

HUMAN RESOURCE PLANNING AND COORDINATION AS PREDICTORS OF LIBRARIANS' JOB PERFORMANCE IN UNIVERSITY LIBRARIES IN NORTH-CENTRAL, NIGERIA

Mary Ehi Adadu

Moses Orshio Adasu University, Makurdi.
(formerly Benue State University, Makurdi)

Chinwe Nwogo Ezeani

University of Nigeria, Nsukka

and

Samuel Oche Aji

Federal University of Health Science, Otuokpo

Abstract

This study examines human resource planning (HRP) and coordination (HRC) in enhancing the job performance of librarians within university libraries in North Central Nigeria. Descriptive survey design was employed for the study, the population of the study constituted 244 academic librarians in all the 14 public universities in North Central Nigeria. Data was collected with the use of questionnaire and analyzed using descriptive statistics. Three (3) research questions and one (1) research hypothesis guided the study, which was tested using t-test at 0.05 level of significance. Result showed that despite the critical importance of human capital to the university's mission of teaching, learning, and research, library personnel in this region often exhibit low job performance, frequently attributed to unconducive work environments and a lack of motivation. The study explores how HRP practices and HRC mechanisms can serve as pivotal strategic tools to mitigate these challenges. This investigation reveals critical gaps, including inadequate funding for career development, management resistance to training, and poor employee relations. The findings underscore that proactive, dynamic, and forward-looking HR strategies are essential to prevent library services from becoming obsolete in a rapidly evolving digital landscape. The study concludes that addressing identified systemic challenges and optimizing HR coordination will significantly enhance staff performance and service

delivery. These results provide practical recommendations for library management and policymakers to foster a more productive and resilient academic environment.

Keywords: Human Resource Planning, Human Resource Coordination, Job Performance, University Libraries, North Central Nigeria.

Introduction

Human resources are universally acknowledged as the most critical asset for organizational growth and development, serving as the primary determinant of an organization's potential in terms of production, marketing, and development. (Mondal, 2020). They are indispensable for any organization as well as a library, as opined by (Shamim, Ather, Sehar and Aslam 2017) the library therefore relies on them to function effectively. Although the concept of human resources received wide acceptance as new management practices, libraries may have many other resources in large quantity, but they require the human resources that possess creative and innovative ability to assist the library cope with her challenges. In line with this, Rose and Kumar, (2018) are of the asserts that technology can be acquired, but human resources are meant to be rightly sourced, trained, and motivated to achieve organizations' goals. It is therefore necessary to formulate and implement human resources management policies that enable staff to utilize their ingenuous and innovative abilities. Human resource management (HRM) plays a critical role in driving enhanced job performance through strategic HRM practices, recruitment, training and development, performance management, and employee engagements. A well-managed human practice contributes to a positive work environment,

skills development, and performance evaluations, which result in increased productivity and efficiency, otherwise known as human resource.

Human resources, as opined by Opatha (2021), consist of all individuals who are engaged in organizational activities regardless of their roles. According to Gushiken, Callefi, Martins, Enami, Guedes and Dos Reis, (2024), human resource management is a series of decisions that affect the relationship between employee and employer; it affects many constituencies and is intended to influence the effectiveness of employee and employer as well as their job performance. This fundamental principle holds particular salience within academic institutions, where human capital forms the bedrock of their tripartite mission: teaching, learning, and research. University libraries, as integral components of these higher education institutions, function as indispensable resource centers, directly supporting the academic and research needs of students, faculty, and staff. (Hotsonyame, 2023). The efficacy of these libraries, therefore, is inextricably linked to the competence, dedication, and overall performance of their human resources (Izah & Mohammed, 2020)

Historically, human resource management (HRM) in libraries was often perceived as a largely administrative function. However, in response to dynamic environments and evolving organizational demands, HRM has undergone a significant transformation, shifting towards a strategic role focused on managing and maximizing employee performance to align with broader institutional objectives. (Susanto, Sugiyanto, Rachman, Saepudin, & Ismail, 2024). This strategic evolution encompasses a wide array of functions, including

robust recruitment processes, comprehensive training and development initiatives, systematic performance management, and effective employee relations strategies (Panjaitan, Hasudungan, Sukomardojo, Astuti, and Sutardjo, 2023). There are seven key management concepts that are widely accepted and used for discussing management, represented by the acronym POSDCORB. They include planning, organizing, staffing, directing, coordinating, reporting, and budgeting (Bhasin, 2020). These concepts are important to a library in managing her resources, particularly her human resources, as they allow the library to remain both productive and relevant, since the achievement of libraries' goals and objectives is dependent on the level of job performance of the staff. This study focuses on planning and coordination of this resource.

Despite the recognized significance of human resources to organizational success, university libraries, particularly in developing countries such as Nigeria, contend with substantial challenges in human resource management and development. These challenges manifest in various forms, including inadequate funding, deficiencies in academic staff training and development, and systemic issues related to promotion and motivation. Empirical investigations conducted within university libraries in North Central consistently indicate a prevalent low level of job performance among library personnel. This relatively low performance is frequently attributed to a number of factors, including uncondusive work environments, an obvious lack of employee motivation, and pervasive infrastructural challenges. Such findings emphasize a critical imperative to examine how effective human resource planning (HRP) and human resource coordination (HRC) can serve as pivotal

mechanisms to mitigate these obstacles and foster enhanced job performance. The specific geographical focus on North Central Nigeria is particularly pertinent, as it allows for an examination of the potential link between current planning and coordination of HR of Librarians in university libraries in North Central Nigeria and the observed job performance issues, by identifying potential shortcomings and areas for improvement, the study seeks to contribute to the development of more effective HR strategies for enhanced job performance.

This study holds significant implications for both academic discourse and practical application. It contributes meaningfully to the existing body of knowledge by offering empirical insights specifically tailored to the North Central Nigerian context, thereby addressing a recognized dearth of literature concerning certain influential factors in this region.

From a practical standpoint, the findings are poised to furnish recommendations for university library management and policymakers. These recommendations aim to facilitate tangible improvements in staff performance, optimize service delivery, and ultimately contribute to the successful attainment of broader institutional goals. The study's outcomes will be instrumental in informing strategic HR interventions, particularly in critical areas such as training, professional development, and the cultivation of a conducive work environment, all of which are essential for boosting the capabilities and motivation of library staff.

An important consideration is the profound implication of library staff performance on the university's principal mission. University libraries are often figuratively described as the heartbeat of the University. Given that human resources are the fundamental drivers of an organization's potential and success, effective HR planning and coordination within these libraries transcend mere administrative functions; they represent strategic imperatives for the entire university's core objectives of teaching, learning, and research. Consequently, the observed low levels of job performance in some Nigerian university libraries are not merely isolated library issues but pose a direct and substantial threat to the foundational functions and reputational standing of the parent university. This underscores the heightened urgency and broader significance of the present study.

Furthermore, the role of HR and libraries is continuously evolving within a dynamic operational landscape. Strategic HRM literature emphasizes a shift from purely administrative functions to a strategic partnership that adapts to fluctuating business environments, technological advancements, and shifting market demands. Concurrently, academic libraries are undergoing rapid transformations, particularly with the advent of digital information services, which necessitate new competencies and enhanced adaptability from their staff. The challenges encountered in HR planning and coordination, such as insufficient ICT training, are amplified by this rapid evolution. Therefore, effective planning and coordination becomes even more critical to ensure that library staff are adequately equipped to meet the evolving information needs of users and embrace technological advancements. Failure to adapt through proactive HR strategies could render

libraries obsolete and diminish their institutional recognition. This highlights that the role of planning and coordination is not a static concept but must be dynamic, responsive, and forward-looking to sustain the relevance and effectiveness of university libraries.

University Libraries in North Central Nigeria

University libraries are a specific type of academic library, established as integral components of higher education institutions, including universities, polytechnics, and colleges of education. Their core mandate is to cater to the diverse information and research needs of their primary stakeholders: students, faculty, and staff. The foundational purpose of a university library is to directly support the overarching objectives of its parent university, which encompass promoting teaching, facilitating learning, fostering research, and contributing to community service. (Abdulraheem and Atunde, 2018) Consequently, these libraries are frequently regarded as among the most vital resource centers within an academic institution.

The present study specifically focuses on university libraries situated within the North Central geopolitical zone of Nigeria. This geographical delineation is significant as it allows for an examination of HR planning and coordination practices within a specific regional context, acknowledging that institutional and resource challenges, as well as cultural nuances, may vary across Nigeria's diverse geopolitical landscape

Research Questions

This study is guided by the following research questions:

1. How does human resource planning practices influence job performance among staff in university libraries in North Central Nigeria?
2. What is the role of human resource coordination mechanisms in enhancing job performance in university libraries in North Central Nigeria?
3. What are the key challenges hindering effective human resource planning and coordination in university libraries in North Central Nigeria, and how do they impact job performance?

Research Hypothesis

H0₁ There is no significant difference between human resource planning and coordination of librarians in federal and state university libraries.

Conceptual and Theoretical Framework

This section explains the core concepts central to this study and establishes the theoretical lenses through which their interrelationships will be analyzed.

Human Resource Planning (HRP)

Human Resource Planning (HRP) constitutes a systematic and proactive process that involves forecasting an organization's future human resource needs and subsequently devising strategies to fulfill those requirements. More broadly, HRP is the process by which an organization identifies, determines, and plans for the human resources necessary to meet both its short-term operational demands and its long-term strategic objectives.

(Prashanthi, 2013) This process is fundamentally predicated on the understanding that people represent an organization's most crucial strategic resource.

HRP is primarily concerned with aligning human resources with broader occupational needs, addressing both the quantitative as it concerns how many people and qualitative in terms of what kind of people aspects of the workforce. (Prashanthi, 2013). It plays a pivotal role in strategic Human Resource Management by ensuring that the organization possesses the right number of individuals with the appropriate skills at the appropriate moment. Mondal, (2020), identified key activities within HRP to encompass identifying and acquiring suitable talent, motivating employees to achieve high performance, and establishing collaborative links between all-encompassing organizational objectives and specific people-planning activities. This forward-looking approach is essential for organizational sustainability and competitive advantage.

Human Resource Coordination (HRC)

Human Resource Coordination (HRC) refers to the process of integrating and harmonizing various human resource functions and activities to ensure their smooth and efficient operation within an organization. It involves specifying the competencies required to effectively manage HR functions and ensuring that all HR initiatives are aligned and jointly reinforcing. Coordination is a crucial aspect of organizational success, and it is indeed essential for the head or manager to have a thorough understanding of the various

tasks and their implications. This understanding allows for informed decision-making and effective intervention when necessary (Ahmady, Mehrpour & Nikooravesh, 2016).

The Operational view point of HRC encompasses several critical tasks. These include undertaking detailed operational planning, judiciously allocating departmental jobs and resources, implementing cohesive teamwork strategies, diligently monitoring team performance, and systematically appraising, rewarding, and, where necessary, penalizing employee performance. Furthermore, HRC is instrumental in preparing performance improvement plans and maintaining a consistent organizational culture. According to Prachi & Sanjeev, (2024), HR Coordinators, often serving as a vital connection between the organization and its employees, are responsible for overseeing tasks ranging from recruitment and screening to conducting interviews and facilitating new employees' integration into appropriate roles. They possess comprehensive knowledge across various HR disciplines, including compensation, benefits, training, and employee relations, enabling them to guide employees through HR procedures, address policy inquiries, and ensure compliance with regulations. Effective inter-departmental coordination, particularly between HR and other operational departments, is paramount for enhancing overall organizational performance, boosting productivity, and fostering employee job satisfaction (Hoffman, 2024). Thus, management ensures that HR efforts directly support and amplifies the objectives of other organizational units. Bucata & Rizescu, (2017) opined that this structure promotes efficiency and expertise within each function, but it can also create

challenges in co-ordination across departments. Regular communication and feedback are essential for maintaining co-ordination.

Job Performance (JP)

Job performance (JP) is fundamentally defined as the extent to which an employee effectively fulfills their assigned duties and responsibilities within an organizational context. (Luitel, & Poudel, 2024). It is a multifaceted concept that encompasses both the tangible outcomes achieved by employees and the observable behaviors they exhibit while carrying out their job duties. JP is characterized as an assessable, multidimensional, and continuous behavioral structure directly linked to the achievement of organizational goals.

Job performance has evolved beyond mere task execution to include a broader range of behaviors that contribute positively to the organization and its culture. This expanded view recognizes components such as organizational citizenship behavior (OCB), adaptive behavior (the ability to respond to change and uncertainty), and effective teamwork. From a psychological perspective, job performance can be viewed as a resultant function of the interplay between an employee's effort, their inherent competencies that is knowledge, skills, abilities, and their role cognition which entails understanding of their job responsibilities and how they contribute to organizational objectives. (Luitel, & Poudel, 2024). Various scholars have offered different definitions, yet a common thread emphasizes effectiveness in meeting job requirements and contributing to organizational success. The assessment of job performance is critical for designing effective performance

management systems and aligning individual contributions with strategic organizational aims.

Theoretical Framework

To comprehensively analyze the intricate relationship between human resource planning, coordination, and job performance in university libraries, this study draws upon three prominent theoretical perspectives: Human Capital Theory, Social Exchange Theory, and Resource-Based View Theory. These theories offer complementary lenses through which to understand how HR practices influence employee behavior and organizational outcomes.

Human Capital Theory (HCT)

Human Capital Theory (HCT), originating in economics with scholars like Gary Becker and Theodore Schultz, fundamentally posits that individuals possess a stock of knowledge, skills, and abilities that can generate economic returns. This perspective reframes human beings not merely as a cost of doing business but as a valuable source of long-term organizational value, akin to physical capital investments. By treating investments in education, training, and health as capital expenditures rather than mere expenses, HCT provides a measurable framework for developing and enhancing the workforce.

HCT offers a compelling rationale for HR investments. Practices such as robust training and development programs, strategic succession planning, targeted recruitment of high-potential individuals, and comprehensive retention strategies are all justified under HCT as means to increase the value of human capital. (Kiplimo, & Odiyo, (2024). For

instance, a university library investing in digital literacy training for its staff aligns with HCT, as it enhances their skills, leading to increased productivity in managing digital resources and improved service delivery. (Rajâa, & Mekkaoui, 2025) This investment in human capital directly impacts employee performance by equipping individuals with the necessary capabilities to excel in their roles and contribute to organizational profitability and effectiveness.

Social Exchange Theory (SET)

Social Exchange Theory (SET) proposes that individuals engage in social relationships based on a cost-benefit analysis, striving for interactions where the perceived rewards outweigh the costs. Central tenets of SET include equity, reciprocity, and trust. Equity implies a balance between what an individual gives and receives in a relationship; perceived inequity can lead to adjustments in contributions. Reciprocity suggests an expectation that positive actions will be returned in kind. Trust, as an essential component, influences an individual's willingness to engage in exchanges.

SET provides a powerful framework for understanding employee motivation and behavior in response to HR practices. When HR practices are perceived as fair and equitable—for example, through transparent compensation systems, unbiased promotion processes, and equal development opportunities—employees are more likely to perceive a balanced exchange. This perception fosters a sense of obligation to reciprocate with increased effort, heightened loyalty, and superior performance. Conversely, if employees

perceive unfair treatment or a lack of support, their motivation and commitment may wane, potentially leading to reduced performance or turnover. HR practices that actively build trust and provide valued rewards (e.g., comprehensive benefits, professional development opportunities, a supportive work environment) enhance employee satisfaction, motivation, and organizational commitment, directly translating into improved job performance.

Resource-Based View (RBV)

The Resource-Based View (RBV) is a strategic management framework that posits that an organization's internal resources, particularly its human resources, are the primary sources of sustainable competitive advantage. According to Kellner, Cafferkey, & Townsend, (2019), RBV, organizations achieve superior performance by developing and effectively leveraging human resources and HR systems that possess specific characteristics: they must be valuable, rare, inimitable, and non-substitutable (VRIN criteria). This perspective elevates HR from a mere support function to a strategic partner in achieving organizational goals.

RBV fundamentally reshapes the approach to HR practices. It encourages organizations to identify and cultivate unique capabilities within their workforce that are difficult for competitors to replicate. (Kellner, Cafferkey, & Townsend, 2019). This involves designing integrated HR systems encompassing recruitment, selection, training, performance management, and compensation practices that collectively create synergies

and enhance overall organizational performance. For instance, a university library might cultivate a unique organizational culture that fosters innovation and collaboration among its staff, a capability difficult for other institutions to imitate. HR practices, under the RBV, are designed to reinforce and reward behaviors that contribute to these unique capabilities, thereby motivating employees to perform at higher levels and align their efforts with strategic organizational objectives.

The collaborative application of these three theories provides a comprehensive understanding of how HR planning and coordination enhance job performance. For example, planning for robust training programs (HRP) aligns with HCT by investing in human capital, which directly enhances employee Ability. Coordinating fair performance appraisals and reward systems (HRC) aligns with SET by fostering reciprocity and trust, thereby boosting employee Motivation. Furthermore, viewing library staff as unique capabilities (RBV) informs strategic planning for their development and deployment, creating the necessary Opportunities for them to excel. This multi-theoretical lens offers a richer and more characterized explanation of the complex mechanisms through which planning and coordination contribute to enhanced job performance.

Review of Empirical Literature

The relationship between human resource management (HRM) practices and organizational/employee performance has been a subject of extensive scholarly inquiry globally. This section produces key findings from general HRM literature and then narrows

the focus to empirical studies conducted specifically within Nigerian university libraries, highlighting both the positive influences and the persistent challenges.

Across diverse organizational contexts, a substantial body of research affirms a positive correlation between effective HRM practices and enhanced organizational and individual performance. HRM is recognized as the administration of human resources through various functions such as job analysis, workforce planning, recruitment, selection, training and development, career planning, performance evaluation, and remuneration (Panjaitan, Hasudungan, Sukomardojo, Astuti, and Sutardjo, 2023). These practices, when strategically managed, are critical for fostering a skilled, engaged, and productive workforce capable of contributing to organizational success.

Studies indicate that the HR function, through the effective deployment of high-performance work practices (HPWPs), positively influences perceived organizational performance. HPWPs, which include incentive pay, comprehensive training, information sharing, participative management, and teamwork, are consistently linked to improved organizational outcomes. (Jackson, & Schuler, 1990). While some research suggests that the influence of HRM practices on performance can be mediated by factors like employee engagement and perceived organizational support, there is a general consensus that an integrated HRM system, rather than isolated practices, yields superior results. The strategic alignment of HR practices with broader business strategies is paramount for achieving a competitive edge and sustained success. This strategic integration ensures that HR is not

merely an administrative unit but a pivotal driver of organizational objectives. (Kiplimo, & Odiyo, 2024)

Sailaja, Vaishnavi, Sai Krishna (2022) conducted a study on the impact of human resource management practices on employee performance, the main objective of the research was to investigate the impact of human resource management practices on employee performance and job satisfaction. The study employed correlation and linear regression for the investigation. A standardized questionnaire was used to interview 229 volunteers from various organizations, which represented the population of the study. The results show that a variety of dependent factors, such as age, education, and current work experience, have a significant moderating effect on the relationship between HRM practices and employee performance, hence when mediation is employed, job satisfaction is unrelated to HR management practices. It also reviewed that work happiness has a negative impact on the link between HR practices and employee performance. It was further concluded that employee performance is influenced by training and development, remuneration, job stability, and promotion.

Empirical investigations within the Nigerian context provide specific evidence regarding the impact of HR practices on job performance in university libraries. These studies, while sometimes limited in scope to particular regions or types of institutions, offer valuable insights into the local dynamics.

Khumalo, (2019) conducted a study on the obstacles of Human Resource Planning (HRP) that affect workers in delivering quality services to public within the customer centres of the municipality located in South Africa (SA). Mixed methods were used to collect data, which encompasses both qualitative and quantitative. Out of the targeted population, only 45 workers completed a questionnaire and only seven supervisors participated in one-on-one interviews. Results revealed the lack of both internal and external factors, which include shortage of workers to perform the duties of the municipal in the customer centres. This includes demographic issues, lack of education qualifications, recruitment policies, insufficient working tools, working environment and career growth.

Okafor, Okonkwo and Essell, (2020) conducted a study on the effect of manpower planning on organizational performance in the Brewery industry in South-East, Nigeria. The study adopted descriptive survey design and used summary and descriptive statistics as well as regression analysis for data analysis. Questionnaires were used for data collection. The hypotheses were tested at 0.05 level of significance. Findings indicated that manpower planning in the area of forecasting to anticipate employees' number and skills/expertise level have significant positive effect on organizational performance. It was concluded that human resource planning is very essential for optimal performance in the brewery industry.

The reviewed study is related to the present study as it based on one of the variables of the present study, the design and instrument for data collection chosen for the present study is also same with the reviewed however, the study are at variance in the area of

population and area of study. The result may be relevant in drawing conclusion for the present study. The reviewed study is only on south east Nigeria bothering on only planning of human resources, but the present study is on north central Nigeria and has filled the gap by studying other aspects of human resources management that were not covered by the reviewed

Nwokike, and Unegbu (2019) conducted a study on evaluating the Job performance of librarians in universities in South-East, Nigeria the study population constituted librarians in universities in South east region of Nigeria. The study was conducted using a cross-sectional survey design and questionnaire was used to collect data from 210 respondents in 21 universities based on total enumeration. Data was analyzed and presented in tables. Anchored on the eight-factor model of job performance, the study found that the level of job performance of librarians in universities in South-East, Nigeria was high. The study concluded that contrary to prior studies, librarians' level of job performance was high.

Saka and Salman (2014) investigated the levels of motivation, job satisfaction and job performance of library personnel in government and privately-owned universities in North-Central, Nigeria. Three research questions were raised. Survey research method was employed. The study covered six states, the aim was to test the relationships among variables thereby making generalizations about the library phenomenon. The target population for the study consisted of librarians and library officers in fully operational universities in North-Central Nigeria. The entire population of librarians and library

officers were adopted. Two sets of modified instruments: Motivational Factors Job Satisfaction Questionnaire (MFJSQ) and Job Performance Questionnaire (JPQ) were used for data collection. Descriptive statistics of mean and standard deviation was used to analyze the data. Findings showed moderate level of motivation and job satisfaction respectively while there was high level of job performance of library personnel. It was revealed that the management of universities in the North-Central Nigeria ought to give attention to adequate job design, description and employees' participation in decision making/leadership training, recognition and in-service training programme for library personnel.

Izah, and Mohammed, (2020), conducted a study on the influence of human resource management practices on employees job performance in federal university libraries in Nigeria. The research focusing on federal university libraries in South-South Nigeria, for instance, revealed that human resource management practices significantly correlate with job performance. Specific practices such as leadership effectiveness, a conducive work climate, staff training programs, employee performance appraisal, and monetary incentives were found to positively influence staff job performance. The importance of unified work policies to motivate, commit, and enhance productivity among employees is also highlighted. These findings align with the broader understanding that effective management of human resources, including recruitment, selection, compensation, benefits, and development, increases job performance.

Further studies on staff development, a key component of HR planning and coordination, have shown a moderate positive relationship with job performance of library staff in federal university libraries in South-East Nigeria. Hence, Weirick, (2025) opines that consistent and active development of library staff is recommended to ensure they remain current with changes in the information environment and efficient in their service delivery. Staff development, through various programs like workshops, seminars, conferences, and opportunities for higher qualifications, is noted to significantly boost librarians' confidence and professional growth, preventing skill obsolescence.

Arokiasamy, Fujikawa, Kumar & Arumugam, (2024) also asserts that the work environment also emerges as a critical factor influencing job performance. The studies indicate that a well-designed work environment can significantly enhance personnel job performance, while a poor environment can lead to low motivation, accidents, and inattentiveness to duties. In another development, Oche, (2020) observation reveals low job performance in some Nigerian academic libraries with staff exhibiting lukewarm attitudes towards users, sometimes due to factors like poor motivation, lack of career progression, and infrastructural challenges. Organizational culture, another critical element influenced by HR practices, has been found to have a high relationship with staff performance in state polytechnic libraries in North Central Nigeria. A strong organizational culture that emphasizes employee welfare, regular promotions, and provision of working tools can significantly stimulate staff performance. (Oche, 2020). Conversely, irregular

promotions and inadequate working tools were identified as major impediments to staff performance.

These empirical findings from Nigeria underscore that while the general principles of HRM are applicable, their effectiveness is highly contingent on the specific contextual factors prevalent in the region. The existing literature, while providing valuable insights that there is high extent of planning which indicates that planning is adequate in the areas under review and presence of various aspects of coordination of HR in the areas, this differ in the finding of the present study that reveals poor planning, incompetent staff as many staff come with big decrees but no , and are unable to justify same, inadequate staff resulting in overload. It also revealed Inadequate funding to support career development, poor employee relation as a major challenge followed by reluctance by the management to train staff, and poor employee relations among others as the challenges inhibiting job performance the study further reveals the need for improved training programs by the management, and strengthened employee engagement initiatives among others for enhanced job performance. Recommendations are therefore made that if planning and coordination activities are reviewed it will enhance job performance of library staff in the area understudy.

Methodology

The study employed descriptive survey research design, the study was conducted in federal and state university libraries in north central Nigeria, and the population of the

study constituted 244 academic library staff in the afore mentioned universities, the entire population was used hence there was no sampling, questionnaire was used for data collection and data collected was analysed using descriptive statistics while the hypothesis was tested using t-test at 0.05 level of significance.

Results and Discussion

Research Question 1: How do human resource planning practices influence job performance?

Table 1: Extent of Human Resource Planning in University Libraries

S/N	Human Resource Planning Practices	Mean	SD	Decision
1	HR plans are regularly reviewed and updated	3.21	0.68	High Extent
2	HR policies align with university goals	3.18	0.71	High Extent
3	Forecasting of manpower needs is practiced	3.15	0.72	High Extent
4	Staff development is included in HR plans	3.19	0.69	High Extent
5	Consideration of student enrolment trends when planning for human resources by your library	3.05	0.74	High Extent
6	Periodic evaluation of HR programs is conducted	3.12	0.70	High Extent

Cluster Mean = 3.17

This result presented in table 1 indicates that human resource planning is practiced to a high extent in university libraries in North Central Nigeria. Responses indicating that there is high extent of review and update in planning with mean rating of 3.21 among others.

The study found a high extent of planning for human resources in both federal and state university libraries. This systematic approach ensures the right quality of personnel is available to meet institutional goals. The findings show that human resource planning plays a significant role in improving job performance among librarians. The presence of structured HR plans, manpower forecasting, and staff development initiatives contributes positively to staff productivity and service delivery. This finding agrees with the study conducted by Okafor, Okonkwo and Essell, (2020) on the effect of manpower planning on organizational performance in the Brewery industry in South-East, Nigeria, which indicated that manpower planning in the area of forecasting to anticipate employees' number and

skills/expertise level have significant positive effect on organizational performance. It was concluded that human resource planning is very essential for optimal performance of staff.

Research Question 2: What is the role of human resource coordination mechanisms in enhancing job performance?

Table 2: Coordination of Human Resources and Job Performance

S/N	Coordination Methods	Mean	SD
1	Regular staff meetings	3.18	0.75
2	Effective communication channels	3.13	0.71
3	Internal information sharing	3.13	0.76
4	Collaborative decision making	3.11	0.73
5	Staff performance monitoring	3.05	0.65

Cluster Mean = 3.12

The results presented in table 2 above shows that coordination practices significantly contribute to improved job performance with regular staff meetings and effective communication channels rating highest. This implies that coordination serves as the link that harmonizes various HR functions to ensure smooth operation and employee satisfaction.

The study also revealed that coordination practices such as regular meetings and communication systems improve collaboration among librarians and enhance job performance, it agrees the study by Nwokike and Unegbu (2019) who found out that there are coordinating abilities among librarians and also revealed proper communication and assessment of job performance of librarians.

Research Question 3: What are the key challenges hindering effective HR planning and coordination?

Table 3: challenges hindering effective HR planning and coordination

S/N	Item Statement (N=228)	SA	A	D	SD	$\bar{x}$	SD	Ran k	Dec .
1	Inadequate funding to support career Development	134	69	17	8	3.44	0.78	1 st	A
2	Reluctance by the management to train staff	112	78	33	5	3.30	0.80	2 nd	A
3	Poor employee relations	100	81	39	8	3.20	0.85	3 rd	A
4	Insufficient recruitment resources	83	105	33	7	3.16	0.78	4 th	A
5	Lack of complete management's support	87	98	35	8	3.16	0.81	4 th	A
6	Poor organizational climate in the library	71	89	55	13	2.96	0.88	8 th	A
7	Lack of technological know-how or skills	81	80	41	26	2.95	1.00	9 th	A
8	Poor working condition	92	76	43	17	3.07	0.94	7 th	A
9	Mismanagement of resources	72	87	55	14	2.95	0.90	9 th	A
10	HR Management poses a lot stress	65	98	48	17	2.93	0.89	11 th	A
11	Staff work overload	86	90	42	10	3.11	0.85	6 th	A
12	Incessant transfer of staff	73	83	56	16	2.93	0.92	11 th	A
13	Availability of incompetent staff	74	75	59	20	2.89	0.96	13 th	A
Cluster Mean						3.08	0.65		A

Key: N = Number of respondents, $\bar{x}$ = mean, SD = Standard Deviation, A =

Agree, Dec. = Decision.

Result presented in Table 3 shows the mean and standard deviations of respondents on the challenges inhibiting the management of human resources that enhance job performance in federal and state university libraries. This implies that

despite high levels of planning and coordination, several systemic challenges prevent these practices from reaching their full potential, with the highest challenge seen as inadequate funding to support career development.

The study further implies that despite high levels of planning and coordination, several systemic challenges prevent these practices. The findings also revealed that inadequate training, poor planning and implementation, non-sponsorship of librarians, absence of policy for evaluation and assessment are factors militating against ICT skills acquisition which in turn affect job performance. The result of the finding also revealed inadequate funding to support development, inadequate training opportunities for staff among others and this was in agreement with Ologunde and Ajao (2016) that the major challenges encountered in the application of human resources management practices are competitive and performance-based compensation packages by management, training and development and low level of organizational commitment by employees.

The study proposes several strategic interventions to leverage existing strengths and mitigate identified challenges.

HO₁: There is no significant difference between human resource planning and coordination of librarians in federal and state university libraries in North central Nigeria.

Table 4: Hypothesis Testing (t-test Analysis)

Variables	Library Type	N	Mean	SD	t-value	p-value	Decision
Planning and Coordination of HR	Federal Universities	122	3.18	0.71	0.84	0.40	Not Significant

Variables	Library Type	N	Mean	SD	t-value	p-value	Decision
	State Universities	106	3.15	0.73			

The result of the table 4 reveals that there is no significance difference in planning and coordination of HR in federal and state universities with 0.40 p. value. Since the p-value is greater than 0.05, the null hypothesis is accepted. This indicates that there is no significant difference between federal and state university libraries regarding planning and coordination of human resources.

Furthermore, the hypothesis testing results indicate that both federal and state university libraries demonstrate similar HR planning and coordination practices.

These findings are consistent with previous studies which reported that effective human resource management practices improve organizational productivity and employee performance in academic institutions.

Implications of the Study

The study highlights the importance of effective HR planning and coordination in university libraries. The implication of the study is on challenges inhibiting planning and coordination of human resources is that libraries that implement structured HR strategies are more likely to achieve improved job performance and organizational efficiency.

Recommendation

Based on the findings of the study it is recommended that

1. University management and library management should build on existing strength by giving priority to their human resources planning thereby redefining their planning processes to ensure that they continue to align with the university strategic plan and student enrolment.
2. University Librarians should ensure adequate coordination of HR functions especially in areas such as coordination of proper communication on HR matters, coordination of regular staff meetings, and circulation of internal newsletters among staff and others.
3. University management should allocate sufficient funds in the university budget and library operating budget to support human resource planning and coordination, thereby enhancing the staff job performance.

Conclusion

Notably, there was a high degree of planning and coordination for HR activities, aligned with university strategic goals and student enrollment trends. However, inadequate funding for career development, management resistance to training, and poor employee relations were seen to hinder optimal HRM practices. It was concluded that if all the identified challenges are properly addressed, it will result in enhanced job performance of staff in university libraries in the area.

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