

Influence of Human Resource Management on Attainment of Organizational Goal in the University of Jos Library

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Abstract:

This study examined the influence of human resource management on attainment of organizational goal in the university of Jos library. The study was guided by four objectives. Inline with these objectives the study answered four corresponding research questions. The research design employed was a survey research design specifically cross-sectional survey research design. The target population consists of 40 staff of the permanent site library of the University of Jos. The sample size consists of the same number as the population. The instrument used for data collection was a structured questionnaire titled Questionnaire on Influence of human resource management on attainment of organizational goal in the university of Jos library" (QIHRMAOG). The instrument was subjected to face and content validity. The reliability of the instrument was also established at 0.81 coefficient. The data collected was analyzed simple percentage, frequency count, and mean method as well as standard deviation. The analysis revealed that, human resource management positively influences organizational goal attainment in the University of Jos Library and also that effective recruitment policies enhance employee performance and institutional effectiveness among others. The study concluded that, adoption of strategic HRM practices has the potential to foster a productive and innovative work environment, overcoming the systemic obstacles is essential for realizing the full benefits of these initiatives. The study also recommended among other things that, The university management should establish a structured mechanism for continuous evaluation and refinement of HRM practices to ensure they align with the institution's evolving goals.

Keywords:

Influence, human resource management, attainment and organizational goals

I. Introduction

Organizations are structured social systems created by individuals to achieve specific goals and objectives. They comprise people, processes, and resources working in coordination to deliver products or services, influence societal values, or create solutions for various challenges (Jones & George, 2019). Organizations may vary in type, including profit-oriented enterprises, non-profit institutions, educational establishments, and governmental bodies. The goals of an organization are the specific outcomes that management seeks to achieve within a defined timeframe. These goals typically align with the organization's mission and vision and are categorized as financial, operational, or developmental. Financial goals may focus on increasing profitability or expanding market share, while operational goals often aim at process improvements or enhanced service delivery. Developmental goals, on the other hand, might concentrate on employee capacity building or community engagement.

Organizations play a crucial role in society, providing numerous social, economic, and developmental benefits. They act as engines of economic growth by creating employment opportunities, contributing to GDP, and fostering innovation. Educational organizations contribute to knowledge dissemination and capacity building, while non-profits often focus on addressing social inequalities and improving community welfare (Robbins & Coulter, 2021). Furthermore, organizations promote social stability by offering products and services that improve the quality of life. They also provide a platform for individuals to fulfil personal aspirations, grow professionally, and contribute meaningfully to society. A well-functioning organization helps maintain social order, drive technological advancements, and enhance the overall well-being of communities. Organizations are essential structures that enable collective efforts to achieve defined objectives. Their goals serve as a compass for their operations, while their relevance is seen in their contributions to societal progress, individual growth, and economic development. Through their mission-driven actions, organizations play a central role in shaping the future of communities and nations.

A library, as a vital part of a school or academic institution, plays a crucial role in fostering knowledge acquisition, research, and intellectual development. It serves as a resource hub, providing students and faculty with access to a wide array of learning materials, including books, journals, digital content, and other academic resources (Ranganathan, 2016). Beyond its resource collection, the library serves as a dynamic learning environment where information literacy and critical thinking skills are cultivated. Within the context of educational institutions, the school library is not just a facility but an integral organisational unit that supports academic excellence. The functions and importance of school libraries cannot be overemphasised. Primarily, they provide access to diverse learning resources, which promote independent learning and foster a reading culture among students (Todaro, 2020).

As an organisation, a school library must have clearly defined goals aligned with the educational mission of the school. These goals may include promoting academic research, fostering literacy, supporting curriculum development, and enhancing access to information technology. The achievement of these objectives requires effective management, strategic resource allocation, and continuous improvement to meet the evolving needs of students and faculty. However, the journey toward achieving these organisational goals is often fraught with challenges. Limited funding is a common issue, restricting the ability to acquire new learning resources and maintain technological infrastructure. Additionally, inadequate staffing and insufficient training for librarians can hinder effective service delivery. The emergence of digital technologies also presents both opportunities and challenges, as libraries must adapt to the changing information landscape while maintaining traditional services (Todaro, 2020). In the case of the University of Jos Library, these challenges are not unfamiliar. As a major academic resource centre in Nigeria, it faces the task of balancing the demands for physical and digital resources, ensuring equitable access for students and staff, and maintaining its relevance in an increasingly digital world. The school library stands as a pivotal organisational unit within educational institutions, contributing significantly to academic success and intellectual development.

To enable the library meets its mandate the role of human resource management can not be relegated to the background. Effective human resource management is crucial for university libraries to fulfil their mandate of delivering efficient and innovative services to students, researchers, and faculty members. Libraries, as knowledge hubs, require a well-structured human resource department that deliberately aligns its recruitment and personnel management strategies with the library's goals. This ensures the hiring of competent and

skilled personnel capable of enhancing the effectiveness of library operations. According to Hassan (2020), libraries must adopt innovative, technology-driven recruitment methods and create supportive environments to retain skilled employees who contribute to service sustainability and innovation. These measures are necessary for libraries to meet the changing information needs of their patrons in a dynamic knowledge landscape.

Human resource management in university libraries encompasses recruitment, staff training, welfare, and engagement. Proper attention to these aspects enables library personnel to perform optimally and deliver high-quality services. When adequately prioritised, human resource development fosters an environment where staff can contribute effectively to achieving the library's goals. As Kamble and Ghante (2021) argue that human resource strategies significantly influence a library's adaptability and capacity to meet its mission. Thus, for a university library to remain effective and innovative in its service delivery, a strategic and well-coordinated human resource management system is imperative. The pivotal role of human resources in ensuring the library's success cannot be relegated to the background. Recognising this role underscores the need for a deliberate focus on recruitment, training, and staff welfare to foster an environment conducive to optimal performance and sustained organisational development. Hence, the need to conduct a study on influence of human resource management on attainment of organizational goal in the University of Jos.

1.1 Statement of the Problem

The University of Jos Library plays a pivotal role in supporting academic activities by providing essential information resources and research materials for students, faculty members, and researchers. The library's mandate encompasses fostering informed research, enabling breakthrough innovations, and preserving knowledge for present and future academic pursuits. As a vital academic support unit, the library's functionality significantly contributes to the institution's mission of producing well-rounded graduates with sound knowledge and moral character. To achieve this mandate, it must effectively incorporate both physical and digital resources to meet users' evolving needs and foster institutional excellence.

However, achieving these goals heavily depends on the library's human resource management. The quality and competence of library personnel directly impact the library's capacity to fulfil its mandate. Human resource management functions, including recruitment, training, staff engagement, and development, are critical to creating a workforce that aligns with the institution's goals. Unfortunately, the University of Jos Library has faced significant challenges over the years. These challenges include funding constraints, a history of fire incidents, inadequate training and retraining programmes for staff, and a lack of a robust human resource management system. Although the university administration has taken steps to mitigate these challenges, including appointing competent library heads and increasing funding allocations, the desired outcomes remain elusive.

The persistent failure to address the human resource management gap continues to undermine the library's capacity to provide efficient services and meet its organisational goals. According to Hassan (2020), effective human resource management is crucial for the optimal functioning of libraries and their ability to meet institutional objectives. This gap in human resource capacity at the University of Jos Library necessitates urgent scholarly investigation to explore more effective strategies for enhancing human resource practices that can foster the attainment of organisational goals. Hence the problem of this study can be subsumed under the broad question; What is the influence of human resource management on attainment of organizational goal?

1.2 Aim and Objectives of the Study

The aim of this study is to investigate the influence of human resource management on attainment of organizational goal in the university of Jos library. Specifically, the study objectives include to;

1. Find out the influence of human resource management on organizational goal attainment
2. Determine the role of human recruitment policies on attainment of organizational goal
3. Examine the impact of staff training on the effectiveness of library services in the University of Jos Library.
4. Identify the challenges affecting human resource management in the University of Jos Library.

1.3 Research Questions

The following questions will be answered in the study

1. What is the influence of human resource management on organizational goal attainment?
2. What are the roles of human recruitment policies on attainment of organizational goal?
3. What is the impact of staff training on the effectiveness of library services in the University of Jos Library?
4. What are the challenges affecting human resource management in the University of Jos Library?

II. Review of Literature

2.1 Meaning of Academic Libraries

An academic library is a specialised information centre established within higher educational institutions, such as colleges and universities, to support academic activities, including teaching, research, and learning. Its primary purpose is to provide access to a wide range of informational resources tailored to the needs of students, faculty, and researchers. According to Olayinka, Attah, and Alfaris (2024) academic libraries provide the required resources and materials students and users need for capacity building and information consumption. Academic libraries differ significantly from other types of libraries in their focus and collection development strategies. While public libraries may prioritise recreational reading materials and cultural programming, academic libraries are dedicated to assembling scholarly works, research articles, reference materials, and specialised resources across diverse fields of study (Smith, 2020). These resources are carefully curated to ensure they meet the evolving demands of academic programmes and research initiatives. Furthermore, academic libraries often subscribe to expensive academic journals and databases, such as JSTOR and EBSCOhost, providing access to scholarly articles that are otherwise inaccessible to the general public (Johnson, 2021).

One notable characteristic of academic libraries is their commitment to fostering information literacy. In this regard, librarians play a critical role in guiding students and researchers on how to access, evaluate, and ethically use information. According to Brown (2022), many academic libraries have incorporated information literacy programmes into their services, teaching students vital research skills that are essential for academic success and professional development. For example, the University of Oxford's Bodleian Library regularly hosts workshops to enhance students' information retrieval and citation management skills (Bodleian Library, 2023). Moreover, technological advancements have significantly transformed the operations of academic libraries. Digital technologies have enabled these libraries to transition from being mere physical spaces to hybrid models that offer both physical and digital resources.

2.2 Human Resources Management

Human resource management (HRM) refers to the strategic and coherent approach to managing an organisation's most valuable asset its people who individually and collectively contribute to achieving the organisation's goals. It involves practices and policies that influence employee behaviour, attitudes, and performance to optimise organisational success. HRM emerged from personnel management, evolving from a largely administrative function to a strategic partner in business management (Armstrong & Taylor, 2020). Initially, HRM was focused on tasks such as record-keeping, recruitment, and payroll, but over time, its scope expanded to encompass workforce planning, talent management, performance management, and employee relations.

Modern HRM functions are guided by several theoretical foundations, such as the resource-based view (RBV) and behavioural theories. The RBV suggests that human resources, when effectively developed and managed, can become a source of sustained competitive advantage (Barney, 1991). This notion underscores the importance of investing in employee development, innovation, and engagement to maintain a competitive edge in today's dynamic business environment. Behavioural theories, on the other hand, emphasise how HRM practices influence employee behaviour, motivation, and productivity (Robbins & Judge, 2019). Key components of HRM include recruitment and selection, training and development, performance management, compensation and benefits, and labour relations. Recruitment and selection involve identifying, attracting, and hiring qualified individuals to meet the organisation's needs. Training and development focus on enhancing employees' skills and knowledge to improve their job performance and career prospects. Performance management encompasses evaluating and improving individual and organisational performance through goal setting, feedback, and reward systems. Compensation and benefits refer to the design and administration of remuneration packages to attract and retain talent. Labour relations involve managing the relationship between the organisation and its workforce, including union negotiations and conflict resolution.

The strategic role of HRM has gained prominence in recent years, with HR professionals increasingly contributing to business strategy formulation and execution (Ulrich et al., 2017). This shift is driven by the recognition that effective people management is crucial for achieving business goals, fostering innovation, and maintaining organisational agility. HRM practices are now closely aligned with organisational strategy, with HR managers serving as business partners who help drive organisational success. The digital revolution has also significantly impacted HRM, leading to the emergence of HR technology solutions such as cloud-based HR management systems, data analytics, and artificial intelligence (AI) tools (Marler & Boudreau, 2017). These technologies have transformed traditional HR functions by automating administrative tasks, providing data-driven insights for decision-making, and enhancing employee experiences. For instance, AI-powered chatbots are now used for recruitment, onboarding, and employee engagement, while predictive analytics help HR managers identify potential talent gaps and address workforce challenges proactively.

2.3 Meaning of Organizational Goals

Organisational goals refer to the strategic objectives that an organisation seeks to achieve within a specified time frame. These goals are essential for guiding the direction and focus of an organisation's operations and decision-making processes. According to Robbins and Coulter (2021), organisational goals serve as benchmarks for evaluating the performance and effectiveness of various organisational activities. They act as guiding principles that inform resource allocation, task management, and strategic planning, ensuring that the entire

organisation operates in a coordinated manner toward a shared vision. Examples of organisational goals include increasing market share, enhancing customer satisfaction, improving employee productivity, and promoting innovation.

Organisational goals are generally classified into three categories: strategic, tactical, and operational. Strategic goals focus on the long-term direction of the organisation and are typically set by top management. These goals often span several years and address overarching objectives, such as expanding into new markets, achieving sustainability, or becoming an industry leader. Tactical goals are medium-term objectives set by departmental units or middle management to support the overall strategic plan. These goals help bridge the gap between the high-level strategic goals and the day-to-day operations. Operational goals, on the other hand, are short-term targets that guide the daily activities of employees and teams. These goals are often highly specific, measurable, and time-bound, ensuring that individual tasks contribute directly to the achievement of broader organisational objectives (Daft & Marcic, 2020).

The importance of organisational goals lies in their ability to provide a sense of direction and purpose for the entire organisation. They help clarify priorities, enabling managers and employees to focus their efforts on activities that matter most to the organisation's success. By establishing clear goals, organisations can align their resources, including time, money, and human capital, more effectively. This alignment fosters coordination and cooperation across different departments and teams, reducing duplication of efforts and enhancing overall efficiency. Furthermore, organisational goals play a critical role in motivating employees. When employees understand and identify with the organisation's goals, they are more likely to be engaged and committed to their work.

2.4 Influence of Human Resources on Organizational Goal

The influence of human resources on organisational goals is profound and multifaceted, given that the success or failure of an organisation largely depends on its workforce. Human resources, which include the people who work within an organisation, are often considered the most valuable asset. Proper management and utilisation of this asset can lead to increased productivity, innovation, and ultimately, the achievement of strategic goals. Human resources are responsible for implementing the organisational strategy by ensuring that employees are aligned with the company's vision, mission, and objectives.

One of the primary ways human resources influence organisational goals is through recruitment and selection. By hiring the right talent, organisations can gain a competitive advantage. A well-structured recruitment process ensures that individuals with the necessary skills, experience, and cultural fit are employed, thereby enhancing the organisation's capacity to achieve its objectives (Armstrong, 2020). Furthermore, effective training and development programmes, as emphasised by Kreitner and Kinicki (2022), are vital in equipping employees with new skills and knowledge that enable them to adapt to changing market demands and technological advancements. Through continuous learning initiatives, employees become more competent and efficient, directly contributing to the achievement of organisational goals.

Performance management systems are another critical area where human resources exert significant influence. Proper performance appraisal systems, as highlighted by Sims (2020), provide a mechanism for evaluating employees' contributions toward achieving organisational goals. They help identify areas of improvement and reward high-performing employees, which motivates them to maintain or improve their performance levels.

Additionally, human resource practices that foster employee engagement and commitment, such as offering competitive remuneration and benefits packages, create an environment where employees are motivated to contribute their best efforts towards achieving organisational objectives (Katou & Budhwar, 2020).

III. Research Methods

For the purpose of this study, the researcher employed a survey research design specifically cross-sectional survey research design. Cross sectional survey research design is a type of research design that allows for collection of data from representative of a population within a given time which can be used to draw conclusion on the same population on a certain phenomenon. The population for this study comprised 40 staff members directly involved in the operations of the University of Jos Permanent Site Library. This population was carefully selected because these individuals are directly responsible for implementing human resource management practices and, therefore, best positioned to provide insights into how such practices influence the attainment of organisational goals. The inclusion of staff members from various departments of the library ensured a comprehensive understanding of the diverse roles, experiences, and expertise within the library system.

The study sample comprised the entire population of 40 staff members from the University of Jos Permanent Site Library using purposive sampling technique. To obtain the necessary data for this study the researcher used a structured questionnaire titled “Questionnaire on Influence of human resource management on attainment of organizational goal in the university of Jos library” (QIHRMAOG). The questionnaire is divided into two sections A and B. Section A contains bio data of the respondents students like gender qualification and experience while section B is analytical and contains 20 items that answered the research questions postulated to guide the study. The questionnaire is structured on a 4 points scale of strongly Agree. (SA). Agree (A). Disagree (D) and strongly Disagree (SD). 4points. 3points. 2point and 1point are awarded for every SA, A. D. and SD respectively. The questionnaire was subjected to content validity by experts and internal consistency reliability type was established using Alpha Cronbach at 0.78 index. The researcher used a direct method of data collection and the data was analysed using descriptive statistics

IV. Results and Discussion

4.1 Results

a. Research question one

What is the influence of human resource management on organizational goal attainment?

Table 1. Response to Research Question One

S/N	ITEMS	N	MEAN	SD	DECISION
1	HRM practices enhance the achievement of organizational goals	40	3.00	.816	Accept
2	Effective HRM improves employee productivity and service delivery	40	3.13	.791	Accept
3	Proper staff placement contributes to organizational success in the University of Jos Library.	40	2.87	.822	Accept
4	Motivational strategies employed by human resource management contribute to employee	40	2.98	.891	Accept

	efficiency.				
5	Performance appraisal positively impacts staff commitment towards organizational goals.	40	3.00	.751	Accept

Table 1 reveals that human resource management (HRM) practices play a significant role in achieving organizational goals in the University of Jos Library. The respondents agreed that HRM enhances organizational goal attainment ($M = 3.00$, $SD = .816$) and improves employee productivity and service delivery ($M = 3.13$, $SD = .791$). Proper staff placement was also seen as a contributing factor to organizational success ($M = 2.87$, $SD = .822$). Additionally, motivational strategies employed by HRM were acknowledged for their role in enhancing employee efficiency ($M = 2.98$, $SD = .891$), while performance appraisal was found to positively impact staff commitment toward achieving organizational goals ($M = 3.00$, $SD = .751$). The overall findings suggest that HRM practices are essential for improving employee effectiveness and achieving institutional objectives.

b. Research question two

What are the roles of human recruitment policies on attainment of organizational goal?

Table 2. Respondents to Research Question Two

S/N	ITEMS	N	MEAN	SD	DECISION
1	Effective recruitment policies ensure that competent personnel are employed in the University of Jos Library.	40	2.98	.832	Accept
2	Transparent recruitment processes improve employee morale and commitment.	40	3.20	.823	Accept
3	Regular assessment of recruitment strategies enhances institutional effectiveness.	40	2.80	.758	Accept
4	Merit-based selection contributes to high staff performance and efficiency.	40	2.90	.900	Accept
5	Poor recruitment policies negatively affect service delivery	40	2.93	.797	Accept

Table 3]2 indicates that recruitment policies significantly impact organizational goal attainment in the University of Jos Library. Respondents agreed that effective recruitment policies ensure the employment of competent personnel ($M = 2.98$, $SD = .832$) and that transparent recruitment processes enhance employee morale and commitment ($M = 3.20$, $SD = .823$). Regular assessment of recruitment strategies was also seen as a means to improve institutional effectiveness ($M = 2.80$, $SD = .758$). Additionally, merit-based selection was acknowledged for contributing to high staff performance and efficiency ($M = 2.90$, $SD = .900$). Conversely, poor recruitment policies were found to have a negative effect on service delivery ($M = 2.93$, $SD = .797$). These findings suggest that fair and transparent recruitment policies are essential for maintaining a motivated workforce and ensuring effective service delivery within the University of Jos Library.

c. Research question three

What is the impact of staff training on the effectiveness of library services in the University of Jos Library?

Table 3. Responses to Research Question Three

S/N	ITEMS	N	MEAN	SD	DECISION
1	Regular staff training improves service delivery	40	3.00	.816	Accept
2	Training and development contribute to increased staff knowledge and job efficiency.	40	3.27	.679	Accept
3	Professional development enhances innovation and creativity among library staff.	40	3.40	.591	Accept
4	The library organizes periodic workshops and seminars for skill improvement.	40	3.32	.694	Accept
5	Lack of training opportunities hinders staff productivity and service effectiveness.	40	3.12	.686	Accept

Table 3 reveals that staff training plays a crucial role in enhancing service delivery and efficiency in the University of Jos Library. Respondents agreed that regular staff training improves service delivery ($M = 3.00$, $SD = .816$) and that training and development significantly increase staff knowledge and job efficiency ($M = 3.27$, $SD = .679$). Professional development was also seen as a catalyst for innovation and creativity among library staff ($M = 3.40$, $SD = .591$). Additionally, the organization of periodic workshops and seminars was acknowledged as an essential strategy for skill improvement ($M = 3.32$, $SD = .694$). However, the lack of training opportunities was perceived as a major hindrance to staff productivity and service effectiveness ($M = 3.12$, $SD = .686$). These findings underscore the importance of continuous training and development initiatives to enhance the competence, efficiency, and overall effectiveness of library personnel.

d. Research question four

What are the challenges affecting human resource management in the University of Jos Library?

Table 4. Response to Research Question Four

S/N	ITEMS	N	MEAN	SD	DECISION
1	Inadequate funding affects the implementation of effective human resource management policies.	40	3.00	.816	Accept
2	Bureaucratic bottlenecks hinder efficient human resource management in the library.	40	3.27	.679	Accept
3	There is insufficient motivation and incentive schemes for library staff.	40	3.40	.591	Accept
4	Poor leadership and administrative challenges affect human resource management outcomes.	40	3.32	.694	Accept
5	High staff turnover negatively impacts organizational goal attainment in the University of Jos Library.	40	3.12	.686	Accept

Table 4 indicates that several challenges hinder effective human resource management in the University of Jos Library. Respondents agreed that inadequate funding affects the implementation of human resource management policies ($M = 3.00$, $SD = .816$) and that bureaucratic bottlenecks present significant obstacles to efficiency in HRM ($M = 3.27$, $SD = .679$). Insufficient motivation and incentive schemes for library staff were identified as a major

concern ($M = 3.40$, $SD = .591$), while poor leadership and administrative challenges were also seen as factors that negatively impact HRM outcomes ($M = 3.32$, $SD = .694$). Furthermore, high staff turnover was perceived as detrimental to the attainment of organizational goals ($M = 3.12$, $SD = .686$). These findings highlight the need for improved funding, streamlined administrative processes, better leadership, and enhanced staff motivation to strengthen human resource management and improve overall organizational effectiveness in the library.

4.2 Discussion of Findings

The findings from the analysis of the research questions reveal significant insights into the influence of human resource management (HRM) on the attainment of organizational goals in the University of Jos Library. The results indicate that HRM practices play a crucial role in enhancing organizational goal achievement, improving employee productivity, and fostering commitment. The mean scores for various HRM practices, such as performance appraisal and motivational strategies, suggest that effective human resource management contributes to improved service delivery and organizational success. These findings align with the work of Armstrong (2020), who asserts that HRM functions, including employee motivation and strategic staff placement, enhance productivity and organizational effectiveness.

Recruitment policies were also found to be a critical factor in determining staff performance and commitment. The study established that effective and transparent recruitment policies lead to the employment of competent personnel, improving institutional efficiency. The acceptance of all the recruitment-related items indicates that respondents acknowledge the importance of a well-structured recruitment process. This corroborates the findings of Dessler (2019), who emphasizes that merit-based selection and recruitment transparency positively impact employee morale and service quality. However, the study by Kamble and Ghante (2019) presents a contrasting perspective, arguing that despite structured recruitment policies, political interference and nepotism in Nigerian institutions often undermine the process, affecting organizational efficiency.

Moreover, the results show that training and staff development are fundamental to improving service delivery and fostering innovation among library staff. Respondents agreed that regular training, workshops, and professional development opportunities enhance job performance and knowledge acquisition. This is in line with the study by Noe (2020), which highlights that continuous training ensures employees remain competent and adaptable to emerging trends in their fields.

The study further identifies several challenges affecting human resource management in the University of Jos Library. Inadequate funding, bureaucratic constraints, poor leadership, and high staff turnover were found to be major hindrances to effective HRM. The high mean scores for these challenges suggest that addressing them is imperative for achieving organizational goals. These findings resonate with the study of Oluwafemi (2019), who argue that financial constraints and administrative bottlenecks are common challenges in Nigerian public institutions, limiting HRM effectiveness. Additionally, poor leadership and lack of motivation for employees have been shown to negatively affect job satisfaction and institutional performance. In conclusion, the findings suggest that while HRM practices, recruitment policies, and staff training significantly contribute to organizational goal attainment, persistent challenges such as funding issues and administrative inefficiencies must be addressed.

4.3 Summary of Findings

From the data collected for the study the following findings were revealed that;

1. Human resource management positively influences organizational goal attainment in the University of Jos Library.
2. Effective recruitment policies enhance employee performance and institutional effectiveness.
3. Staff training and development improve service delivery, creativity, and efficiency.
4. Challenges such as inadequate funding, bureaucracy, and poor motivation hinder effective human resource management.

V. Conclusion

In conclusion, the study reveals that comprehensive human resource management practices are central to enhancing employee performance and achieving the organizational goals of the University of Jos Library. The analysis shows that effective performance appraisals, motivational strategies, transparent recruitment policies, and continuous training contribute significantly to improved service delivery and operational efficiency. At the same time, the findings underscore the importance of addressing critical challenges, such as inadequate funding, bureaucratic constraints, and leadership issues, which continue to hinder optimal performance. Overall, while the adoption of strategic HRM practices has the potential to foster a productive and innovative work environment, overcoming the systemic obstacles is essential for realizing the full benefits of these initiatives.

Recommendations

Based on the findings of this study, the researcher makes the following recommendations:

1. The university management should establish a structured mechanism for continuous evaluation and refinement of HRM practices to ensure they align with the institution's evolving goals.
2. Also there is need to reform the recruitment process to emphasize transparency and merit-based selection, thereby securing the most competent and committed personnel.
3. There should also be investment in comprehensive and ongoing training and development programs to enhance technical skills, foster innovation, and build adaptive leadership among staff.
4. Finally, there should be deliberate effort towards addressing systemic challenges by implementing targeted interventions to overcome inadequate funding and bureaucratic constraints, streamlining administrative processes for optimal performance.

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