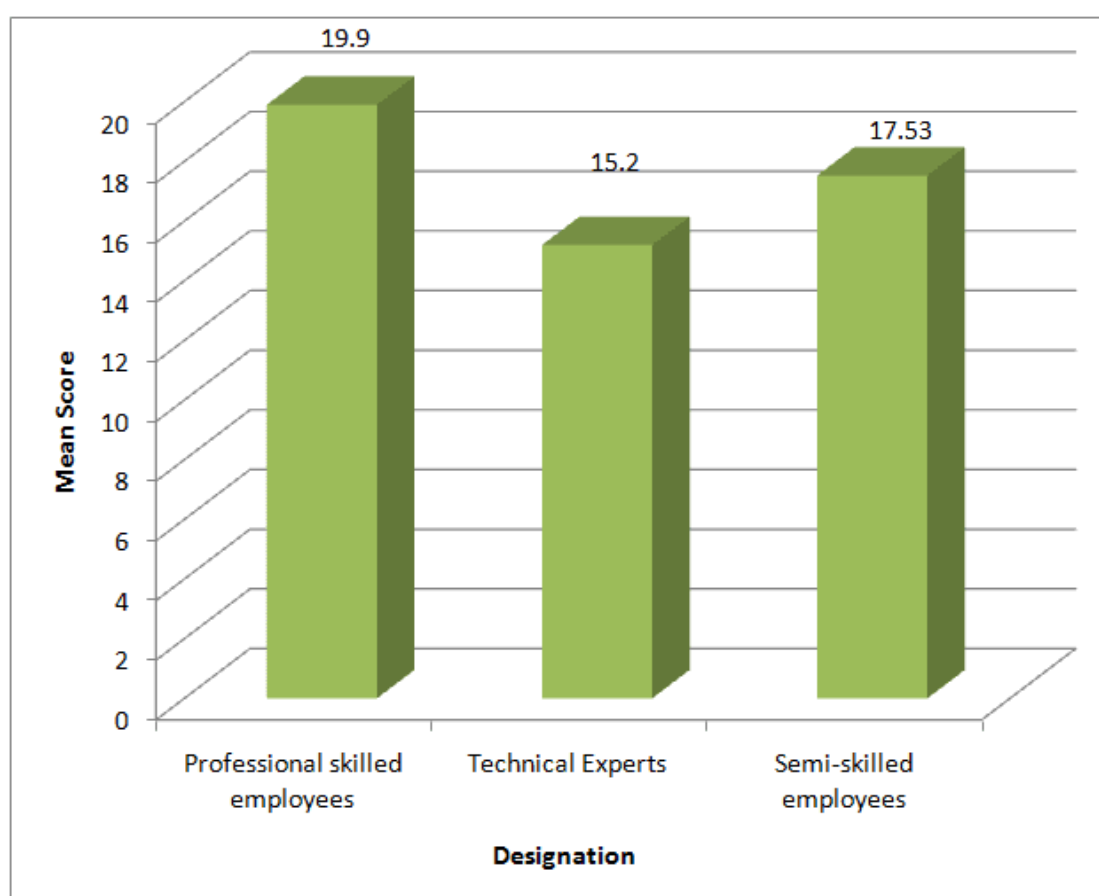
**Table 3.2: Post-Hoc Analysis of Organizational Development Among Library Professional Employees Across Age Groups.**

Tucky/HSD				
Age Group	N	Subset for alpha=0.05		
		1	2	3
Between 21-35 years	10	12.90		
Between 36-50 years	44		17.70	
More than 50 years	42			21.90
Sig.		1.000	1.000	1.000

The post-hoc analysis reveals that all three age groups significantly differ in terms of organisational development. The table also shows that employees over the age of 50 years differ significantly from those who belong to the age groups of 21 to 35 and 36 to 50 years, respectively. The age of the respondents significantly influenced organisational development, it can be inferred. Compared to respondents from lower age groups, respondents from higher age groups were more content with organisational development.

**Table -4: Mean & SD values of library professional employees in relation to different designation on organizational development**

	N	Mean	SD
Employees with Professional skill	71	19.90	3.97
Employees with technical expertization	10	15.20	5.18
Employees with semi-skill	15	17.53	6.81
Total	96	19.04	4.84



**Fig.-4: Mean values of library professional employees having different designation in relation to organizational development**

**Table 4.1: “ANOVA table of library professional employees with different designation in relation to organizational development”.**

	Sum of Squares	Df	Mean Square	F value	Sig.
<b>Between Groups</b>	234.190	2	117.095	5.457	.006
<b>Within Groups</b>	1995.643	93	21.459		
<b>Total</b>	2229.833	95			

Table 4.1 reveals that the F value of 5.457 with a df of 2.93 is statistically significant at the .01 level. Different library professionals with different titles may also be recognised to have significant differences in their work. This indicates that the mean scores of various groups are not relevant to the same population. The post-hoc test was used to further assess the mean difference in “Organisational Development” across the three groups of employees i.e., employees with professional skills, employees with technical expertization, and employees with semi-skills. It was displayed in Tables 4.2

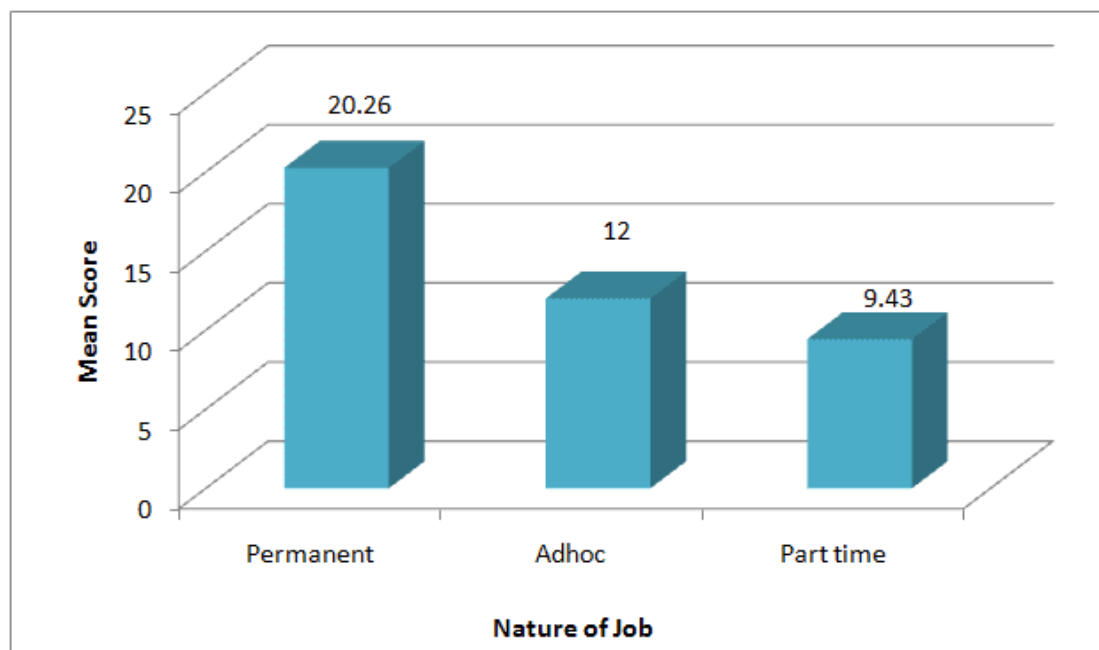
**Table 4.2: “Post-hoc table of library professional employees with different designations in relation to their organizational development”.**

<b>Tucky/HSD</b>			
Designation	N	Subset for alpha=0.05	
		1	2
Employees having technical expertization	10	15.20	
Employees having semi-skills	15	17.53	17.53
Employees having professional skills	71		19.90
Sig.		.319	.309

The post-hoc analysis reveals that all three designation groups differ significantly in terms of organisational development. The table also shows that the differences between highly skilled professionals and semi-skilled professionals are much larger when compared to the differences between highly skilled employees and semi-skilled employees. As a result, it can be said that respondents' job titles also contribute significantly to organisational development. Respondents with higher professional skill levels reported higher levels of satisfaction with organisational development.

**Table - 5: Mean & SD values of library professional employees with different type of nature of job in relation to their organizational development.**

	N	Mean	Std.Deviation
Permanent employees	84	20.26	3.48
Ad-hoc employees	5	12.00	6.67
Part-time employees	7	9.43	1.98
Total	96	19.04	4.84



**Fig. - 5:** Mean values of library professional employees with different types of nature of job in relation to their organizational development.

**Table - 5.1:** “ANOVA table of library professional employees with different types of nature of job in relation their organizational development”.

	Sum of Squares	Df	Mean Square	F value	Sig.
Between Groups	1019.881	2	509.940	39.195	.000
Within Groups	1209.952	93	13.010		
Total	2229.833	95			

The F value (39.195) in Table 5.1 is statistically significant at the.01 level, with a df of 2,93. It's also possible to notice a big disparity between the types of work held by library professionals. This shows that there is no common population that various groups are concerned with when calculating their mean score. Table 5.2 displays the results of a post hoc test comparing the means of the three groups (permanent, ad hoc, and part-time workers) on the “Organisational Development” scale.

**Table - 5.2:** “Post-hoc table of library professional employees with different types of nature of job regarding organizational development”.

Tucky/HSD			
Nature of Job	N	Subset for alpha=0.05	
		1	2
Permanent employees	7	9.43	
Ad-hoc employees	5	12.00	
Part-time employees	84		20.26
Sig.		.312	1.000

The post-hoc analysis reveals that all three types of job groups significantly differ from one another in terms of

organisational development. The chart indicated a notable difference between permanent employees and ad hoc/part-time employees, while there was no distinction within the ad hoc and part-time employee groups themselves. This indicates that the type of employment significantly influences organizational development. Permanent employees exhibited higher satisfaction levels with organizational development in comparison to part-time and ad hoc employees.

#### **6.0 Tenability of Hypotheses**

1. In this study, there was no significant difference noted in the Organizational Development practices between male and female professional library employees. Thus, the null hypothesis of no difference is **“Retained”**.
2. Among respondents from various age groups, a significant difference in organizational development practices was observed. The respondents of younger age groups were found to be less satisfied with organisational development practise than the professionals over the age of 50. The null hypothesis is therefore **“Not Retained.”**
3. It was also observed from the research that there exists a considerable disparity among the employees with different designations on organizational development. As compared to the library professionals who belonged to technical expertizational and employees with semi-skills, professionally skilled employees were found to have more satisfaction with organizational development practice. Hence the null hypothesis is **“Not Retained”**.
4. The respondents who belonged to various job types showed a considerable variance in organisational development practises. Compared to respondents who worked part-time and on an as-needed basis, permanent employees were found to be happier with organisational development practises. Hence the null hypothesis is **“Not Retained”**.

#### **7.0 Findings**

**7.1 Descriptive Analysis:** The analysis revealed that a significant majority (86.4%) of respondents agreed or strongly agreed with the statement that involving employees in decision-making and placing them appropriately reduces absenteeism and enhances morale. In contrast, a small percentage (12.6%) disagreed or strongly disagreed, with only one respondent remaining neutral. These findings indicate that the organizational development strategies were generally positively received by most library staff in the agricultural university libraries under study.

#### **7.2 Differential Analysis**

The study also revealed that both male and female participants had similar overall attitudes towards the concepts of Organizational Development. However, respondents under the age of 50 expressed lower satisfaction levels with Organizational Development practices compared to older professionals. Regardless of their job titles be it skilled, semi-skilled, or technical expert’s employees held a unified viewpoint on Organizational Development. Permanent employees exhibited greater satisfaction with Organizational Development practices compared to part-time and casual workers. Across different job titles, employees shared a common understanding that involving employees in decision-making enhances morale, highlighting the importance of this aspect in Organizational Development.

#### **8.0 Conclusion**

Every worker has the opportunity to contribute to the team's knowledge base and voice their opinions through active participation in the decision-making process. Having a great manager-employee relationship is important, but having a strong team spirit among employees is also important. Co-workers can interact and individually offer their special skills to a project by communicating with one another and sharing their thoughts. The study's conclusions showed that the organisational development strategies were generally well-liked by the majority of library staff. The outcome demonstrates that the majority of workers in the organisation participated in decision-making, and that effective employee placement lowers absenteeism and raises morale. Because successful businesses constantly change, organisational development is essential for the transition to higher efficiency. It takes a lot of effort and time to carry out this activity.

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