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Bibliographic tools of Islamic information

Presenter
Khatijah Othman & Nor Azzah Momin

Topic
Enhancing Islamic Cataloguing System And Cataloguer: An Approach To The Managerial Concept Of Human And Material Resources.
ENHANCING ISLAMIC CATALOGUING SYSTEM AND CATALOQUER: AN APPROACH TO THE MANAGERIAL CONCEPT OF HUMAN AND MATERIAL RESOURCES.

By:
Khatijah Othman
Nor Azzah Momin
(Islamic Science University of Malaysia, Nilai, Negeri Sembilan, Malaysia)

The study of library sciences which included the library information system and the library management which in exact known by the system of library cataloguing and mainly based on Library of Congress Classification (LCC) and Dewey Decimal Classification (DDC) already being exist since last few centuries ago. However, the evolvement of this library sciences much dominated by the western scholars and we Muslim just become the user of the system though they are many disagreement regarding Islamic resources and materials being classified including the context of meaning of Arabic words, its synonymy not to mention others such as Islamic sect, ideology, philosophy, areas of specialization and etc. Not that there is no particular attention to the issues of Islamic cataloguing system and Muslim cataloguer, but the percentage or the degree of development is not equally significant with the evolvement of knowledge and technology in our modern time. Unfortunately, our Islamic materials and resources is not properly updated, organized and managed by the Muslim people involved in this field. Therefore, in tandem with the development of the modern
technological tools, educational aids and computer sciences, this area supposedly, should be address in earlier stage, creating a great system which integrated the specialization, the areas of study, vast information across field, the systematic development of human resources and etc. Considering all the factors mentioned before, it is a high time for all Islamic organization not only creating awareness about this issues, but synergically involve and immerse themselves in the project of modernization and development of these Islamic cataloguing system and producing an Islamic cataloguer through establishing standard modules and index for Islamic Library Information System needed by the Muslim world.

1.0 Introduction

Islam as one of the oldest civilization in this world no doubt having abundance of Islamic resources and materials which by now scattered all over the world and indeed some of the collections were compiled in the foreign country as far as America, Britain, Spain, French, Rome and there were some materials that were kept by the Muslim in different countries in the Middle Eastern countries, African countries or Asia. The compilation of these huge Islamic materials and resources of knowledge most of it being done either in Europe or Islamic countries using a few well established library cataloguing system which generally applied in most of the libraries all over the world namely Library of Congress Classification Scheme (LCCS), Dewey Decimal Classifications (DDC) and Universal Decimal Classification (UDC) or in a rare occasion some of the institution using an Islamic scheme of classification such as Ziauddin Sardar Islam Outline of a
Classification Scheme (ZSCS) which need to be improved in many aspects of applications.

With the evolvement of time, technology, knowledge and people, Islamic collections and materials are increasing in numbers and therefore need a better system of cataloguing and classification to represent the accurateness and preserving the quality of materials classified. Though, the usage of an established classification scheme in some occasion draw unfavorable findings and feedbacks both from the users and the manpower in the library cataloguing system (library cataloguers). Among the major problems occurred in LCCS, DDC, UDC or ZSCS are the limited numbers of classification hence insufficient for the precise classes to the various materials of reading which resulted to the inaccurate classification of heading, sub-heading and class number.

Undoubtedly, from the above discussion, there is a critical need for some adjustment in LCCS, DDC, UDC or ZSCS to suit the special characteristics of Islamic collections or in other words there should be a reform to the library cataloguing system to the new ‘Islamic Classification Scheme’ both in the cataloguing and classification system and in polishing the human resources cum the Islamic cataloguers to become as a ‘subject specialist’ for Islamic library in corresponding portraying the behavior of ‘Muslim Cataloguers’.

1.1 Islamic Materials and Resources in This Modern World.

Due to the development of knowledge in the Muslim world and the rapid increment in number of the Islamic institutions globally, obviously the Islamic collections and information system
are really in need of a robust change and a paradigm shift. Take Malaysia as an example of a developing country which is actively involved in gearing and enhancing higher educational level and higher learning institution to its citizen and other students from abroad. From having just a few public universities in the country initially in 1960’s and 1970’s, nowadays the number of public universities grown to twenty with the addition of other more than hundreds private universities and colleges all over the countries combine with other Islamic institutions which come from governmental and private institutions and most of them having their own collections of Islamic literature either few or many.

To name a few Islamic institution in Malaysia that having their own library and does applied either DDC, LCCS, or ZSCS are such like Islamic Science University of Malaysia (USIM), International Islamic University, Malaysia (IIUM), Institute of Islamic Understanding Malaysia (IKIM), Islamic Development Department of Malaysia (JAKIM), Islamic Training Institute of Malaysia (ILIM) and many others.

However as mentioned before, the usage of the classification scheme either under LCCS, DDC, UDC or ZSCS is insufficient for the Islamic literature which resulted to the wrong classification and inaccuracy of classification. Therefore as for the time being, most of the Islamic libraries mentioned above had expanded their own classification numbering based on the original classification to accommodate the need arises even though the uncertainty and inaccuracy remain. On the other hand the current classification scheme for Islamic subject that is use by LCCS had been expanded in 1979 (Soltani: 1995). Prior to that the DDC had
published their expansion on Islamic religion in 1975 (Soltani, 1995), however the original number, 297, was retained for Islam and the notation was expanded by a decimal digit. No additional letter given to it, since they regard religion is shared by people from all over the world. In addition to that LCCS also had introduced the new schedule specifically meant for Islamic Law under the Class KBP which placed under Class K (the number for law), in 2003 (Yushiana and Shawabikah, 2007).

1.2 The Application of Current Islamic Cataloguers System.

Ziauddin Sardar: Islam Outline of a Classification Scheme (ZSCS) is the only application created specifically for the Islamic collections and materials which had been created in 1979. However ZSCS can be said as not comprehensively develop to meet the needs of the Islamic literature in the Muslim world due to the insufficient classification and numbering system created. ZSCS suppose to create and include more heading and sub-heading to comprehensively provide the class for various and huge resources of Islamic materials. Some of the library using ZSCS expanded the classification on their own initiative though still until today there were no standard and systematic expansion have been done to ZSCS by any Islamic librarians or other Islamic Institution.

Looking at the scenarios in many other places in the world, the Islamic institution and libraries do facing a similar problems and condition. It is a high time for the Muslim to collectively work together to find an alternative of Islamic information library system or to prepare a list of proposed additional classification scheme and subjects for the current system available in the market which
intelligently appreciating the rich resources of reading materials belongs to the Islamic world. Hence the issues mentioned in the previous discussions can be streamlined to a few crucial points below:-

1.2.1. For the Islamic materials and resources to be classified under a new separate classification rather than the established existing classification.

1.2.2. For the Islamic cataloguers to become specialized in the Arabic script (understand the different type of Arabic calligraphies and also understand the meaning of the text which surely involved several terminologies), to accurately define and classify each resources to the correct class.

1.2.3. For the Islamic cataloguers to be able in handling each subject heading and subject area specifically according to its meaning and specified areas.

1.2.4. For the Islamic library to specifically define the accuracy of heading and sub-heading in various areas in Islamic Studies and other subjects.

1.2.5. For all Islamic libraries to have a standard (same) classification scheme and subject headings.

2.0 A Brief Survey on the Need of Islamic Cataloguers and Islamic Cataloguing System.

A brief survey had been conducted by the authors involving 20 librarians/cataloguers in a few established library in Malaysia such as Islamic Science University of Malaysia (USIM), International
Islamic University, Malaysia (IIUM), National University of Malaysia (UKM), Institute of Islamic Understanding Malaysia (IKIM), Islamic Development Department of Malaysia (JAKIM) and Islamic Training Institute of Malaysia (ILIM), just to name a few.

From the e-questionnaires distributed, below is the brief feedback that had been responding by the respondents:-

- From the study/questionnaires distributed, it’s proven that more than half of the respondents or 14 of them (70%) think that the Islamic Libraries are in need of a separate/special cataloguing system. Their reasons are the number for Islamic subject in the present classification scheme is not complete, the current class number for the present classification are placed scattered where it can be found under BP, H, DS, LC, etc. in the LCCS. The other reason given is because the current system available at present have inaccurate subject applied towards abundance of Islamic resources. One of them think that more and more materials related to Islam being publish nowadays and they need more specific and new subjects and call numbers, therefore the present classification system should be revised and improved.

- From the questionnaires feedback, it’s been detected that there is an urgent need for training or courses on how to catalog the Islamic materials. 12 out of 20 respondents (60%) mentioned that they need course on the matter, since they have never attended a special course for this purpose whether during their study in Library Science School or while they are working as librarian. They need the training in order
to identify special characteristics of Islamic publications especially the classical one or ‘Kitab al-Turath’. Currently there is no Library Schools in Malaysia offering this subject in their list of courses offered. Some of the respondents have been working in libraries with Islamic collection for more than 10 years. However, (13/20 - 65%) mentioned that among their problems in doing cataloguing for Islamic materials is to give subject for the item due to limited subject heading provided or inability to understand where to classify the item.

- In improving the Islamic Human Resources System in the Islamic library there is a need also for courses on third and fourth languages especially in Arabic Language. Base on the feedback, there are only 12 out of 20 respondents (60%) have language proficiency in Arabic language and half of them, only have basic knowledge in that particular language. This is because, 12 of the respondents (60%) declared that they have problem with the higher standard of the Arabic language and the modern terminologies in the language and also have problems in understanding the certain types of Arabic calligraphy and the transliteration standards.

- All of the respondents agreed that it is necessary for the Islamic materials cataloguers to have Islamic educational background either in secondary school, high school or first degree level. 17 of the respondents (85%) firmly said yes for the question and gave various reasons for their answers. Whereas the other 3 respondents (15%) said it is not necessary for the cataloguers for Islamic materials to have Islamic Studies background but at the same time declared
that it is a great value added for them to have Islamic Studies background. In short, it is worth to mention here that some of the cataloguers really opined that they need to have a balanced knowledge in both of Islamic Studies and also knowledge in cataloguing. This is because the right and accurate call number and subject given for every item are very much depends on the ability of the cataloguer to understand the contents of the items. Besides, it is better for them if they can play the role as the subject specialist.

- Ironically, the study has revealed that many librarians who are in charge of managing Islamic materials have no background in Islamic Studies. There were 8 respondents (40%) has no background in Islamic Studies at all, 1 respondent (5%) has Islamic Studies background only at High School level. Only 55% of the respondents have studied Islamic Studies at Higher Institution level where 2 of the respondents (10%) have Diploma in Islamic Studies and the other 9 respondents (45%) have Islamic Studies background at First Degree level. This phenomena can affects the credibility of the Islamic Libraries in preparing good collections, assigning subject heading and call number and in giving reference services for their users. The respondents admit that they have problems in cataloguing the Islamic materials because they cannot read the Arabic title which was typed in a unique Arabic Calligraphy, or because they cannot understand the Arabic language itself.
As a summarization from this small survey, we would like to conclude that certainly the rich and vast resources of Islamic literature are in needs:-

- To continuously improve the knowledge of Islamic cataloguers and librarian sciences.
- To introduce a special syllabus in order to improve the capability in reading Arabic script and understanding it’s meaning.
- To inculcate within the cataloguers the lifelong learning knowledge, especially in Islamic Studies.
- To continuously developing the skills of Islamic (Muslim) cataloguers/librarian to become as a ‘subject specialist’ in enhancing and sharpen their expertise and in doing so simultaneously shaping their career path not only functioning as a moving robot in the library or doing a robotic routine job but as a ‘respected and knowledgeable referral’ cum ‘subject specialist’ for the specific areas of study.
- To create a unique and comprehensive cataloguing system of Islamic materials and resources which coming from various materials in arts, science, language, religious, general knowledge and others in different epoch in all of the Islamic libraries.
- To create and established a separate numbering of Islamic cataloguing system based on the existing Islamic materials and resources or establish and develop an extension numbers for classification and subject headings to be proposed for amendment in the current system available.
3.0 Enhancing Human Resources (Islamic cataloguers) of Islamic Libraries.

From the above discussion, it is reasonably to conclude that our Islamic materials and resources is not properly updated, organized and managed by the Muslim people involved in this field from the beginning. Therefore, in tandem with the development of the modern technological tools, educational aids and computer sciences, the responsibilities to create a great system which integrated the specialization, the areas of study, vast information across field, the systematic development of human resources (for the Islamic libraries) fall into the hand of all the library scientist and human resources.

The most important function which strongly related to the compiling and classifying the Islamic materials are sustain by the library cataloguers hence this article would like to stress the intensity of the compendious development to the library cataloguers as a pre-eminent function in the Islamic collections development system.

It is important to understand the improvement of skills and talent transpire through the systematic and orderly syllabus and training program which concurrently moving in parallel with the mission, vision and the goals of the organization. It is also important to highlight here that with the proper planning and development of the human resources in the Islamic library, more diversity of knowledge and multi task job can be institute among the library cataloguers and other library workers. This opinion is further affirmed by Nik Mustapha Hj. Nik Hassan (1998) where he stressed that this phenomenon enables the organization to accept that each worker
is equally needed to realize the organization's goals and the ability to organize and coordinate all workers’ potentials enhance the organization productivity.

To realized all the good said intention, most and foremost all the human resources involved should understand the mission and vision of the organization and the same thing require in the paradigm shift of the library cataloguing and cataloguers system. The cataloguers should be informed and trained with a necessary knowledge and syllabus for them to be able to become multi task workers and more specifically as a subject specialist. Inspired workers will contribute more to the successfulness of change process in the library information system.

As said by Arun Wakhlu (1999), that if the organizations exist for total development of their employees, people in that organizations would work with an abundance of energy and enthusiasm. Referring to the development of Islamic cataloguers, there should be an establishment of occupational standards which can be as a measuring benchmark towards achieving the organizational goals. The competency standard can be used as a basis for many other functions, as asserted by (Peter Lassey, 1998), including:

a- Recruitment and selection.
b- Identification of training and development needs.
c- The evaluation of training and development activities.
d- The development of organizational systems and procedures.

Undeniably, all the important facts that mentioned by Lassey are those areas which need further studies in establishing and creating Islamic cataloguers and Islamic library information system.
Considering all the factors mentioned before, it is a high time for all Islamic organization not only creating awareness about this issues, but synergically involve and immerse themselves in the project of modernization and development of these Islamic cataloguing system and producing an Islamic cataloguer through establishing standard modules and index for Islamic Library Information System needed by the Muslim world.

Therefore, in ascertaining and establishing the competency standard, producing the standard modules and index for Islamic cataloguers, meant that the Islamic library should identifies a few important issues as underline below:-

3.1 **Objective and goals of the Islamic libraries.**

3.1.1. Providing a proper and accurate system for the library cataloguers in cataloguing Islamic resources.

3.1.2. To preserve and value those huge Islamic resources in an accurate manner for the sake of knowledge and future generation.

3.1.3. To create a standard and successful ‘Islamic Information Library System’ via timely service delivery, efficient, conducive and user friendly.

3.1.4. Responsible as a knowledge provider to all the users - ‘House of knowledge’

3.1.5. Multifunction and task of the Islamic (Muslim) cataloguers/librarians.

3.1.6. Accurate and appropriate classification with the comprehensive coverage of subject, heading and sub-heading.
3.2 Measuring the performance.

Once the Islamic cataloguing system is established, there should exist a specific mechanism in measuring the performance where the performance of the Islamic (Muslim) cataloguers using the Islamic cataloguing system is measured to recognize their performance level and their competencies in service delivery meet the required standard set by the organization and in parallel with the mission and vision of the organization.

Through the system applied in organization/institution which are able to read the cataloguers performance either through the assessment via 'Key Performance Indicator' (KPI) or using more specific method such as a metric of 'Balance Score Card' (BSC) to ensure the fulfillment of Islamic cataloguers activities and the organizational outcomes from those human activities and behaviors.

The sample measurement which being applied by most of the Islamic institution to measure their Islamic (Muslim) cataloguers normally based on the 'Key Performance Indicator' (KPI). KPI measurement is based on the cataloguers/librarians performance and its generally assess the competencies of the Islamic (Muslim) cataloguers from a few aspects especially in their ability to understand the contents of the materials that being catalog, therefore they need to understand the language; understand the subject matters, in this case the Islamic Subject and all their sub-headings; ability to match the most suitable subject heading; and ability to give the most suitable class number to the materials; and lastly ability to help/guide the users to find the subject suit to the user’s request.
Hence, the performance measurement should compose from more diverse aspect of human capabilities and specifically outline the task involved:

3.2.1 Human tangible and intangible assets.
3.2.2 The application of balanced score card.
3.2.3 Specific characteristics for Islamic cataloguers.
3.2.4 Methodology of BSC Applications.
3.2.5 A brief illustrative outline of Balance Scorecard for Islamic Libraries.

Thus, this method is less sufficient especially in measuring and scrutinizing the details of every activities and it can be ameliorate further by adding every details of job activities in cataloguing system involved together with the objective, mission and vision of the organization.

3.2.1 Measuring Human Intangible Assets.

Obviously, there is a need for more specific and comprehensive way of measurement of the Islamic cataloguers that will portray the systematic and holistic features of Islamic libraries. And it has been proven that Balance Score Card is one of the powerful tools that had been used by many companies in the world to achieve their successful roadmap. As strongly narrated by Niven P. R. (2006), that the balanced scorecard has emerged as a proven and effective tool in the quest to capture, describe and translate intangible assets into real value for all organization’s stakeholders, and in process, to allow organizations to implement their differentiating strategies successfully.
From what had been stated by Niven and in the case of Islamic library and Islamic cataloguers, the author specifically will focus on ‘intangible asset’ and ‘differentiating strategy’ in the Islamic library. Intangible asset possessed by the Islamic cataloguers meant all the good values practiced (the good quality as a human being, as a servant of Allah) and the soft skills endowed such as their competencies in reading and understanding Arabic language, their understanding of classification system for Islam, their understanding in the subject-heading and sub heading, other relevance knowledge in Islamic studies, their computer literacy, literacy in information sciences and most of all their Islamic practicing as an individual Muslim. Thus, this is inline with the Islamic perspectives of human where as highlighted by Nik Mustapha N. H. (1998), that Islam is a progressive religion where its worldview, principles and values are very dynamic and relevant towards creating a quality and productive personality. As stated in the Quran, Allah says that “We have indeed created man in the best moulds. Then do We abase him (to be) the lowest of the low, except such as believe and do righteous deeds. For they shall have a reward unfailing.” And another important elaboration about the quality of intangible asset in employees that had been stressed by Nik Mustapha is about the possessions of right attitudes, good characters and effective skills through education and training.

Whilst the differentiating strategy in Islamic library meant that there should be an application of the ‘new Islamic cataloguing system’ that comprehensively covered all areas, sects, field of specializations, knowledge, the authentic resources and etc which is vital for the Muslim world. Where there exist such an important
linkage between the ‘intangible asset’ and ‘strategy differentiation’ in the conception of the new system for the Islamic cataloguers and in producing the efficient and competence library cataloguers as depicted in the below chart:
Chart 1. The Linkage Between Human Intangible Asset And Strategy Differentiation.

**Human Intangible Assets.**
- Good qualities as a human being.
- All the effective soft skills possessed.
- Innate abilities.
- Islamic behaviors and practicing.
- Personal commitment and time.
- Passion as a knowledge worker.

**Strategy Differentiation.**
- New Islamic Cataloguing System.
- Well coverage of all the subjects, heading, sub-heading, sectors, areas of knowledge in Islam, etc.
- Well trained the Islamic cataloguers accordingly to the needs, i.e., Arabic Language, Islamic knowledge and Information Sciences.

**The Goals, Mission and Vision of Islamic Libraries.**
- To produce an effective and competence Islamic cataloguers.
- To produce an Islamic cataloguers with multi-task abilities.
- To produce an Islamic cataloguers as ‘subject specialist’ in multi-disciplinary of knowledge.
- To substantiate the encyclopedic Islamic library system.

Thus, from the above chart, it shows that to compose a great new Islamic cataloguing system it need a mixture of well blended intangible asset from human skills (Islamic cataloguers) which can
be translated into the action of strategy differentiating that will lead to the successfulness of the mission, vision and the goals achievement of the mentioned Islamic libraries.

3.2.2 The Application of Balanced Score Card in Islamic Libraries:

A Transformation Process.

Originally, the Balance Scorecard (BSC) was developed in 1990 by two distinguished prominent specialist in management area, Prof. Robert Kaplan from Harvard University and David Norton a consultant from Boston. Their finding on the research conducted in more than a dozen companies and also the immediate result shows by the companies adopting BSC were a proven evidence of how BSC is one of the powerful tools that can be use in measuring performance by capturing the details of activities done by the workers in an organization. Without doubt BSC are able to measure the workers performance which in this paper, the writers specifically focus on the Islamic library cataloguers in the transformation to improve the skills and knowledge enhancement as a ‘subject specialist’ where to verify their achievement, performance measuring is a fundamental issue that need to be addressed in this occasion. The robust impact on the application of BSC is further stressed by Niven (2006) that BSC able to capture, describe and translate intangible assets into real value of an organization and allow organization to implement differentiating strategies successfully. He further stressed that BSC simple methodology are able to translates an organization’s strategy into
performance objectives, measures, targets and initiatives from four balanced perspectives; which are financial, customer, internal process and employee learning and growth. This justification can be a testimony to the crucial linkage between producing Islamic cataloguers in Islamic libraries and measuring performance using Balance Scorecard as an evaluation tool.

Chart 2. The Transformation Toward Balance Scorecard in Islamic Libraries.

<table>
<thead>
<tr>
<th>The Current KPI of Islamic BSC Model</th>
<th>The Creation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current KPI practiced by most of the Islamic library based on:</td>
<td>Islamic BSC based on:</td>
</tr>
<tr>
<td>• Quantity of items processed</td>
<td>• Details of the activities of Islamic cataloguers</td>
</tr>
<tr>
<td>• Times taken for processing</td>
<td>• Intangible Assets.</td>
</tr>
<tr>
<td>• Budget used</td>
<td>• Goals/mission/vision.</td>
</tr>
</tbody>
</table>

3.2.3 Specific Characteristics for Islamic Cataloguers.

Islamic cataloguers envisage with a multi task responsibilities which will impersonate not only knowledgeable subject specialist but are capable to execute the role as ‘all rounder worker’ in the Islamic library. From high performance work system’s (HPWS) view, the competent workers are able to carry
multi function role which strongly contribute to a successful organization and leading to more competent dimension. As contended by Dessler & Huat (2009) that the aim of HPWS is to maximize employees' competencies and commitment.

In relation to the Islamic cataloguers and Islamic library cataloguing system transformation process, the characteristics measuring Islamic cataloguers should be based on:

• “High quality information desk”
• “High quality library cataloguers”
• “Performing multi task job”
• “Specialization in a specific area of study as a ‘subject specialist’”
• “Knowledge workers in library cataloguing system”
• “Knowledge Improvement in books classification system”

3.2.4 Methodology of BSC Applications.

There should be a clear understanding of objective and organizational goals to all the Islamic cataloguers so that they can fully function at their maximum commitment to their work especially to achieve the standard of subject specialist, multifunction workers and special extra characteristics that should be belongs to Islamic cataloguers in the Islamic libraries. There should be a collaborative and strategic planning effort among the managerial of Islamic libraries and successfully elucidate to all the employees, specifically to the Islamic cataloguers. Axson (2007) indulged that running any organization successfully is a collaborative process. The strategic planning process should encourage the development of innovative
ideas and provide a mechanism to ensure the potential values is not lost.

In which as far as the workers are concern, the linkages of BSC itself with the application and adaptation of BSC in the organization depended to the types of organization, cultures and values of the organization and without doubt the goals and direction of the organization. Hence, the approaches, methodologies and characteristics applied might vary from one organization to another. The Islamic library as a knowledge provider to the user should observe this issue and should come out with their own strategic goals and plans to expedite the employment of BSC in increasing the Islamic cataloguer performance adjacently collaborating in identifying the areas of strength or weaknesses for improvement.

3.2.5 A brief illustrative outline of Balance Scorecard for Islamic Libraries.

In the transformation or expansion process of Islamic library cataloguing system and in producing efficient and competent Islamic cataloguers, the metrics of BSC could include things such as:

1. Intellectual capital/knowledge assets which more focus on the soft assets such as:
   - Skills
   - Capabilities
   - Expertise
   - Cultures
   - Loyalties/commitment

2. Level of organizational learning:
3. Subject specialist training:
   - Identification field of specialization
   - Specialization training in knowledge enhancement

4. Islamic libraries strategic goals and direction

5. Effectiveness of selection process for identifying high quality candidates – number of qualified candidates per position, turnover and retention statistics.

  Depict below is the chart showing a measurable linkage (using BSC) between the goals of the Islamic library and the visionary of Islamic cataloguers, efficient/improve Islamic cataloguing system that Islamic library would suppose to produce.

The model of BSC in chart 3 suggests the sample of how Islamic library in Muslim world should be planned in developing and measuring the Islamic cataloguing system and Islamic cataloguers’ growth and duties. Though, the effectiveness of selection process might varies between one library to another, depending on the availability of the candidates and requirement solicited, the internal process which is development of Islamic cataloguing system and the Islamic cataloguers learning and growth process can be standardized among all Islamic libraries. The concoction of standardization among Islamic libraries will be a basis for the competency-based measuring system to be set up in measuring performance of both the system and human capital (specifically the competency level of Islamic cataloguers and Islamic cataloguing system).

4.0 Conclusion

An establishment of standard modules and index for Islamic Library Information System needed by the Muslim not only in Malaysia but all over the globe indeed need an extensive effort and hard work from all the Muslims’ experts on continuous basis. The change is strongly needed not only to upgrade the standard of cataloguing for the Islamic Information resources but the equivalent important is in developing a competent human resources (especially Islamic cataloguer) which can be considered as a core human role in ensuring the smooth running of the system itself.

Whilst the requisite for the Islamic library to producing ‘subject specialist’ is consider a candid step in further upgrade and providing a specialize services to the end user. Where, the
previous mentioned change and process suppose to be translated to the human resources Balance Score Card in measuring competency based performance. The BSC model suggested by the author may be applicable only to a modern library with all the modern computer system in library sciences but in the case of a traditional library the model needed may be a much simpler one. The model also may need some adjustment to certain extent depending on the nature and culture that being implanted on that particular Islamic library. Furthermore, since this is the first attempt by the author to come out with the suggestion of BSC implementation towards the Islamic library, there certainly open to a critic and suggestion for the areas of improvement.

From the implementation of BSC, strategically required outcomes would be the following:

- An employee selection system that attracts and retains the human talent to support the development of Islamic cataloguing system
- A “learning organization” in which employees are able to learn on a continuing basis.
- A culture of global teamwork among the Islamic library which will help in standardizing the Islamic cataloguing and measuring performances.
- Workforce competencies and behaviors could include openness to learning, expertise skills, multi disciplinary knowledge, efficient service delivery and openness, respect and appreciation for the organization’s leadership.
As succinctly and powerfully said by *Harvard Business Review* editor that “*The most important of all are ‘soft’ assets such as skills, capabilities, expertise, cultures, loyalties and so on. These are the knowledge assets – intellectual capital – and they determine success or failure*”.

**5.0 Recommendation.**

There should be a collaborative effort from all the members of Islamic Libraries Professionals all over the world to reform the existing application system of Islamic Libraries cataloguing system and train and producing the Islamic cataloguers according to the needs of Islamic libraries and the users. Every member should come out with their ideas for the improvement and through the collaborative work the intention of Islamic cataloguing system will strategically be realized for the usage of all the Islamic libraries in the world. As stated by Axson (2007) that breakthrough strategic thinking requires a broad solicitation of ideas from a diverse group of people. Every Islamic library had their own experiences and ideas in developing an Islamic cataloguing system and what are the characteristics of required Islamic cataloguers. The only problem need to be solved here is who going to initiate these?
References:


