HUMAN RESOURCE MANAGEMENT PRACTICES IN THE NATIONAL LIBRARY OF NIGERIA: AN EMPIRICAL ANALYSIS

OYETUNJI, O.D

NATIONAL LIBRARY OF NIGERIA

Abstract

The study empirically analyzed human resource management practices in National Library of Nigeria. It adopted a survey design. Data were collected using validated questionnaire and was analyzed using Descriptive statistics, Analysis of Variance (ANOVA), Multiple Linear Regression and Tukey Highest significant Difference post hoc Scheffe test with the aid of Statistical Package for Social Sciences. The study found significant readerships between human resource planning, recruitment, selection and placement, performance appraisal and job performance of personnel of National library of Nigeria (r= .189535,-.129853,-.267189 and P<0.05 respectively). Analysis of multiple regression unveiled that independent variables (human resource planning, recruitment, selection and placement, performance appraisal) had significant joint influence on job performance of staff of National library of Nigeria; F-ratio of 9.1932., P<.000; R = 0.618, multiple R-square =0.382 and Adjusted R square =.0.150; P < .05). The independent variables jointly accounted for 38% (R^2= 0.38) variation in the prediction of job performance. Analysis of Tukey Highest Significant Difference post hoc Scheffe test revealed significant mean difference in the human resource planning, performance appraisal, and recruitment, selection and placement practices among personnel in relations to their job performance. Also, there was no significant difference between human resource planning and recruitment, selection and placement; human resource planning and performance appraisal; recruitment, selection and placement and performance appraisal respectively. It was recommended that human resource management practices should be accorded importance managed in National library of Nigeria because without objective manpower planning, performance appraisal, recruitment, selection and placement, high job performance cannot be achieved.

Keywords: Human Resource Management Practices, Human Resource Planning, Performance Appraisal, Recruitment, Selection and Placement, National Library of Nigeria

Introduction

Human resource management practices in the National library of Nigeria have been topical issues because performance of staff depends on it. Most of the problems of the National library of Nigeria emanate from poor human resource management practices (human resource planning, performance appraisals, recruitment, selection and placement. Job performance of National library of Nigeria staff depends on human resource planning, performance appraisals and recruitment, selection and placements which are human resource management practices in the National library of Nigeria. Human resource management practices in the National library of Nigeria are supposed to positively boost staff' morale and influence their task, contextual and adaptive performances against counterproductive performance.

The management of the National library of Nigeria under the leadership of the National librarian (NL)/CEO; Prof. Lenrie Olatokunbo Aina has taken it upon himself to use ergonomic human resource management practices to boost staff morale and cause high job performances. Human resource management is a management methodology that involves the establishment and execution of policies, programmes and procedures that influence the performance, capabilities and loyalty of the employees of an organisation (Dec, 2010 cited in Nyameh and Altine, 2013). Human resources are the life bloods of National library of Nigeria, combining other resources

in the right mix formulate appropriate strategies for the accomplishment of the desired objectives (Anyim, Ekwoaba and Ideh, 2011). Human resource management is a planned approach to managing staff effectively for performance (Ojebiyi and Amos, 2013). Planning is an important ingredient in all endeavours.

Human resource planning is essential to National library of Nigeria. A good human resource planning is crucial to the achievement of high job performance. Having the right employees to meet National library of Nigeria mandates is the secret of its success. Therefore; National library of Nigeria should endeavour to recruit the right personnel into the system by making and executing a good human resource/manpower recruitment plan. Human resource planning is a systematic analysis process of ensuring that the human resource (manpower) needs of National library of Nigeria are identified and plans are made for satisfying those requirements for productivity and organisational effectiveness and efficiency (Akhigbe, 2013). Successful recruitment starts with proper employment planning and forecasting (Djabatey, 2012).

Recruitment begins with the identification of vacant position in an organisation followed by internal or external advertisement of such position and then selection before placement. If vacant position is well advertised, this will give room to the management of organisation to select the best potential personnel with promising high job performance through internal and external advertisements. National libraries' human resource practitioners and academics worldwide hold the belief that, survival, growth and development of national libraries grossly depend on an effective and efficient culture of recruitment, selection and placement of people endowed with broad and deeper range of core competencies, preferred attitudes, knowledge, skills and experiences (Ofori and Aryeetey, 2011). Organisation recruiters need to be more selective in their choices, since poor selection decisions can produce long-term negative effects (Azzam, et al., 2014).

Selection is a process of gathering information for the purposes of evaluating and deciding who should be employed in a particular organisation jobs (Madan, 2012). Selection interview and selection test are most suitable tools to predict prospective organisation employee placement and performance (Armstrong, 2009 in Opayemi and Oyesola, 2013). Placement is the process of assigning a new library employee to a defined position and given a job description within his or her sphere of authority where the employee will have a good chance of being successful and appraisable (Dawra, 2001 in Adom 2009; Dessler, 2008 cited in Linge and Kiruri, 2013).

The ultimate goal of performance appraisal in the organisation should be to provide information that will best enable managers improve staff performance (Oshode, Alade and Arogundade, 2014). Adequate job performance of employees that is based on performance appraisal policy will improve communication, quality of working life, make employees feel valued by the organisation and improve job performance (Akinbowale and Lourens, 2013).

Job performance is a multidimensional phenomenon whose elements include effectiveness, efficiency, economy, productivity, behaviour, output of a staff on the job, measurable in terms of quality and quantity of job performed or done (Obadan, 1999 cited in Nakpodia, 2011). Job performance in National library of Nigeria has been low due to human resource management practices problems such as poor human resource planning; performance appraisal; recruitment, selection and placement which have led to low performance in satisfaction of users' information need.

It was against this background that this study empirically analysed human resource management practices in the National library of Nigeria.

Statement of the problem

Prior studies and my 18 years work experience with the National library of Nigeria have revealed the fact that personnel generally in the National library of Nigeria were faced with some worrisome challenges such as: poor human resource management practices (Oyetunji, 2015); human resource (manpower) planning; performance appraisals, recruitment, selection and placement practices in National library of Nigeria are affected by political and interpersonal connections, as a result, superior officers do not have adequate control over the subordinates who are supposedly more connected and could use these connections to pay back for any disciplinary actions taken against them (Akoh, 2012). Thereby short-circuiting the recruitment laid down procedures. Staff that were released and sponsored based on manpower needs of National library of Nigeria faced problem of delayed conversion as a result of no acknowledgment; wrongful acknowledgment and non processing of applications for National librarian's approval in order to truncate timely conversion and payment of training allowances after completion of course(s) of instruction); poor research skills amongst the staff and demotivation of few staff that embark on research; non-payment of master's sponsorship allowance, demotivation and administrative harassment of staff willing to embark on Ph.D. research to solve the National library of Nigeria's problems; hoarding of vital information such as circulars and sentimental information dissemination which have led to low job performance and information services (LISs) and contributed to exacerbate poor satisfaction of users' queries or information needs (Bivan, 2017).

National library of Nigeria personnel were not aware of the human resource management practices such as reward programme in place and may not understand clearly how the programme operates (Okojie, 2009). In other words, few staff in the

headquarters in Abuja enjoy repeated allowances of being members of committees, nomination for sponsored Nigerian Library Association, Librarian Registration Council of Nigeria, African Library & Information Association, International Federation of Library Associations and Institutions conferences/seminars/workshops, sensitization, attitudinal change, capacity building training and readers promotion campaigns programmes every year at the expense of the majority in the Public Services Department (all branches across 36 States of Nigeria including Federal Capital Territory, Abuja). All these have demoralized and demotivated the marginalized staff and as a result generated to low job performance as evidenced in poor satisfaction of users' information needs. Though the National library of Nigeria has made great efforts in managing these problems, these efforts were largely inadequate in relation to its enviable position as the library of libraries. These problems impact negatively on National library of Nigeria's personnel' job performance. In some instances, users like security personnel, public and civil servants complain bitterly of poor services, inadequate attention to their requests and unsatisfied answers to queries like information for their research information needs. It was against these reasons that this study empirically analysed human resource management practices in the National library of Nigeria.

Objective of the study

The broad objective of this study was to empirically analyse human resource management practices in National library of Nigeria. Specifically the study sought to investigate:

1. The significant relationships among human resource planning, performance appraisals, recruitment, selection and placement and job performance of personnel in the National library of Nigeria;

2. The significant joint influence of human resource planning, performance appraisals, recruitment, selection and placement on job performance of personnel in the National library of Nigeria;
3. The high significant difference in human resource planning, performance appraisals, recruitment, selection and placement and job performance practices among personnel in the National library of Nigeria.

Research Hypotheses

The following null hypotheses guided the conduct of this study and they were tested at .05 level of significance.

Ho1: There are no significant relationships among human resource planning, performance appraisals, recruitment, selection and placement and job performance of personnel in the National library of Nigeria;

Ho2: There is no significant joint influence of human resource planning, performance appraisals, recruitment, selection and placement on job performance of personnel in the National library of Nigeria;

Ho3: There is no high significant difference in human resource planning, performance appraisals, recruitment, selection and placement and job performance practices among personnel in the National library of Nigeria.

Research Methodology

The research design adopted for this study was survey design. The study population consisted 660 personnel of the various departments of the National library of Nigeria. The total enumeration sampling technique was used. Validated questionnaire on Human Resource Management Practices and Job Performance Questionnaire was used for data collection.

The data so collected were collated and analysed through the use of descriptive and inferential statistics with the aid of Statistical Package for Social Sciences. The questionnaire was divided into five sections. Section A sought for demographic information such as job status, gender, age, marital status, career tenure and level of education. Section B dealt with Human Resource Management Practices Scale- Developed by Ugwoke (2011); the scale had 42 items. It was divided into five segments such as A; human resource planning, it was adapted, validated and had a reliability coefficient Cronbach alpha 0.75, B; recruitment, selection and placement, It was adapted, validated and had a reliability coefficient of ($\alpha = 0.83$) using Cronbach alpha method. C; performance appraisal scale developed by Agbo (2014); it was adapted, validated and had reliability coefficient of ($\alpha = 0.83$) using Cronbach alpha method. The scale adopted response patterns of Likert 5-point scale of strongly agree = 5, agree = 4, undecided = 3, disagree = 2, and strongly disagree = 1. Section C: Job Performance Scale - Developed by Popoola's (2002) the scale had 21 items. It measured the level of job performance among personnel of National library of Nigeria. It was adapted, validated and had reliability coefficient of ($\alpha = 0.82$) using Cronbach alpha method.The response categories are Excellent (Exc) = 5, Very good (VG) = 4, Good (G) = 3, Fair (F) = 2, Poor (P) = 1

The Human Resource Management Practices and Job Performance Questionnaire was adapted, validated and had reliability coefficient of ($\alpha = 0.97$). The instrument was therefore considered reliable since it is the general rule of thumb in research, a rule that allows one to estimate quickly whenever a large calculation is required, is that reliability should be at least 0.70 (Orodho, 2005).

Literature review

The purpose of this literature review is to establish what is already known about the human resource management practices, to evaluate the empirical claims of published literature, and to identify the weaknesses or limitations of this knowledge as the basis for this study. The essence is to track down every scholarly presented paper that is somehow related to the research topic. The related literature is reviewed under the following sub-headings: Human Resource Management Practices; Human Resource Planning; Recruitment, Selection & Placement; Performance Appraisal; Human Resource Management Practices and Job Performance; Theoretical Framework and Conceptual Framework.

Human Resource Management Practices

Human resource management practices are human resource planning, performance appraisals, recruitment, selection and placement practices. Human resource management practices have evolved from personnel management in the early 1900s and through the term 'human capital management'- popularly used by many large firms. Human resource management practices play an important role in formulating and implementing organisational strategy (Asiedu-Appiah, Kontor and Asamoah, 2013). Human resource management practices consist of many policies and practices such as recruitment and selection, performance appraisals, training, and compensation that are used by managers to recruit, select, develop, utilise, reward, and maximize the potential of human resources in organisations (Megginson, Franklin, and Byrd, 1995 cited in Tangthong, Trimetsoontorn and Rojniruntikul, 2014). It is the philosophies, policies, procedures, and practices related to the management of personnel within an organisation (Beardwell, 2004 cited in Majumder, 2012). National library of Nigeria needs to formulate strategic human resource management practices based on best practices to influence high job performance of its personnel.

Human Resource Planning

The first step in human resource planning is personnel; it attempts to determine the supply of and demand for various types of human resource to predict areas within organisation where there will be labour shortages and surpluses (Noe et al., 2011).

Human resource planning is the entry point of human resource management concerned with the determination of human resource requirements, job analysis, recruitment, selection and placement (Mondy and Noe, 2006 cited in Anyadike 2013). Proper human resource planning facilitates human resource utilisation system that affords human resource more effective equal employment opportunity planning, a better chance to participate in planning their own careers and to share in training and development experience (Akhigbe, 2013). It deals with the systematic and continuing process of analysing manpower needs under mutating conditions and developing workforce policies suitable to the longer-term effectiveness of an organisation (Fajana, 2002 cited in Anyim, et al., 2012). It would help organisation to overcome from such challenges by scheming the number of employees, as well as their job description (Kleiman, 2000 cited in Balatbat, 2010; Khera and Gulati, 2012). Human resource planning is essential in organisations like National library of Nigeria, planning is the architect of achievement. Without good and objective human resource planning, recruitment, selection & placement activities would be waste efforts.

Recruitment, Selection & Placement

Recruitment, selection & placement exercises are at the heart of organisation and they have to be well done to pave the way for the effectiveness of the organisation (Nnadi, 2010 cited in Okolocha, 2012). Recruitment is a process through which an organisation attracts individuals with suitable job knowledge and ability to select and placed (Hsu, et al., 2007).

Selection is the process of choosing the most suitable persons and interviewed those who are most likely to be suited to the job under consideration by matching the qualifications of applicants with placement (Gupta, 2006 cited in Kepha, 2014). Just recruiting and selecting an employee to an organisation is not enough. Placing the right man in the right job is equally important. Placement is the process of assigning a new employee to a position within his or her sphere of authority where the employee will have a reasonable chance for success in an organisation (Akpan, 2009 cited in Akoh, 2012; Dessler, 2008 cited in Kavoo-Linge and Kiruri, 2013). It was defined as the determination of the job to which an accepted candidate is to be assigned and his assignment to that job (Dawra, 2001 cited in Adom, 2009). After an employee is recruited, selected and placed. It is necessary for the employee to be appraised in order to determine his or her performance on the job. The outcome of the appraisal would further determine whether he or she is promotable or not.

Performance Appraisal

Performance appraisal is a system which provides organisations with a means of identifying not only what personnel performance levels are but which areas those levels need to be improved if maximum use is to be made of human resources (Atiomo, 2000 cited in Obisi, 2011).

It has been defined as the process of evaluating the performance and qualifications of the employees in terms of the requirements of the job for which they are employed, for the purpose of administration including placement, selection and other action, which require preferential treatment among members of a group as distinguished from actions in respect of their current performance as well as their potential for future development (Atakpa, et al 2013). To achieve high performance among National library of Nigeria's employees, objective performance appraisal needs to be ergonomically practised. It is very critical thing to evaluate the human resources objectively in an organisation.

Human Resource Management Practices and Job Performance

In every organisation human resource management practices focuses on optimal utilization and management of their human resources effectively in order to achieve maximum output and that human resources play an integral role in achieving an innovative and high-quality product/ service (Jeet and Sayeeduzafar, 2014). Studies like Meshack, Paymaster and Lyndon (2013) and Kaveri and Prabakaran (2013) found that there was a very strong positive relationship between human resource management practices and employees' job performance. Others have also established that human resource planning as a dimension of human resource management practices had influence on performance of employees in organisations.

Akoh (2012); Opayemi and Oyesola (2013) and Kepha et al (2014) revealed that employees' performance and recruitment and selection were highly significant. June and Mahmood (2011) and (Dessler, 2008 cited in Kavoo-Linge and Kiruri, 2013) concluded that there was a significant positive relationship between placement and job performance. Kleiman, (2000) cited in Balatbat, (2010) and Akinbowale, (2013) revealed positive significant correlations between job performance and performance appraisal. From the foregoing, it can be deduced that if human resource management practices is applied appropriately in the National library of Nigeria, it will cause high job performance of the personnel.

Theoretical Framework

Job performance is a central construct in industrial /organisational psychology (Austin and Villanova, 1992; Campbell, 1990; Murphy and Cleveland, 1995; Schmidt and Hunter, 1992 cited in Chockalingam and Deniz, 2000). Performance dimensions have been designed for library jobs or related to work generally, working conditions or new work requirements resulting from the incident.

and have been either developed as stand-alone measures or as a set of dimensions intended to cover a large proportion of the total performance variance of employees (Binning and Barrett, 1989 cited in Viswes-varan and Ones, 2000). The crux of this study is on job performance, therefore, the theoretical framework on which to anchor it is the theory of adaptive performance by Pulakos, et al (2000) cited in Li and Huang, (2012). Adaptive performance refers to as individuals' behavior that is modified to meet changes in new

Adaptive performance was divided into eight dimensions, they are: handling emergencies or crisis situations, handling work stress, solving problems creatively, dealing with uncertain/unpredictable work situations, learning work tasks, technologies, and procedures, demonstrating interpersonal adaptability, demonstrating cultural adaptability and demonstrating physically oriented adaptability(Pulakos, et al (2000) cited in Li and Huang,(2012), and based on these dimensions he developed a job adaptive inventory.

Adaptive performance is the effectiveness, efficiency, economy, productivity, behaviour and output display by information professionals as expected by their job description, annual performance appraisal or evaluation form and mandate of the organisation.

It relates to this present study in the sense that if the personnel of the National library of Nigeria adapt to solving problems creatively, dealing with uncertain/unpredictable work situations, learning work tasks and technologies, consequently these will enhance their job performance. This study was set to empirically analyse human resource management practices in the National library of Nigeria.

Conceptual Framework

Dependent variable with dimension

Independent variable with dimensions

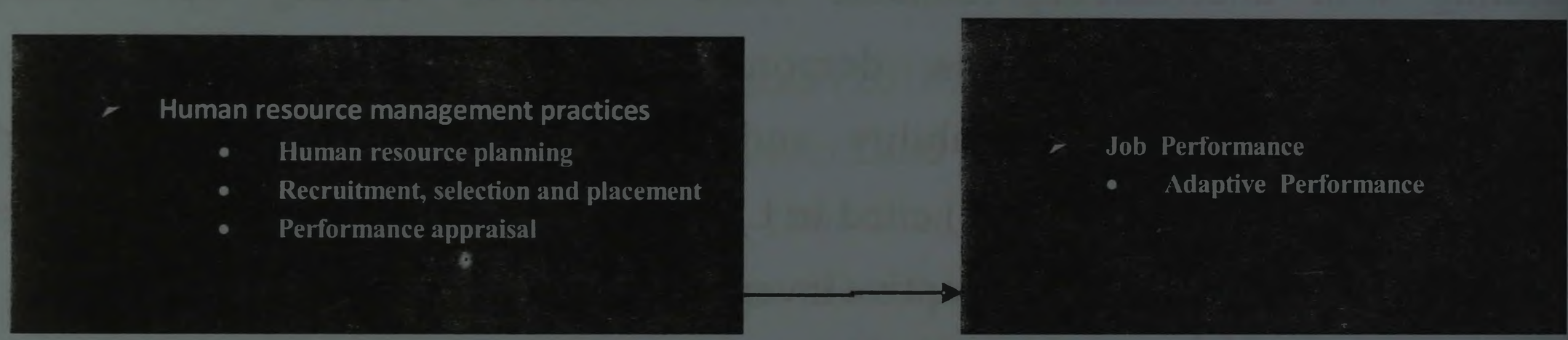

Figure 1: Conceptual Framework of the study

The conceptual framework proposed for this study was designed by the researcher. The model shows the independent variable (Human resource management practices) with dimensions (human resource planning, performance appraisal, recruitment, selection & placement which influence the dependent variable (Job performance) with dimensions (Adaptive performance).

Thus, performance; (Adaptive performance), which is the dependent variable, is greatly influenced by the independent variable either negatively or positively. In

addition, it is believed that, human resource management practices such as human resource planning, performance appraisal, recruitment, selection & placement are likely to have influence on job performance (Adaptive performance) of personnel in the National Library of Nigeria.

Thus, such personnel' performance is likely relying on human resource management practices. The success or failure of National library of Nigeria likely depends on how human resource management practices are managed. This translates to the fact that any modification on the independent variable will have a significant influence on National Library of Nigeria's personnel' job performance.

Presentation and Analysis of data

The presentation and analysis of data was based on the retrieved responses. Five hundred and thirty eight (538) questionnaires were retrieved out of six hundred and thirty (630). The retrieved questionnaires were found valid for analysis, given a response rate of 85.4%. The different leaves such as annual leave, casual leave, maternity leave, sick leave, study leave, leave of absent affected the return rate of the questionnaire.

Questionnaire distribution and response rate cut across all departments in the National library of Nigeria. The percentage of questionnaires returned are as follow: 40 (93.0%); 145 (78.4%); 75 (78.9%); 40 (93.0%); 71 (89.9%); 45 (88.2%); 25 (86.2%); 65 (91.5%); and 29 (85.2%) from National Librarian /Chief Executive Officer's office, Public Service Department (PSD NORTH), Public Service Department (PSD SOUTH), Collection Development and Processing Department

(CDPD), National Bibliographic Control Department (NBCD), Virtual Library Services Department (VLSD), Planning Research and Statistic Department (PRSD), Human Resource/Administration Department and Account & Finance Department respectively. This implies that a total number of 538 which was 85.4% of the total population of 630 questionnaires distributed were returned.

Ho1: There are no significant relationships among human resource planning, performance appraisals, recruitment, selection and placement and job performance of personnel in the National library of Nigeria

Table 1: Presentation and Analysis of Summary of Tests of Significant Correlations between Human Resource Planning, Recruitment Selection and Placement, Performance Appraisal and Job Performance of Personnel of the National library of Nigeria

Variables	N	X	S.D	CC(r)	Sig.P
HRP	538	62.7000	16.54	0.189535	.000
RSP	538	59.9800	17.85	-	.000
PA	538	48.9100	13.47	0.129853	.000
JP	538	79.6900	18.75	-	-
				0.267189	
				1.0000	

Author's field survey 2015

The presentation of **Table 1** revealed that the correlation coefficient 'r' between human resource planning, recruitment selection and placement, performance appraisal and job performance of personnel of the National library of Nigeria was .189535,-.129853,-.267189 and P<0.05 respectively. Since P<0.05. Based on this, the null hypothesis was rejected. It implies that there were significant correlations between human resource planning, recruitment selection and placement, performance appraisal and job performance of personnel of the National library of Nigeria. This finding supported Akhigbe (2013) indicated that human resource planning is a key factor in ensuring the effectiveness and efficiency of organisations. Kepha, et al (2014) indicated that the correlation between employee performance and recruitment, selection and placement were highly significant. A standardised methodology of selection has a direct link to high Job performance (Opayemi and Oyesola, 2013). There was a significant positive relationship between placement (person-job fit) and job performance (June and Mahmood, 2011). Adequate performance of employees is based on performance appraisal policy that will improve job performance (Akinbowale, 2013).

Ho2: There is no significant joint influence of human resource planning, performance appraisals, recruitment, selection and placement on job performance of personnel in the National library of Nigeria

Table 2: Presentation and Analysis of Joint Influence of Human Resource Planning (HRP), Recruitment Selection and Placement (RSP), Performance Appraisal (PA) on Job Performance (JP) of Personnel in National library of Nigeria

R = 0.6182

R Square = 0.3821

Adjusted R square = 0.1505

ANOVA

Model		Sum of Squares	d.f.	Mean Square	F	Sig.
1	Regression	8095.2317	3	2698.4106	9.1932	.0000
	Residual	17317.8173	534	293.5223		
	Total	25413.0490	537			

*P<0.05

Author's field survey, 2015

Predictors: Human Resource Planning, Recruitment, Selection, Placement, Performance Appraisal

Dependent variable: Job Performance

The presentation of **Table 2** revealed significant combined influence of the independent variables (human resource planning, recruitment selection and placement, performance appraisal) to the prediction of job performance of personnel of National library of Nigeria. The result yielded a coefficient of multiple regressions R = 0.618, multiple R-square =0.382 and Adjusted R square =.0.150.

This suggests that the three factors combined accounted for 38% (R^2= 0.38) variation in the prediction of job performance. The other factors accounting for 62% variation in the prediction of job performance are beyond the scope of this study. The Analysis of variance result from the regression analysis shown that the analysis of variance for the regression yielded a F-ratio of 9.1932. The results of the Analysis of Variance in the table shown that there was a significant difference in the human resource planning, recruitment selection and placement, performance appraisal practices among personnel in relations to their job performance. The differences were significant at P<0.05. This finding supported Nelson (1997) cited in Sasirekha and Ashok (2013) and Ubeku (1983) in Anyadike (2013) that human resource planning, performance appraisal, recruitment, selection and placement practices had significant influence on job performance.

Ho3: There is no highest significant difference in human resource planning, performance appraisals, recruitment, selection and placement and job performance practices among personnel in the National library of Nigeria.

Table 3: Presentation and Analysis of Tukey Highest significant Difference Post Hoc Scheffe Test in Human Resource Planning (HRP), Recruitment Selection and Placement (RSP), Performance Appraisal (PA) and Job Performance (JP) Practices among Personnel in the National library of Nigeria

(I) J Group Group	Mean Difference (I—J)	P. Value	95% Confidence Interval	
			Lower Bound	Upper Bound
JP HRP	-16.9900	0.0240 sig.	-32.3024	-1.6776
JP RSP	-19.7100	0.0064 sig.	-35.0224	-4.3976
JP PA	-30.7800	0.0000 sig.	-47.1710	-14.3890
HRP RSP	-2.7200	0.9722 insig.	-19.2593	13.8193
HRP PA	-13.7900	0.1722 insig.	-31.3326	3.7526
RSP PA	-11.0700	0.3494 insig.	-28.6126	6.4726

*The mean difference is significant at the 0.05 level

Author's field survey 2015

The presentation of Table 3 shows that there was significant difference between job performance and human resource planning; job performance and recruitment, selection and placement; job performance and performance appraisal. The performance appraisal had higher mean difference than the recruitment, selection and placement, which implies higher difference. Similarly, both performance appraisal and recruitment, selection and placement had higher mean values than human resource planning. The implication of this is that both the performance appraisal and recruitment selection and placement had higher differences. One major novel significant revelation in this analysis was that there was no significant difference between human resource planning and recruitment, selection and placement; human resource planning and performance appraisal; recruitment, selection and placement and performance appraisal respectively. As a result, there is dearth in literature to corroborate or disagree with these findings.

Conclusion

Conclusively, the main thrust of this study was to empirically analyse human resource management practices in the National library of Nigeria. In doing this, three research questions and three hypotheses were formulated to undertake the task. The summary of the salient findings are presented as follows:

1. There were significant correlations between human resource planning, recruitment selection and placement, performance appraisal and job performance of personnel of the National library of Nigeria;
2. There was significant joint influence of human resource planning, recruitment selection and placement and performance appraisal on job performance of personnel of National library of Nigeria;

3. There was no significant difference between human resource planning and recruitment, selection and placement; human resource planning and performance appraisal; recruitment, selection and placement and performance appraisal respectively.

From the findings, it can be deduced that a good human resource planning is as good as human resource management practices because human resource planning involved all dimensions of human resource management practices. In other words, a good plan is as good as work done. Also performance appraisal is a good determinant of recruitment, selection and placement. An objective performance appraisal determines which candidate should be selected and placed to what position respectively.

For job performance to be high among personnel of National library of Nigeria there is need for strategic joint application of human resource planning, performance appraisal, and recruitment selection and placement as dimensions of human resource management practices. Once these factors are carefully taken care of in the National library of Nigeria, the level of job performance is expected to increase.

Recommendations

Based on the findings of this study, the following recommendations are hereby made.

1. The management of the National library of Nigeria should have an ergonomic human resource plan which should be executed strategically and accordingly to boost personnel' job performance;
2. The management of the National library of Nigeria should engage in all human resource practices so as to bring about joint performance;
3. The management of the National library of Nigeria should imbibe the practice of objective performance appraisal. It is a good determinant of proper recruitment, selection and placement.

References

Adom, M.L. (2009). Issues and challenges of recruitment, selection and placement in the Ghana National fire service in the central region. MA.Project.Dept.of human resource management. University of Cape Coast, Ghana.x.+92 Retrieved 06/16/2014 from www.google.com

Agbo, G.C. (2014). Evaluation of staff personnel management practices in polytechnics in South-East Nigeria. Ph.D.Thesis.Dept.Educational administration and planning. University Of Nigeria, Nsukka.xiv+186

Akhigbe, O.J.(2013). Human Resource Planning: A Key Factor in Ensuring the Effectiveness and Efficiency of Organisation: Journal of Emerging Trends in Economics and Management Sciences (JETEMS).4.4:388-396 © Scholarlink Research Institute Journals.Retrieved 06/16/2014 from jetems.scholarlinkresearch.org

Akinbowale, L., & Lourens, L. (2013) .Role of performance appraisal policy and its effects on employee performance. Journal of Business Management .Retrieved 7/20/2014 from http://www.sjpub.org/sjbm.html

Akoh, P. (2012).Recruitment, selection and placement in public sector establishments in Nigeria. International Journal of Scientific Research in Education.3.3:152-165.Retrieved 06/17/2014 from http://www.ijsre.com

Anyadike, N.O. (2013). Human resource planning and employee productivity in Nigeria public organisation. Global Journal of Human Resource Management 1(.4), pp.56-68,.Retrieved 07/10/2014 from (www.ea-journals.org)

Anyim, F.C. Ekwoaba, J.O. & Ideh, D.A.(2012).The role of human resource planning in recruitment and selection process. British Journal of Humanities and Social

Sciences .British Journals .6.2. Retrieved 09/16/2014 from www.google.com

Asiedu-Appiah, F.Kontor, E. & Asamoah, D.(2013).Effect of human resource management practices on employee retention: perspectives from the mining industry in Ghana Retrieved 07/20/2014 from www.google.com

Atakpa, M. Ocheni S. & Nwankwo B.C(.2013). Review of Performance Appraisal and Objective Assessment of Subordinate Officers in Nigeria. International Journal of Public Administration and Management Research (IJPAMR).2.1.2350-2231.Retrieved 06/16/2014 from www.rcmss.com

Azzam, A.A., & Jaradat, S.A. (2014).Impact of recruitment process on Jordanian universities effectiveness. (an empirical study on Jordanian universities) :Global journal of human resource management ,journals.org) -published by European centre for research training and development uk. 2(1)pp.16-29 Retrieved 06/16/2014 from (www.ea- journals.org

Balatbat, L.(2010).Perceived Implementation of Human Resources Management (HRM) Practices and Demographic Variables of Employees in Private Higher Education Institutions: SISC KAIZEN Retrieved 06/16/2014 from http://www.southville.edu.ph/opencms/export/sites/default/Southville/v2/Downloads/Researches/Implementation_of_HRM_Practices.pdf

Bivan, N. (2017). Weekend Magazine, Saturday, July 29, 2017 page 42.

Chockalingam, V., & Deniz,, S.O. (2000). Perspectives on Models of job performance.London Blackwell publisher. Retrieved 06/27/2014 from

Dessler, G.(2006).Human Resource Management, Tenth Edition (Translation), New York: Index. Journal of Business Research Retrieved 06/27/2014 from www.google.com

Djabatey, E.N. (2012). Recruitment and selection practices of organisations, a case

study of HFC bank (GH) ltd. Retrieved 06/27/2014 from www.google.com

Hatala, J.P., & Lutta, J.G. (2009). Managing Information Sharing Within an Organizational Setting: A Social Network Perspective 2009:Retrieved06/16/2014 from(www.interscience.wiley.com). DOI: 10.1002/piq.20036

Hsu, Y.Chang, W. & Yang, V.(2007).A study on the recruitment and job performance of newly recruited Product designers and Their Implications in Design Education: The International Journal of Arts Education NTAEC .Retrieved 7/20/2014 from www.google.com

Jawahar, P.D., & Raghavendra, S. N.(2011).Perceptual Difference of Role based Performance –A Gender Study: International Journal of Business, Humanities and Technology .1.3:175. Retrieved 06/15/2014 from www.ijbhtnet.com

Jeet, V., & Sayeeduzafar, S. (2014). A Study of HRM Practices and its Impact on Employees job Satisfaction in Private Sector Banks: A Case Study of HDFC Bank .International Journal of Advance Research in Computer Science and Management Studies,2,(1).Retrieved 06/16/2014 fromwww.ijarcsms.com

June, S. & Mahmood, R. (2011). The Relationship between Person-job Fit and Job Performance: A Study among the Employees of the Service Sector SMEs in Malaysia. International Journal of Business, Humanities and Technology,1(2); Retrieved 8/21/2014 from www.ijbhtnet.com

Kamal, M.R., Singh., D.S.V., & Ahmad, K. (2012). Factors Influencing Interdepartmental Information Sharing Practice In Electronic Government Agencies Knowledge Management .International Conference (KMICe) Johor Bahru, Malaysia, 4 – 6 July 2012

Kaveri, L. & Prabakaran, L.(2013).Impact of high performance human resource

practices on employees' job performance in leather goods manufacturing companies at vellore district' International Journal of Business, Humanities and Technology.2.3:175. Retrieved 06/15/2014 from www.ijbhtnet.com

Kavoo-Linge,T., & Kiruri,J.K.(2013).The Effect of Placement Practices on Employee Performance in Small Service Firms in the Information Technology Sector in Kenya. International Journal of Business and Social Science 4.15. Retrieved 7/20/2014 from www.google.com

Kepha, O., Mukulu, E., &Waititu, G.A. (2014).The Influence of recruitment and Selection on the Performance of employees in Research Institutes in Kenya. International Journal of Science and Research (IJSR) 3.5.Retrieved 7/20/2014 from www.ijsr.net

Khera, S.N., & Gulati, K. (2012).Human resources information system and its impact on human resource planning: A perceptual analysis of Information Technology companies IOSR Journal of Business and Management (IOSRJBM). 3.6:06-13. Retrieved 7/20/2014 from www.iosrjournals.org

Kirk, J. (2002).Theorising Information Use: managers and their Work. Unpublished Doctoral Dissertation, University of Technology, Sydney, Australia. Retrieved 10/20/2014 from www.google.com

Li, J., & Huang,Y. (2012). An Empirical Study of Transformational Leadership on Employees' Adaptive Performance. Proceedings from International Conference on Information Management and Engineering. Retrieved 7/20/2014 from www.google.com

Linge, T.K., & Kiruri J.K. (2013).The Effect of Placement Practices on Employee Performance in Small Service Firms in the Information Technology Sector in Kenya: International Journal of Business and Social Science..4.15.Retrieved 06/16/2014 from www.ijbssnet.com

Madan, R. (2012). Recruitment and selection practices across cultures international journal of research in commerce & management volume no. 3, 2012, issue no. 1 (January) ISSN 0976-2183Retrieved 06/16/2014 fromwww.ijrcm.org.in

Majumder, T.H.(2012) Human Resource Management Practices and Employees' Satisfaction towards Private Bankig Sector in Bangladesh. International Review of Management and Marketing.2.1:52-58. Retrieved 7/20/2014 www.econjournals.com

Meshack, I.S., Paymaster, B., & Lyndon, E. (2013).An Assessment of Human Resource Capital and Goodwill: A Study of Selected Commercial Banks in Nigeria Journal of Business & Management .2. 4:36-48.Retrieved 7/20/2014 from

Nakpodia E.D. (2011). Training and utilization of staff and job performance in post primary education board, in North Senatorial District of Delta State, Nigeria Journal of Economics and International Finance, 3(5), pp. 279-288. Retrieved 06/19/2014 fromwww.academicjournals.org...article1379

Noe, et al., (2011.)Managing human resources.London.McGrawHill

Nyameh, J., & Altine N.J.2013.Human resource management, Civil Service and Achieving Management Objectives. International Journal of Business and Management Invention. 2.4:68-73.Retrieved 7/20/2014 from www.ijbmi.org

Obisi, C. (2011). Employee performance appraisal and its implication for individual and organisational growth. Australian journal of business and management research .1.9:92-97. Retrieved 06/19/2014 from http://www.googlecom.

Ofori, D. & Aryeetey, M. (2011) .Recruitment and Selection Practices in Small and Medium Enterprises: Perspectives from Ghana. International Journal of Business Administration 2, (3); Published by Sciedu Press 45 Retrieved 06/16/2014 from www.sciedu.ca/ijba

Ojebiyi, O.A.,& Amos, A.A. (2013). Quality Human Resources Management for Effective Educational System: Global. Journal of Management and Business Research Administration and Management.13(5). Retrieved 06/14/2014 fromwww.globaljournals.org/.../

Okojie, V. (2009).Rewards Policy and Employee Motivation in the National Library of Nigeria (NLN): Samaru Journal of Information Studies, 9 (2) Page 33.Retrieved 06/16/2014 fromwww. Samarujournals.org

Omale, M.I. (2012).The role of performance appraisal in managing human resources in the hotel businesses in Kogi state.M.Sc.Project.Dept. of management. University of Nigeria,Nnsukka. x+86

Opayemi, A.S., & Oyesola, T.M. (2013).Perception of selection interview, selection test and employee performance: An empirical analysis: Academic Journals,5(4) pp. 95-101, .Retrieved 05/27/2014 fromhttp://www.academicjournals.org/JPAPR

Orodho, J.A. (2005).Elements of Education and Social Science Research Methods. Nairobi: Masola Publishers. Retrieved 7/21/2014 from www.google.com

Oyetunji, O.D. (2015). Human Resources Management Practices, Information Sharing, Information Use and Personnel Job Performance in the National Library of Nigeria. Project. Dept. of Library and Information Studies University of Ibadan, Ibadan. ix+172

Popoola, S. O. (2002). Evaluation of job performance of employees in public sector organization. Journal of Management Studies, 24(2), 120-134.

Popoola, S.O. (2006) .Influence of information availability and utilization on decision-making of managers in large-scale manufacturing industries in Nigeria: SA Jnl Libs and Info Sci.72.I.Retrieved 7/21/2014 from www.google.com

Sasirekha, A., & Ashok, J. (2013).A Study on HRD Climate in a Public Sector Cement Company -An empirical study.Retrieved06/18/2014 from http://www.lifesciencesite.com

Sutherland, R., & du bruin, G.P., & Crous, F.(2007). The Relation Between Conscientiousness, Empowerment and Performances :Journal of Human Resource Management5(2):60-67. Retrieved 7/21/2017 from www.google.com

Tangthong, S., Trimetsoontorn, J., & Rojniruntikul, N.(2014).HRM practices and employee retention in Thailand—a literature review international journal of trade, economics and finance 5(2) Retrieved 7/21/2014 from www.google.com

Ugwoke, C.J. (2011). Achieving effective productivity in public service through manpower planning and development in Nigeria.MPA. Project. Dept.of public administration and local government University of Nigeria, Nsukka.x. +97

Viswesvaran, C. & Ones, D. S. (2000). Perspectives on models of job performance. International Journal of Se-lection and Assessment, 8.(4): 216-226. Retrieved 06/19/2014 from http://www.googlecom