

FACTORS AFFECTING HUMAN RESOURCE MANAGEMENT PRACTICE IN UNIVERSITY LIBRARIES: A PAKISTANI PERSPECTIVE

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Abstract. *The present research investigates how human resource management practices impacts the performance of library professionals working in Pakistani university libraries. Quantitative Research approach was used in this study. Pearson's correlation coefficient (r) and multiple regression analysis are utilized to evaluate the relationships among the specified variables. Additionally, five hypotheses are developed and tested in order to uncover the connections between these variables. Findings of the study reflects that all hypotheses were rejected except for the fifth hypothesis, which asserts that "Decentralization is positively linked to the organizational performance of university libraries." It can be concluded that decentralization is indeed positively correlated with the organizational performance of university libraries in Pakistan. The strategic approach presented in this paper incorporates ideas and concepts from non-library contexts, amalgamating them to create a comprehensive solution that aligns with the contemporary goals of a library. The results of the study have the potentials to influence the overall performance of university libraries.*

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1. Introduction

Human resources are the most important component of every organization, and successfully managing this asset is essential to attaining the organization's goals. To ensure the effective managing of their personnel, organizations use specialized policies, procedures, and protocols for human resource management

(Ikokoh et al., 2021). The advancement of organizations depends on people. They have a great deal management influence over the organization's success or failure. Open, consistent, and fair management is necessary to maintain their zeal and dedication. Numerous businesses rely on their workforce to secure an edge in the competitive market arena. As a result, their connection to the effectiveness of human resources and the management thereof is notably robust (Collins, 2021). Human Resource Management (HRM) encompasses activities such as HR planning, overseeing human capital, strategic recruitment, employee development, managing compensation growth, enhancing productivity, fostering employee relationships, ensuring healthcare provisions, maximizing employee contentment, and delivering employee services. It encompasses a range of policies and strategies designed to enhance organizational effectiveness, boost employee engagement, and elevate the standard of work (Khan & Abdullah, 2019). The most important asset of the 21st-century organization would be its human resources and how competently and efficiently they perform their roles (Drucker, 1999). The most important intangible or knowledge-based asset that supports an organization's value-added practices is thought to be its human capital (Mushi, 2010). Additionally important to the growth of employees' innovation skills is human capital.

In the 21st century, university libraries have undergone a shift from primarily emphasizing the development of physical collections to placing greater emphasis on facilitating information access and digital resources. Modern academic libraries commonly grant access to online resources through subscriptions, encompassing research databases and e-book compilations, alongside their traditional holdings of physical books and journals (Hooper, 2018). Moreover, these libraries provide dedicated spaces for collaborative or solitary studying, differentiated by "silent floors," along with assistance services for reference and research. Occasionally, these services extend to virtual reference support as well (Jinendran Jain & Kumar Behera, 2023). In the era of contemporary libraries, the following were noted by Cox (2020), decreased worth of print collections, Access and mass digitization vs archives, E-everything, the death of major deals, digitization of unique collections, and issues with copyright and fair use. He listed the following as trends in library services: embedded librarianship, self-service models and virtual alternatives, the emergence of open content and open educational resources, support for online learning and research, and the library website serving as a virtual entrance (Pounder et al., 2022).

According to Insaideo (2001) any organization's ability to provide sustainable library services depends on its human resources. The staff of every library is evaluated indirectly when its services are assessed. Therefore, there is a need for effective and motivated staff who can make the library's goals a reality (Babalola, 2012). Organizations, as well as libraries and information centers, prevail as a result of the human capital performing responsibilities and tasks, which is why

human capital is so fundamental to organizational success (Idiegbeyan-Ose et al., 2019). Particularly in academic libraries, user groups are becoming more knowledgeable, informed, and aware of the different information sources available. They are also becoming more selective because their expectations, information needs, preferences, and choice of different information products and services are constantly expanding (Bahader et al., 2020; Khan & Kamal, 2016). The set of protocols and processes utilized by an organization to execute its functions related to human resources is termed as human resource management (HRM) techniques. Work analysis and design, recruitment and choice, performance assessment, learning and advancement, compensation and perks, as well as labor relations, constitute the six primary components of HRM practices (Ikokoh et al., 2021). Like every other organization, the academic library uses a set of human resource management (HRM) techniques to manage its human resource activities and achieve its specified objectives (Owolabi & Azonwu, 2016). The effectiveness of the library depends on the staff's performance on the job and on how they conduct themselves on the job (Amusa et al., 2013). Human resources in libraries need to be developed systematically, just like in other organizations. However, there are problems and difficulties in putting these practices into practice (Okoye et al., 2019). The infrastructure facilities offered for their service and development as well as the active, motivated, skilled, and professional employees has a significant role in the quality of Library and Information Centers. One of the key components that may truly turn a library into a knowledge center is the Library and Information Science (LIS) experts (Alcober, 2022).

Despite the significance of human resources and its pivotal influence on employee performance, there has been limited investigation into evaluating the impact of human capital on employee performance within the context of a library (Lo & Stark, 2021). In Pakistan, little literature has been found on human resource management and its impact on the performance of the libraries. Certain researchers have directed their focus towards specific human resource management (HRM) indicators, either singly or in combination. As an example, Warriach and Ameen (2015) undertook a study where they examined four HRM indicators - namely, staffing, training and development, performance appraisal, and retention strategies - within the university libraries of Punjab Province (Warraich & Ameen, 2015). They observed that in the ever-evolving information landscape, training and development are indispensable components for libraries. Investigating the impact of human capital on employee performance in developing nations presents a gap in current research (Dhar et al., 2019). Therefore, it is decided to conduct a study on this important aspect to fill the gap and to have a contribution towards treasury of knowledge.

2. Literature Review

Extensive literature exists regarding Library and Information Services (LIS). In addition to research published in regional academic journals, a substantial body of work has been produced on this topic and cataloged in prominent abstracting databases, including Library and Information Science Abstracts (LISA), Information Science Abstracts (ISA), Educational Resources Information Center (ERIC), and Library Science Abstracts (LSA) (Mahmood, 1996). In order to determine whether there is a link between organizational creativity and information management competency, (Lombardi et al., 2020) have explored the impact of human resource management activities on organizational creativity. The components of HRM encompass recruitment and choice, education and growth, performance assessment, compensation and incentives, as well as health and safety protocols (Khan et al., 2019). The proficient utilization of HR has a substantial impact on the level of service delivery quality by employees (Mutiso & Kilika, 2017). Performance planning, continuing feedback, staff involvement, performance evaluation, and performance review are the five main components of a performance management process (Pulakos, 2004). An organization can fully reap the advantages of performance management when HR professionals are capable of uncovering, enhancing, and evaluating the complete capabilities of their workforce (Opoku et al., 2020). It is suggested that library management should equally focus on both human resource management and organizational aspects in order to enhance the quality of service delivery by their staff (Opoku & Barfi, 2022). Traditionally, human resources have been deemed a pivotal function across various types of business establishments. While international human resource management (HRM) is tasked with reshaping a company's image, it also plays a dual role as a catalyst for organizational restructuring. The impact of the HR department on the advancement of these enterprises has been significant in terms of enhancing efficiency. Offering benefits such as employee training and development, companies provide their personnel with tools to excel in roles spanning from managerial positions to production roles (Othman & Abdullah, 2016).

In Pakistan, several researchers have deliberated on the pragmatic and theoretical challenges related to introducing HRM practices within organizations based in the country (Khan et al., 2023; Rehan et al., 2023; Yasmeen et al., 2023). The Higher Education Commission of Pakistan has granted approval to approximately 244 universities in the country, comprising 99 privately-owned and 145 publicly-funded institutions (Higher Education Commission, August 2023) with a library in all these universities. Numerous individuals are employed within these libraries, occupying positions ranging from professionals to semi-professionals and non-professionals. These personnel require a blend of technical, interpersonal, and abstract skills in order to effectively execute their roles (Farooq et al., 2016).

Efficient management of this staff is essential to ensure their ongoing delivery of high-quality services, effectively meeting the demands of these institutions (Ahmed et al., 2018). An investigation conducted by (Qutab et al., 2014) aimed to evaluate how information and communication technology usage for library operations and services was adopted across 55 university libraries in Pakistan, both public and private. As stated by Issa, Idowo, Amusan, Ojokutu, Adedeji, and Oguntayo (2016), there is no doubt that human resources play a crucial role within organizations. The absence of human resource input would lead to the failure of achieving the intended goals of establishing these organizations (Issa et al., 2016). Hence, the researchers aim to assess the HRM practices that will impact Pakistani universities' choice to integrate it into library services. The analysis will encompass multiple dimensions, encompassing incentives, employee training, selective hiring (recruitment), job security and decentralization & self-managed teams.

3. Conceptual Framework and Hypotheses Development

Employees Incentives

The term "incentives" refers to a variety of stimuli, rewards, or benefits provided to people or groups in order to promote particular behaviours, activities, or decisions (Liu & Liu, 2023). These incentives, whether in the form of money, praise, privileges, or other physical or intangible benefits, are usually intended to encourage people to behave in a particular way, perform better, or accomplish certain goals. There are two types of incentives: monetary and praise (Westerman et al., 2020). Numerous studies such as (Anwar, 2017; Bankole et al., 2023; Islam et al., 2022; Kryscynski et al., 2021; Witherspoon & Taber, 2021) have been conducted to assess the impact of incentives and rewards on the performance and efficiency of the employees. Adequate compensation, yearly salary growth, strong job stability, positive public perception, reduced workweek allowances, supportive behavior from higher-ups, and relief from excessive workloads are the perceived motivating factors that can enhance employees' dedication and commitment to the company while also boosting their job performance (Jan & Gul, 2020). The following hypothesis is framed to examine the impact of incentives on the performance of library personnel in the university libraries of Pakistan.

H1: Is Incentive positively associated with the performance of library practitioners in university libraries of Pakistan?

Employee Training

Employee training refers to a systematic and planned process through which individuals within an organization are provided with specific knowledge, skills, and competencies to enhance their performance, capabilities, and effectiveness in their roles (OpenAI, 2023). Certain studies indicate that employee training can have

a favorable impact on both organizational performance and an individual's well-being (Prabhu et al., 2020). It was reported that different types of training affects greatly the job performance such as off-the-job training enhances efficiency, whereas on-the-job training does not lead to performance improvement (Collins, 2021). In addition to other constructs, training is one of the important component of job performance in organizations (Hassaan & Bibi, 2023; Khan & Abdullah, 2019). The impact of Employees training on job performance can be assessed with the help of the following hypothesis:

H2: There is a positive correlation between employee training and organizational performance.

Selective Hiring (Recruitment)

A meticulous recruitment process offers the advantage of identifying candidates who possess the requisite skills, experience, and adaptability to effectively handle a diverse range of job responsibilities within a specific context (Anwar & Abdullah, 2021). Employing the right individuals enables a business to maximize resource utilization, resulting in enhanced overall efficiency and reduced expenses associated with training and development (Shao & Peng, 2022). Researchers from Arachiganetic University have found a twofold impact in this regard. They have investigated how the implementation of high-performance policies can increase employee stress levels, as well as how these measures can concurrently reduce stress (Luu, 2023; Prabhu et al., 2020; Zhao & Zhou, 2021). The process of selective recruiting has been recognized for its emphasis on outcomes, effectiveness, profitability, management support, and a prioritization of greater efficiency (Warraich & Ameen, 2015). The relationship of selective hiring and job performance of employees in an organization can be illustrated with the help of the following hypothesis:

H3: Selective hiring is positively associated with organizational performance.

Job Security

There is a direct connection between job security and the level of confidence among employees. When job security is high, it fosters a more confident environment, which, in turn, enhances employees' commitment to the organization's workforce (Libert et al., 2020). Job security involves a level of mutual trust. It is argued that, initially, the organization must convey to its employees that their jobs are secure. Subsequently, the employees express their confidence in the job's security (Prabhu et al., 2020). Job security tends to foster a sense of dedication among genuinely professional staff, serving as a significant advantage for an organization's HRM practices (Magrizos & Roumpi, 2020). The effect of job security on organization job performance can be judged as:

H4: There is a positive correlation between job security and organizational performance.

Decentralization

As a cohesive team, each team member should share a common focus on the organization's mission and objectives. Subsequently, they should collaborate in decision-making and actively contribute to all initiatives (Ali & Anwar, 2021). Strategies for involving employees, such as delegation and decentralization, result in increased engagement and efficiency, accompanied by greater employee accountability in decision-making (Carnevale & Hatak, 2020). Transferring decision-making authority and granting higher levels of autonomy to self-managed teams are crucial steps in shaping an efficient organizational design (Collins, 2021). A greater proportion of HRM employees have better job performance due to decentralization (Ali & Anwar, 2021; Bankole et al., 2023). The efficiency of music libraries can be improved with decentralization (Kuyper-Rushing, 2002). The following hypothesis can be framed with the help of the following:

H5: Decentralization is positively associated with organizational performance.

Organizational Performance

Organizational performance is a comprehensive assessment of how well an organization manages its resources, serves its stakeholders, and achieves its strategic objectives (Adhikara et al., 2022). It encompasses financial, operational, customer-centric, employee-related, strategic, and ethical aspects of an organization's activities. Effective measurement and management of organizational performance are essential for sustaining long-term success in a dynamic and competitive business environment (Xie et al., 2023). Assessing organizational performance can be complex due to diverse criteria such as sustainability, profitability, stakeholder satisfaction, and adaptability to environmental shifts (Harisanty et al., 2022). Nevertheless, gauging organizational performance through financial metrics has often been considered more of a theoretical concept than a practical application. It is perceived as a combination of various factors, including stakeholder diversity and non-financial measures, that contribute to the overall evaluation (Anwar, 2017). Utilizing a framework for expanding and enhancing Human Resource Management (HRM), Anwar (2017) demonstrated that every HRM endeavor has a favorable impact on overall organizational influence, revenue generation, and advancement. The forecast regarding business expansion, incentives, readiness, and the judicious selection of candidates was validated, confirming their collective contribution to fostering the anticipation of future market growth (Lu et al., 2023). Organizational performance in libraries encompasses various factors related to the quality of services, resource management, user satisfaction, and community engagement. While the specific metrics and goals may differ from those in for-profit organizations, libraries have a responsibility to ensure they are effectively fulfilling their mission and serving the information needs of their communities (Tran, 2023). Performance assessment

helps libraries make data-driven decisions to improve their services and adapt to evolving user expectations in an increasingly digital and information-driven world (Shanmugathan & Thirunavukkarasu, 2023). Promoting a library culture within an organization can have a multifaceted impact on organizational performance, including improved knowledge management, decision-making, creativity, employee engagement, and overall competitiveness (Bankole et al., 2023). In this study the above-mentioned constructs will be associated with job performance of human resource of the university libraries of Pakistan.

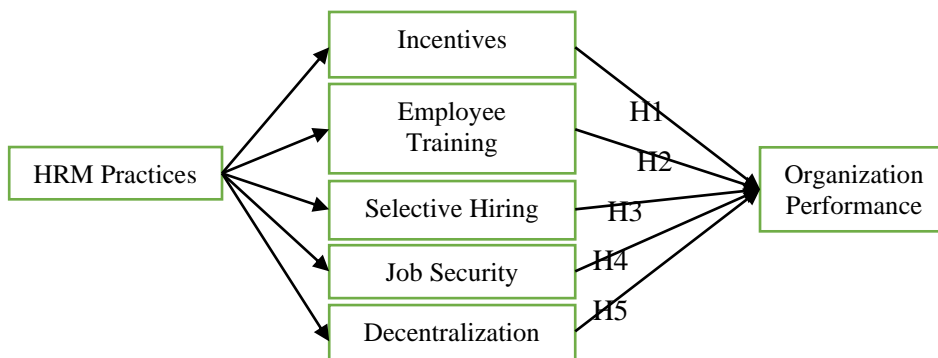


Figure 1: Theoretical research model

4. Research Methodology

In this study, a quantitative research method is employed as the most suitable approach to assess the influence of HRM practices on library performance and to examine the variables and their relationships within the scope of this research. Quantitative approach is used because a good number of similar research studies have used this method (Islam et al., 2022; Li et al., 2023; Mukhuty et al., 2022; Opoku & Barfi, 2022). The study encompassed a total population of 244 universities in Pakistan, with 145 belonging to the public sector and the remainder being private sector institutions (“Higher Education Commission”, 2023). Keeping in view the given variables and objectives of the study, a data collection instrument was developed. The instrument was validated through eminent experts of the field. The reliability was checked with Alpha Cronbach test. An online Google form was developed and distributed to individuals in the library profession who are employed across different universities within the country. The intended participants for this research comprised library professionals from both public and private sector institutions. Contact numbers of the university librarians were acquired from the websites and through personal contacts. WhatsApp group of these university library practitioners were developed. To facilitate the collection of responses, the survey form was shared through WhatsApp group among library professionals. To ensure a higher response rate, follow-up measures included WhatsApp messaging, emails, and personal phone calls. The Statistical Package for Social Science (SPSS) was used to analyze the collected data. Pearson’s

correlation coefficient (r) and multiple regressions are used to measure the relationship among the given variables.

5. Analysis of Data and interpretation

A total of 432 survey forms were received. Table 1 depicts that majority of the respondents were male as Library profession in Pakistan is male dominant (Jan & Gul, 2020). Majority of the respondents are master degree holders with 5-10 years' experience.

Table 1 *Demographics of the Respondents*

Measures		Frequency	Percentage
Gender	Male	295	68.28%
	Female	137	31.72%
	Total	432	100%
Position	Librarians Public University	254	58.79%
	Librarians Private University	178	41.21%
	Total	432	100%
Qualifications	Ph.D.	17	3.99%
	M.Phil.	155	35.87%
	Master	260	60.18%
	Total	432	100%
Experience	5-10	207	47.91%
	10-15	168	38.88%
	20-25	29	6.71%
	15-20	21	4.81%
	25-30	7	1.62%
Total		432	100%

Reliability of Data Collection instrument

The collected data is edited, filtered and analyzed. The findings of this study rely on the survey responses provided by library practitioners serving at the university libraries of Pakistan. The Cronbach test is used to check the reliability of the five constructs of the questionnaire. The researcher assessed the impact of five distinct human resource management practices as independent variables on the performance of university librarians. Regarding employee incentives, the Cronbach's alpha value for the five items was $0.73 > 0.6$, indicating high reliability for measuring employee incentives in the current study. Similarly, for employee training, the Cronbach's alpha was $0.81 > 0.6$, signifying strong reliability for the five items assessing employee training. The assessment of selective hiring (recruitment) yielded a Cronbach's alpha of $0.79 > 0.6$, indicating the reliability of

the five items used in this context. Job security measurements also showed strong reliability, with a Cronbach's alpha of $0.77 > 0.6$ for the five items related to job security. Furthermore, when evaluating decentralization, the Cronbach's alpha was $0.85 > 0.6$ for the six items in this category, demonstrating their reliability in measuring decentralization in the current study. Lastly, in terms of organizational performance, the Cronbach's alpha value was $0.79 > 0.6$ for the seven items used, suggesting that these items were also reliable for assessing organizational performance in the study.

Table 2 *Reliability Analyses*

Item	Cronbach Value	Number of Items
Employee Incentives	0.73	5
Employees Training	0.81	5
Selective Hiring	0.79	5
Job Security	0.77	5
Decentralization	0.85	6
Organization Performance	0.79	5

Correlation analysis

Correlation is a method used to explore the connection between two continuous quantitative variables, and Pearson's correlation coefficient (r) serves as an indicator of the magnitude of the relationship between these two variables (Gultom & Oktaviani, 2022). Table 3 depicts the result of Pearson's Correlation Coefficient between variables. In the study, it was discovered that various factors exhibited a noteworthy relationship with organizational performance: Incentives displayed a significant correlation ($r=0.401$, $p<.01$) with organizational performance. Training demonstrated a substantial correlation ($r=0.407$, $p<.01$) with organizational performance. Selective hiring showed a significant association with organizational performance ($r=0.471$, $p<.01$). Job security exhibited a substantial correlation ($r=0.392$, $p<.01$) with organizational performance. Additionally, decentralization revealed a significant relationship with organizational performance ($r=0.570$, $p<.01$).

Table 3: Multiple Regressions

Model	Coefficients				Sig.
	Standardized Coefficients	Standard Error	Beta	t	
(Constant)	0.587	0.231		2.544	0.012
Employee Incentives	-0.085	-0.056	0.099	1.516	0.131
Employee Training	-0.025	-0.062	0.028	0.403	0.688
Selective Hiring-	0.29	0.064	-0.264	4.564	0
Job Security	-0.061	-0.049	0.073	1.251	0.212
Decentralization	0.324	0.048	0.401	6.781	0

Dependent variable: Organizational Performance

Multiple regressions also enable the researcher to assess the overall model fit and the individual contributions of each predictor to the explained variance. In this analysis, all five HRM practices were included as independent variables, while organizational performance served as the dependent variable. The results indicate the following:

- a- Incentives were not found to be a significant predictor of organizational performance.
- b- Training was not identified as a significant predictor of organizational performance.
- c- Selective hiring did not demonstrate significant predictive power for organizational performance.
- d- Job security was not found to be a significant predictor of organizational performance.
- e- Decentralization, on the other hand, emerged as a significant predictor of organizational performance, showing a direct and positive association with it.

6. Discussion

The objective of the current research was to investigate the relationship between HRM practices and organizational performance (university performance). Previous studies, including those by (Arumugam et al., 2011; Bankole et al., 2023; Issa, 2021) have consistently suggested a positive connection between HRM practices and organizational performance. Drawing upon an extensive review of the literature, this study formulated the hypothesis that the following HRM practices, namely incentives, employee training, selective hiring, job security, and decentralization, are positively linked to organizational performance. Conversely, research conducted by (Ahamd, 2023; Katou, 2008) have revealed that employee training, selective hiring, and decentralization exhibit a notable correlation with organizational performance. However, their findings have also suggested a limited connection between job security and organizational performance. Based on the responses, the hypotheses are tested as:

H1: Is Incentive positively associated with the performance of library practitioners in university libraries of Pakistan?

The results revealed that incentives did not exhibit an association with organizational performance. These results align with the past literature (Akpom & Ibegbulam, 2023; Nguyen & Prentice, 2022). However, there are a good number of research studies (Alkandi et al., 2023; Nsiah et al., 2022; Prasetyo et al., 2023) depicted that incentives have a positive relationship with job performance of employees on the image building of the organizations.

H2: There is a positive correlation between employee training and organizational performance.

This hypothesis was not supported by the data. The same results were also produced by different studies such as (Rahayu et al., 2023). The findings of these studies reflected that training has insignificant effect on job performance of an organization. Contrary to the findings of the current study, there are some studies (Haryadi, 2022; Jacob & Bajama, 2022) that have reported positive correlation between job performance and job training. Based on the responses received from the library practitioners serving at university libraries, it is concluded that training has no strong association with the organizational performance of the university libraries of Pakistan.

H3: Selective hiring is positively associated with organizational performance.

The literature clearly demonstrates that recruitment directly influences both the job performance of employees and the reputation building of an organization. The effectiveness of the hiring employees for an organization depends upon the procedure of recruitment and transparency of the recruitment channel (Fikrat-Wevers et al., 2023). A reasonable number of research studies (Rustiawan et al., 2023; Winston & Walstad, 2006) pinpointed that selective hiring has a positive effect on the organizational performance of libraries. From the analysis of the data, it is revealed that selective hiring is negatively associated with organizational performance. The same situation was reported by Dalal and Akdere (2023) and Figueroa-Armijos et al. (2023).

H4: There is a positive correlation between job security and organizational performance.

Job security is considered as an important construct for the enhancement of organizational performance. The linkage between job security satisfaction and its impact on organizational commitment and job performance differs depending on the cultural context of each nation (Yousef, 1998). After scrutiny of the responses of the respondents, the given hypothesis disproved. The same results were reported by Cheng and Chan (2008) and Riyanto et al. (2023). They shared the belief that job security does not significantly impact organizational performance. However, an extensive review of the literature indicated a robust correlation between job security and organizational performance. The studies conducted by Syamsidah et al. (2023), and De-Witte and Näswall (2003) supported the direct influence of job security on the organizational performance.

H5: Decentralization is positively associated with organizational performance.

The recorded p-value exceeded 0.05; leading to the acceptance of the hypothesis “Decentralization is positively associated with organizational performance”. In a decentralized decision-making process, employees aim to enhance their effectiveness and efficiency, as the decentralized decision-making authority

strongly impacts organizational performance (Ghalandari, 2012). Decentralized decision-making typically involves a higher level of employee participation, and this approach can be applied in both small and medium-sized firms. Organizations often restructure their decision-making processes from centralized to decentralize to observe improvements in productivity. When decision-making authority is delegated to employees within a library, it leads to improved quality, higher efficiency, and increased productivity for both the organization/university /library and its employees. Consequently, it was determined that decentralization is positively correlated with organizational performance. It is considered a better tool for the enhancement of organizational performance in most of the organization as depicted in research studies (Šmite et al., 2023), and (Manoj et al., 2022). Decentralization has also negative impact on organizational performance as stated by (Zhang & Yang, 2023).

7. Conclusion

a- Theoretical Implications

The research study titled "The Impact of Human Resource Management Practice on Performance of University Libraries: a Pakistani Perspective" explores the relationship between human resource management (HRM) practices and the performance of university libraries in Pakistan. This research has several theoretical implications that contribute to the broader understanding of HRM in the context of educational institutions and library management. These include HRM and organizational Performance, library Management, employee motivation and performance, and employee development and knowledge management. This study also contributes to the understanding of HRM in the context of higher education and library management, highlights the importance of context-specific HRM practices, and provides insights into employee motivation, strategic HRM, and knowledge management in a unique setting. These theoretical implications can inform future research in the fields of HRM, library practices, and organizational management.

b- Practical implications of the study

By implementing effective HRM strategies, libraries can improve their overall performance, enhance employee satisfaction, and better meet the needs of their patrons and stakeholders. University libraries of Pakistan can use the study's findings to optimize their HRM practices. They can identify which HRM strategies and practices are most effective in improving organizational performance and tailor their HRM policies accordingly. In order to encourage and motivate the employees of a library, incentives and rewards policy should be introduced to enhance the organizational performance and fulfill the information needs of the patrons. Libraries can focus on improving employee engagement and satisfaction

by implementing HRM practices that have been shown to positively impact performance. This may involve creating a positive work environment, offering competitive compensation, and recognizing employee contributions. The study may highlight the importance of investing in employee training and development programs. Libraries can use this insight to design and implement training initiatives that enhance the skills and competencies of their staff. University libraries in Pakistan can refine their recruitment and selection processes based on the study's findings. They can identify the key attributes and qualifications that contribute to better organizational performance and prioritize these when hiring new employees. The impact of job security on the organizational performance of university libraries can guide universities in making informed decisions about HR policies, resource allocation, and strategic planning. These implications can ultimately lead to improved library services, higher employee satisfaction, and better support for the university's educational and research mission. Decentralization in university libraries of Pakistan can provide valuable insights into the management of decentralized structures within academic institutions. These acumens can inform decision-making processes, resource allocation, and strategies for improving library services and overall organizational performance.

c- Directions for future research

Further related research can be conducted on the following lines:

- a- A longitudinal study can be conducted to assess the long-term impact of HRM practices on the performance of university libraries in Pakistan. This would involve tracking HRM practices and library performance metrics over several years to identify trends and patterns.
- b- Studies can be carried out to compare the HRM practices and performance of university libraries in Pakistan with those in other countries or regions. This cross-cultural analysis can provide insights into the uniqueness of the Pakistani context and potential lessons from other regions.
- c- Efforts should be made to complement quantitative data with qualitative research methods, such as in-depth interviews and focus groups, to gain a deeper understanding of the perceptions and experiences of library staff and administrators regarding HRM practices and their impact.
- d- The relationship between HRM practices, employee engagement, and job satisfaction in university libraries can be investigated. Assessment can also be made to know “how these factors contribute to improved library performance and service quality”.
- e- How technological advancements and digitization affect HRM practices and library performance can be examined. Investigate the role of HRM in preparing library staff for digital transformations.

- f- How HRM practices in university libraries contribute to student success and academic achievement can be investigated? Assess the role of library staff in supporting student learning outcomes.
- g- A study can also be conducted on cost-benefit analysis to determine the financial impact of HRM practices on library performance. Assess whether investments in HRM lead to measurable returns in terms of improved services and user satisfaction.
- h- The sustainability of HRM practices in university libraries, considering factors such as budget constraints, changing institutional priorities, and the retention of trained personnel can also be assessed.

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