

Human Resource Management Practices and Job Performance: A Study of Malaysian Academic Libraries

Nur Azia Hazida Mohamad Azmi^{1*}, Fadillah Ismail¹, Siti Afifah Che Ismail²,
Norfauzan Md Sarwin²

¹ Department of Technology and Management, Faculty of Technology Management and Business,
Universiti Tun Hussein Onn Malaysia, 86400, Batu Pahat, Johor, MALAYSIA

² Tunku Tun Aminah Library,
Universiti Tun Hussein Onn Malaysia, 86400 Parit Raja, Batu Pahat, Johor, MALAYSIA

*Corresponding Author: nurazahazidaazmi@gmail.com

DOI: <https://doi.org/10.30880/jtmb.2024.11.02.012>

Article Info

Received: 15 March 2024

Accepted: 18 August 2024

Available online: 10 December 2024

Keywords

Academic librarian, job performance, relationship, correlation analysis

Abstract

Job performance is critical in achieving organizational success, directly influencing productivity, efficiency, and overall workplace effectiveness. Within the realm of academic librarianship in Malaysia, job performance plays a pivotal role in delivering top-notch library services, supporting academic initiatives, and cultivating a conducive learning atmosphere. Despite this significance, a noticeable gap in literature addressing job performance exists specifically within Malaysian academic libraries. This study aims to fill this void by conducting an extensive literature review and empirical research to shed light on the relationship between job performance and propose strategies for enhancing it among academic librarians. The study targets librarians across 20 public university libraries in Malaysia, analyzing primary data from 287 respondents through inferential statistics using the Statistical Package for the Social Sciences (SPSS). In conclusion, the findings of the relationship between training and development toward librarian's job performance contribute to a strong positive relationship with the value of the Pearson correlation, $r = 0.486$. Ultimately, this study offers recommendations aimed at improving the job performance of academic librarians throughout Malaysia.

1. Introduction

Librarians play a crucial role in managing information resources, supporting academic research, and fostering lifelong learning. Effective management of these resources is essential, as poor performance can significantly impact data access and reliability, thus affecting research and educational outcomes (Sivankalai, 2021; Smith, 2021). Libraries also provide vital community services, such as digital literacy training, and their failure to deliver these services can exacerbate the digital divide and limit community engagement (Detlor et al., 2022; Johnson, 2020).

Ineffective human resource management (HRM) practices, including inadequate induction, limited professional development, and inefficient performance appraisal systems, are major factors contributing to the low performance of librarians (Brown, 2019). Improving these practices is critical for maintaining the integrity of information infrastructure and ensuring equitable access to information (Ullah & Usman, 2023). Libraries are fundamental to national literacy initiatives and inclusive education, offering free access to information irrespective of personal background (Fourie & Meyer, 2016; Ullah et al., 2023).

This is an open access article under the CC BY-NC-SA 4.0 license.



Studies have shown that libraries contribute significantly to inclusivity and diversity by providing accessible structures and wide-ranging services (Amin & Md Zuki, 2019; Napp & Sabharwal, 2019). The role of libraries is evolving with the rise of digital resources, shifting their function from storage to interactive, community-centered spaces (Pomerantz & Marchionini, 2007). In the face of information overload, librarians must leverage digital tools and instruct users in information literacy and ethical practices (Thiruppathi & Pub, 2024).

Despite their vital role, librarians are often undervalued compared to their contributions to education and research (Given & Julien, 2005). This study aims to evaluate the implementation of HRM practices and their impact on the job performance of academic librarians in Malaysia. By surveying librarians at 20 public university libraries, the study will provide insights into how HRM practices affect librarian performance and library effectiveness.

Previous research has demonstrated a positive relationship between HRM practices and job performance in various contexts. Studies indicate that effective HRM strategies enhance job satisfaction and productivity (Majid Baba, 2020; Wani & Ganaie, 2024). Performance reviews and continuous professional development are particularly influential in improving job performance (Hamidi, 2023; Arulsamy, 2023). The COVID-19 pandemic has further highlighted the challenges faced by librarians, underscoring the need for supportive measures to maintain job performance during crises (Abdel Aal Ibrahim, 2021; Gloor, 2023).

This research will contribute valuable insights into the relationship between HRM practices and librarian performance, supporting the advancement of library management and the HR profession.

2. Literature Review

In higher education institutions in Malaysia, academic librarians are essential to research, instruction, and learning. Numerous aspects that affect their efficacy and contributions to organisational goals affect how well they execute on the job. The main factors influencing academic librarians' employment performance are examined in this review, including selection and recruitment, performance evaluation, training and development, and training (Zhou, 2024).

2.1 Human Resources Management Practices in Malaysia

HRM practices like training and development are widely recognized for their impact on enhancing employee skills and productivity (Arulsamy et al., 2023). However, in Malaysia's academic library sector, implementing these practices presents unique challenges. While training on emerging technologies like AI can empower librarians, studies show that budget constraints and a lack of specialized trainers often limit access to these programs (Horban, 2024). This limitation can result in skill gaps, particularly as libraries transition to more digital services post-pandemic. Additionally, even when training is provided, its effectiveness may be diminished if it lacks alignment with the specific needs of academic institutions, potentially leading to low retention of learned skills (Moonasar, 2024). To optimize HRM impact, libraries could consider modular, job-specific training sessions, ensuring that skills are both relevant and applicable to daily responsibilities.

Studies underscore the need for context-specific HRM approaches in Malaysian academic libraries, given the challenges in aligning practices with institutional needs (Paauwe & Boselie, 2005; Pradhan & Shrestha, 2022). This chapter identifies and analyzes these HRM practices and their effectiveness in academic libraries, focusing on how recruitment, training, and performance appraisal practices impact job performance.

2.2 Training and Development

According to a study by Sharif Hosen (2024), it's critical to mandate training and development for staff members following the hiring process so they can comprehend the organization's culture and operating system. Enhancing employees' skills, knowledge, and capacities through training and development is a crucial component of HRM practices that eventually improves organisational performance (Arulsamy et al., 2023). Following hiring, these procedures aid in the understanding of the company's systems and culture by new hires, which enhances the company's reputation and promotes expansion. Librarians to successfully fulfill their professional obligations, training, and development are crucial since they increase their knowledge and abilities (Anyim, 2021).

These programs can be customised to match company's and its staff unique needs and can take many different forms, including conferences, workshops, online courses, and mentorship programs (Margarita Koshkina, 2024). Good training programs enhance librarians' knowledge and abilities, enabling them to perform better on the job (Anyim, 2021). Librarians are better equipped to support academic activities when they have regular opportunities for training and development that keep them up to date on the newest technologies and information sources (Moonasar, 2024). Practices for training and development are important from a worldwide standpoint.

According to research conducted in 2006 by Lewis & Wilkinson, librarians must always be studying in order to meet the demands of their patrons. Library strategic plans should include a thorough training program that supports the organization's mission and goals and promotes professional and personal development. In a similar vein, US libraries offer chances for professional growth, including postgraduate study and conference attendance,

to advance the library profession and enhance staff competencies (Ikhlaz ur Rehman, 2023). Academic librarians can profit from some advantages, including: skill development and technical adaptation: In the quickly changing field of librarianship, training enables librarians to stay abreast of developments in information and technical contexts (Richard Togaranta Ginting, 2023). Libraries need to put in place efficient training and development processes if they are to thrive in today's highly competitive professional environment. Libraries can preserve their competitiveness in a constantly changing professional scene, increase efficiency, and foster engagement and satisfaction by investing in the growth and development of their staff (Moonasar, 2024). To put it succinctly, firms need to place a high priority on training and development in order to guarantee that their workforce is prepared to tackle both present and future difficulties, which will eventually improve organisational results (Arulsamy et al., 2023).

2.3 Performance Appraisal

Performance appraisal is an important instrument for assessing and improving academic librarians' work performance. It offers insightful criticism of librarians' accomplishments, points out areas in need of development, and synchronizes individual output with corporate objectives (Fulufhelo Mulidzwi, 2024). The main components of performance appraisal systems are examined in this research review along with their effects on academic librarians' work performance.

Academic libraries use performance appraisal for a variety of reasons. It gives librarians an organized framework for getting feedback on how they perform at work, setting goals for their own professional growth, and strengthening their contributions to the missions of their institutions (Okonoko, 2022). Efficient tools for evaluating employee performance not only evaluate past performance but also help librarians advance their careers in the future (Raja, V., 2020).

Performance appraisal is a critical component of managing and enhancing the job performance of academic librarians. By adopting effective appraisal systems that emphasize goal alignment, feedback mechanisms, professional development, fairness, and transparency, libraries can foster a culture of continuous improvement and support librarian excellence (John N., 2020). Future research should explore innovative approaches to performance appraisal tailored to academic librarians' evolving roles and responsibilities in digital and globalized higher education environments (Small R. V., 2022).

2.4 Selection and Recruitment

The identification and attraction of competent individuals who can make valuable contributions to the objectives and mission of academic libraries depends heavily on the selection and recruitment processes (Ufuoma Eruvwe, 2023). Academic librarians are essential to support teaching, learning, and research activities in universities. The significance of efficient recruiting and selection procedures, their effect on librarian job performance, and methods for streamlining these procedures in academic library environments are all included in this review of the literature (Oyadiran, 2023).

Selection and recruitment processes are foundational in building a skilled and motivated workforce of academic librarians (Hafijull M., 2024). Effective hiring practices ensure that libraries attract candidates who possess the requisite knowledge, skills, and attributes to thrive in their roles. Moreover, strategic recruitment efforts contribute to diversity, equity, and inclusion within library teams, fostering innovation and excellence (Easa, 2021).

In academic libraries, recruitment and selection processes play a significant role in determining how well librarians perform in their roles. Libraries may recruit and retain exceptional librarians who make major contributions to the success of the institution and the academic performance of students by putting in place efficient procedures that place a high value on alignment with institutional goals, transparency, diversity, and chances for professional advancement (James Wisner, 2024).

3. Methodology

A sampling approach was necessary due to the difficulty of collecting data from every academic librarian in Malaysia. A sample size of 287 respondents was determined using Krejcie and Morgan's (1970) sample size table for academic librarian in Malaysia university: UTHM is 14, UTM is 30, UMT is 11, UPSI is 7, UMPSA is 7, UMK is 3, UNISZA is 6, UPM is 19, IIUM is 32, UUM is 15, UiTM is 24, UM is 21, UKM is 29, USM is 16, UMS is 10, UNIMAS is 5, USIM is 11, UTeM is 10, UPNM is 3 and UNIMAP is 14, ensuring statistical representativeness. Determining an optimal sample size is crucial, as a small sample may lead to inconclusive results, while a large sample may introduce unnecessary complexity. The chosen sample size strikes a balance, ensuring reliable and valid findings. Estimating the appropriate sample size requires considering factors like effect sizes, standard deviations, and expected means, with statistical software aiding the process (Memon et al., 2020; Hamed, 2017). The degree of data integration that takes place during the analysis process is referred to as the unit of analysis in this study. The literature states that there are four main categories of units of analysis: social artefacts and interactions, groups,

individuals, and organisations (Easa, 2021). The individual, more especially academic librarians employed by Malaysia's twenty public university libraries, serves as the analytical unit for this study. The research tool for the respondents in this study will be questionnaires as primary data. The tools are created once the hypothesis is formulated. The researcher has created a questionnaire based on previous research in order to gather raw data and respond to study questions. Part A of the questionnaire for this study will use nominal and ordinal techniques for demographics. A five-point Likert scale will be used in Parts B, C, D, and E to gauge respondents' responses. Part B: Recruiting and Selection, Part C: Training and Development, Part D: Performance Evaluation, and Part E: Librarians' Job Performances are all included. Within the framework of Malaysian public academic university libraries (IPTA), the study examines the relationship between HRM practices and job performance among these librarians. The study process as Figure 1.

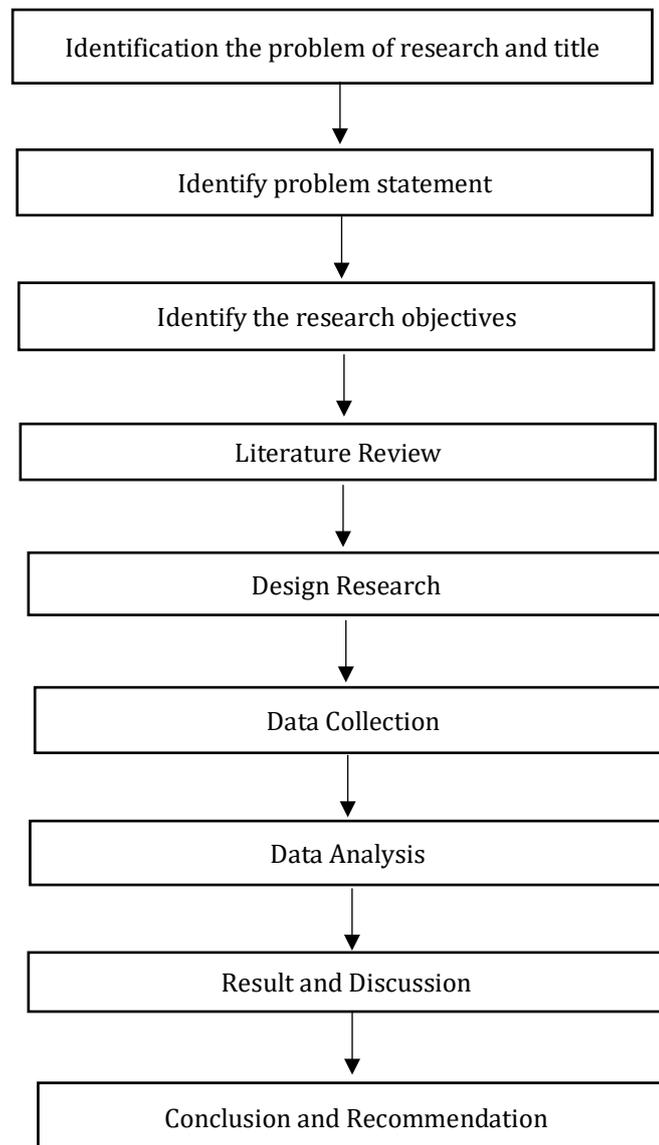


Fig. 1 Flow chart of research process

3.1 Reliability Analysis

The degree to which any measurement tool accounts for random error is known as reliability, and it denotes the degree of confidence that can be placed in the information gathered using an instrument. Finding the consistency of outcomes is the goal of employing a reliability analysis (Mohajan, 2017). Cronbach's Alpha coefficient was used to calculate the internal consistency (Suhail, Naamo, & AlJashaam, 2019). The dependent and independent variables for each item in this study are measured using Cronbach's alpha. The dependability level and Cronbach's alpha range are displayed in Table 3.2. A dependability score of 0.60 or above is required. Cronbach's Alpha values

in the range of 0.6 to 0.7 denote moderate reliability, 0.7 to 0.8 denote high reliability, and 0.8 and above denote very high reliability.

Table 1 Cronbach's alpha range and reliability level

Cronbach's Alpha	Reliability Level
<0.6	Poor
0.6 to <0.7	Moderate
0.7 to 0.8	Good
0.8 to <0.9	Very Good
<0.9	Excellent

Sources: Suhail, Naamo & Aljashaam (2019)

3.2 Descriptive Analysis

Descriptive statistics serve the purpose of organizing data by establishing the relationships between variables within a sample or population (Kaur, 2018). Descriptive analysis is segmented into two primary categories: measures of central tendency and measures of variability. In the context of this study, a measure of central tendency was employed to determine the mean.

The interpretation of Wiersma's mean for agreeableness is presented in Table 2. An average mean value of 1.00 to 2.33 is classified as weak, values ranging from 2.34 to 3.67 are categorized as moderate, and values falling between 3.68 and 4.33 are deemed strong.

Table 2 Agreeableness level according to mean interpretation by Wiersma Samsudin, Awang & Ahmand (2017)

Mean	Central Tendency Level
1.00 – 2.33	Weak
2.34 – 3.67	Moderate
3.68 – 5.00	High

3.3 Normality Testing

To determine if the normalcy requirements are met, a normalcy test needs to be performed (Kwak & Park, 2019). The normalcy of the data will be tested in this study using numerical methods. The normality of the data will be assessed using the Shapiro-Wilk (S-W) test and the Kolmogorov-Smirnov (K-S) test. The Shapiro-Wilk test can be used if the study's sample size is fewer than fifty. However, Kolmogorov-Smirnov will be used if the sample size is more than fifty. When the p-value is greater than 0.05, the data is deemed normal; when it is less than 0.05, the data is deemed non-normal.

3.4 Correlation Analysis

One popular method for finding interesting relationships in data is correlation analysis. For the purpose of correlation analysis, two datasets with various attributes were assessed (Kumar & Chong, 2018). Two popular forms of correlation analysis used in research are Pearson and Spearman correlation. The most used correlation technique is Pearson's correlation. A technique for assessing linear relationships is Pearson's correlation, which is calculated by dividing the sum of the standard deviations of two variables by their covariance. On the other hand, Spearman's correlation is a non-parametric correlation measure. Whether or not the variables are linear, Spearman's correlation assesses monotonic correlations (Bieganowski et al., 2023). Correlation analysis will be used in this study to determine which variables had a substantial impact on the result. In order to determine correlations between the independent variables in this study, correlation analysis is used.

The most commonly used measure of correlation is the Pearson correlation coefficient, denoted by r . The formula for calculating r is:

$$r = \frac{n\sum(XY) - (\sum X)(\sum Y)}{[n\sum X^2 - (\sum X)^2][n\sum Y^2 - (\sum Y)^2]n\sum(XY) - (\sum X)(\sum Y)} \tag{1}$$

where:

n = number of paired scores

X = individual scores of variable X

Y = individual scores of variable Y

$\sum XY$ = sum of the product of paired scores

$\sum X$ = sum of the X scores

$\sum Y$ = sum of the Y scores

$\sum X^2$ = sum of the squared X scores

$\sum Y^2$ = sum of the squared Y scores

Table 3 Correlation coefficient range and interpretation

Range (±)	Interpretation
0.00-0.19	Very Weak
0.20-0.39	Weak
0.40-0.59	Moderate
0.60-0.79	Strong
0.80-1.00	Very Strong

Sources: Alaloul, Musarat, Liew, Qureshi, & Maqsoom (2021)

The relationships between variables can be better understood with the help of correlation analysis. Researchers can ascertain the direction and strength of these associations by computing and interpreting the Pearson correlation coefficient as shown in Table 3. It's crucial to keep in mind that correlation does not imply causation, therefore even though correlation analysis shows relationships, it does not prove that there are causal consequences.

4. Result and Discussion

The study's respondents were academic librarians employed by Malaysian public universities. It consists of Malaysia's twenty public university libraries. Twenty public university libraries employing 430 academic librarians made up the research population. There were 430 respondents in the research population, and 201 respondents were the sample size used, per Krejcie & Morgan (1970). Out of 430 respondents, 287 responded to the questionnaires, yielding a 100% response rate for this study. In actuality, this study received 86 more responses than it intended to.

Table 4 Response rate

Item	Description
Population	430
Sample size	201
Questionnaires handed out	430
Questionnaires collected	287
Valid respondents	287
Percentage (%)	100%

4.1 Reliability Analysis Results

Following the questionnaires were valid and reliable, the reliability data study was carried out. 287 academic librarians from public university libraries made up the responders. The reliability analysis of the data was shown in Table 5.

Table 5 Reliability analysis of actual study

	Cronbach's alpha	N-item	Interpretation
Independent variable			
Selection and recruitment	0.861	6	Very Good
Training and development	0.938	7	Excellent
Performance appraisal	0.765	6	Good
Dependent variable			
Job performances	0.925	11	Excellent

The result of this study involves two variables: the job performances of librarians as the dependent variable and the HR management practices as the independent variable. Eleven things are stated in the study's dependent variable, whereas 19 items are listed in the independent variable. The three independent variable factors in the study. Selection and recruiting is the first component, with six things and a Cronbach's alpha value of 0.861. Training and development is the second factor, with seven items and a Cronbach's alpha value of 0.938. Performance appraisal is the final factor, with six items and a Cronbach's alpha value of 0.765. When the dependability value is less than 0.60, it indicates a bad internal consistency, and when it is greater than 0.65, it indicates a high internal consistency. The Cronbach's alpha for librarian job performances is 0.925, as indicated by the above table. In summary, the findings indicate that there is strong internal consistency for both the independent and dependent variables. As a result, the data gathering can be applied to the study's subsequent data analysis stages.

4.2 Descriptive Analysis Results

The study's samples and measurements are analysed using descriptive analysis, which also yields a succinct and straightforward presentation of the data. Therefore, the study's data would be analysed by calculating the mean and central tendency to look at the unique properties of each variable item. Descriptive analysis is also a useful tool for determining the mean distribution for each questionnaire component based on a five-point Likert scale.

4.2.1 Descriptive Data for Selection and Recruitment

The mean of recruitment and selection is shown in Table 6 below. The highest mean score, 4.23, indicates that I am happy with the hiring process and my selection. With a mean value of 4.22, the recruitment process is the second highest mean, and in my opinion, it increases the effectiveness of organisational operations. Secondly, I think the academic librarian post was fairly and impartially selected, with a mean score of 4.13 based on the candidates' qualifications, experiences, and talents. The average score for my belief that a candidate is chosen after a review of their academic background is 4.06, but the average score for my organisation is 4.00, meaning that only academic librarians who fulfil the requirements are appointed. In my organisation, when vacancies are being filled, the lowest mean selection and recruiting rate are 3.94. With an average mean of 4.09 overall, the range has a high level of central tendency.

Table 6 Selection and recruitment descriptive analysis

Statement	Mean	Interpretation
In my organization, vacancy is being recruited for one that is needed	3.94	High
In my organization, only academic librarians who meets the selection criteria is appointed	4.00	High
I believe that the recruitment process does increase the efficiency of the organizational activities	4.22	High
I believe that the selection of a candidate is based on screening of academic credentials	4.06	High
I believe that the selection process for academic librarian position was fair and impartial in evaluating candidates' qualification, skills and experiences	4.13	High
I am satisfied with the recruitment process which I am selected	4.23	High
Total average	4.09	High

4.2.2 Descriptive Data for Training and Development

The first independent variable, training and development, is shown in the Table 7 along with its means and interpretations. Descriptive analysis is used to include the mean's value and level in interpretations.

According to Table 7, the promotion with the highest mean by training and development variables is "my organization provides adequate training and development opportunities" (4.37), followed by "my organization supports the professional growth of its employees" (4.33). With a mean value of 4.29, my organization ranks third in terms of mean values, allowing me to take advantage of any professional development opportunities that my colleagues and I may require. The next, which has a mean value of 4.28, is that my company offers programs for training and development, which have helped me improve my skills. The next highest mean, 4.21, belongs to my organization's effective mechanisms for receiving feedback on its training and development program. The sixth highest mean, 4.18, belongs to my organization, which provides opportunities for training and development that align with my career development. With a thorough training system in place at my organization, the training and development mean is the lowest at 4.12. With an average mean of 4.25 overall, the range has a high central tendency.

Table 7 Training and development descriptive analysis

Statement	Mean	Interpretation
My organization provides adequate training and development opportunities	4.37	High
My organization support the professional growth of its employees	4.33	High
My organization have a comprehensive training system	4.12	High
My organization offers training and development opportunities that are in line with my career development	4.18	High
My organization allow me to participate in any professional development opportunities that my colleagues and I need	4.29	High

My organization provides training and development programs that allowed me to enhance more skills	4.28	High
My organization has established efficient mechanisms of receiving feedback on training and development program	4.21	High
Total average	4.25	High

4.2.3 Descriptive Data for Performance Appraisal

According to the performance measurement criteria of my organization, which are clearly defined, the highest mean for performance appraisal among academic librarians is 3.98, as shown in Table 8. With a mean score of 3.95, my organization's performance appraisal system is the second most effective in achieving its goals. The employee development-oriented performance rating system now in use at my organization has the second-highest mean, at 3.89. The following mean, which says, "I am very satisfied with the overall performance appraisal process in my organization," has a score of 3.87. An evaluation of the Annual Performance Appraisal (APA) Questionnaire yields the second-lowest mean, 3.41. Measures of general performance were the only ones given by institutions to academic librarians. The lowest mean for performance appraisal in my organization was found to be 3.26. APA is not designed to evaluate my work as a distinct professional. The range's high central tendency level is occupied by the overall average mean of 3.72.

Table 8 Performances appraisal descriptive analysis

Statement	Mean	Interpretation
My organization performances appraisal system is very effective in its intended purposes	3.95	High
The current performance appraisal system in my organization is employee development oriented	3.89	High
Performance measurement criteria of my organization are clear	3.98	High
Annual Performance Appraisal (APA) Questionnaire Administered to librarians by institutions only measured general performance	3.41	Moderate
My organization APA is not tailored towards measuring my job performance as a unique professional.	3.26	Moderate
I am very satisfied with the overall performance appraisal process in my organization	3.87	High
Total average	3.72	High

4.2.4 Descriptive Data for Librarian's Job Performances

Table 9 displays all of the job performance metrics for librarians. Out of all the statements in the preceding table, the one with the highest mean, "I am using communication skills when dealing with library patrons," is 4.54. With a mean value of 4.48, the two values with the second-highest means are: I help library users, and I can work alone with little guidance. The lowest mean is 3.99, which is the feedback I regularly received about my user service abilities from library users. Overall, the average mean remains within the high range of the 4.37 central tendency level.

Table 9 Librarian's job performances descriptive analysis

Statement	Mean	Interpretation
I am continuously carrying out the library routine.	4.36	High
I am consistently responding to information inquiries from library patrons.	4.49	High
I am providing assistance to library patrons	4.52	High
I am providing input to growth of the library. For example, offer a variety of programmed or handle any library-related event to attract library patrons	4.37	High
I am using communication skills when dealt with the library patrons.	4.54	High
I am capable of working independently with minimal supervision.	4.48	High
I excel in collaborative work environments	4.36	High
I have the ability to provide high-quality user services to library patrons	4.38	High
I frequently received feedback from library patrons regarding my user services skills	3.99	High
I have consistently met my performance goals and objectives	4.27	High
I am satisfied with the overall job performance over the past year	4.35	High
Total average	4.37	High

4.3 Normality Testing Result

In order to detect the assumption and ascertain whether the shape or trend follows the normal distribution, the normality test in this study employed a Q-Q plot by the academic librarian's work performance variable (dependent variable). Figure 2's Q-Q plot result displays normalcy for the predictors as a straight line. Additionally, the Q-Q plot in Figure 3 demonstrated the predictors in both positive and negative conditions. Both numbers satisfied the normalcy. The outcomes are displayed in Figures 2 and 3.

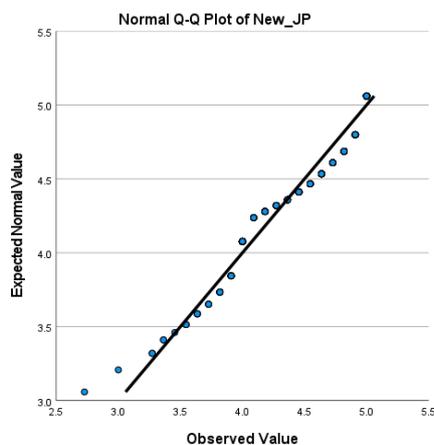


Fig. 2 Q-Q plot normality

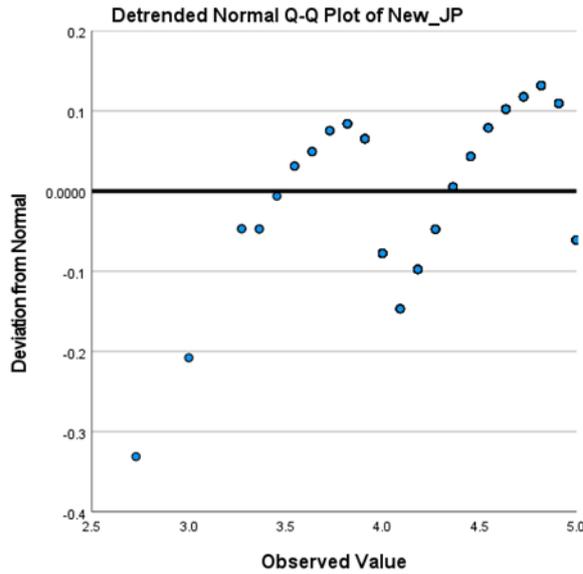


Fig. 3 Positive and negative Q-Q plot

4.4 Correlation Analysis Results

The results of Table 10's Pearson's correlation coefficient, $r = 0.475$, show that there is a moderately good association between the recruitment and selection process and the job performances of librarians. A strong positive association between the job performances of librarians and recruiting and selection is supported by the correlation study. H1 is therefore supported.

Based on the results of Pearson's correlation coefficient, there is a substantial positive association ($r = 0.486$) between the job performances of librarians and training and development. As a result, the correlation study confirms that training and development and librarian work performance have a strong positive association. H2 is accepted. According to the results of the Pearson correlation coefficient, which has a value of 0.394, there is a moderately good association between the job performances of librarians and their performance appraisals. A strong positive association between a librarian's job performance and their performance review is supported by the correlation study. H3 is therefore, supported.

Table 10 Result of Pearson's correlation

		LJP	SR	TD	PA
Librarian's job performances	Pearson	1	0.475	0.486	0.394
	Significance value		0.001	0.001	0.001

*LJP = Librarian's job performances
 TD = Training and development
 PA = Performances appraisal
 SR = Selection and recruitment

5. Discussion and Conclusion

The study aims to determine whether HRM practices and academic librarians' work performance in Malaysian public university libraries are related. To achieve this goal, Pearson correlation analysis was employed. This study aimed to analyse the relationship between HRM practices are related to the job performance of academic librarians in public university libraries. A Pearson Correlation test was performed to test the relationship based on the normality of the data, which was found to be normal. The results indicate a moderately positive relationship between the selection and recruitment variable and librarian job performance, with a correlation coefficient of 0.475. Selection and recruitment also exhibit a moderate positive correlation, suggesting that effective recruitment processes that align with the library's goals and values are crucial for enhancing librarian

performance. The training and development variable comes in second with a correlation value of 0.486, indicating a substantial relationship between the job performance of librarians and this variable. Training and development have the most substantial positive relationship with librarian performance, highlighting the importance of continuous professional development to equip librarians with the skills necessary to adapt to evolving technological and professional demands. The third performance appraisal variable, which is 0.394, shows that the job performance of librarians and the performance appraisal variable have a somewhat favourable association. Performance appraisal shows a somewhat favourable relationship, but its impact appears less pronounced, possibly due to the need for more actionable feedback and clearer links to career advancement opportunities. Overall, the findings are consistent with the prediction that HRM practices have a beneficial impact on academic librarians' work performance. This emphasises the value of funding comprehensive HRM methods to enhance librarian effectiveness and library services. It is recommended that public university libraries in Malaysia place more emphasis on these HRM practices to maximise librarian performance, given the results, which demonstrate a strong correlation between job performance and training and development (correlation coefficient of 0.486) and a moderately positive relationship between job performance and both performance appraisal (0.394) and selection and recruitment (0.475).

The relationship between job performance and Human Resource Management (HRM) practices among academic librarians has been significant and multifaceted. Drawing on previous research, it is evident that effective HRM practices directly influence various aspects of job performance, including productivity, job satisfaction, and professional development in academic libraries (Javaid, 2023). Several key HRM practices, such as recruitment, training, performance appraisal, and compensation, have been identified as critical determinants of job performance among academic librarians. Recruitment practices focusing on selecting individuals with the right skills and values for library roles lay a strong foundation for high performance. Furthermore, continuous training and professional development opportunities empower librarians to stay updated with emerging technologies and information management trends, enhancing their ability to perform effectively in an evolving academic environment. When designed with clear criteria and regular feedback, performance appraisal systems provide a structured mechanism for recognizing achievements and identifying areas for improvement. This encourages librarians to enhance their job performance continually. Additionally, fair and competitive compensation packages are crucial in motivating librarians to maintain high levels of job satisfaction and productivity, which, in turn, fosters better performance (Nadarajah et al., 2012).

In conclusion, HRM practices are essential for fostering a productive and supportive work environment that enhances job performance among academic librarians. Future research should continue exploring the complexities of this relationship, particularly in the context of changing academic landscapes and technological advancements, to ensure that HRM practices remain aligned with the evolving needs of librarians and the institutions they serve. Libraries should invest heavily in long-term, ongoing programs of training and development that closely align with the roles and responsibilities of librarians. Additionally, they should enhance their performance review procedures to provide more regular and insightful feedback, ensuring that evaluations are effectively linked to opportunities for career advancement. Higher job performance outcomes can also be achieved by expediting the recruiting and selection procedures and giving more weight to how an applicant's background and skills align with the library's particular needs. By supporting certain HRM practices, libraries may create a more positive and productive work environment that enhances librarian performance and aids the organisation in achieving its goals.

Acknowledgement

This research was supported by Universiti Tun Hussein Onn Malaysia (UTHM) through GPPS (Q593).

Conflict of Interest

The authors declare that there is no conflict of interest regarding the publication of the paper.

Author Contribution

*The authors confirm their contribution to the paper as follows: **study conception and design:** Nur Azia Hazida Mohamad Azmi, Fadillah Ismail, Siti Afifah Che Ismail; **data collection:** Nur Azia Hazida Mohamad Azmi, Norfauzan Md Sarwin; **analysis and interpretation of results:** Nur Azia Hazida Mohamad Azmi, Fadillah Ismail; **draft manuscript preparation:** Nur Azia Hazida Mohamad Azmi, Fadillah Ismail, Norfauzan Md Sarwin, Siti Afifah Che Ismail. All authors reviewed the results and approved the final version of the manuscript.*

References

- A. hamza, P., Othman, B., Gardi, B., Sorguli, S., Aziz, H., Ahmed, S., Sabir, B., Burhan Ismael, N., Ali, B. & Anwar, K. (2021). Recruitment and Selection: The Relationship between Recruitment and Selection with Organizational Performance. *International Journal of Engineering, Business and Management*. 5. 10.22161/ijebm.5.3.1.
- Aamir, A., Hamid, A. B. A., Haider, M., & Akhtar, C. S. (2016). Work-life balance, job satisfaction and nurses retention: moderating role of work volition. *International Journal of Business Excellence*, 10(4), 488-501. <https://doi.org/10.1504/IJBEX.2016.079257>.
- A Abbasi, S. G., Tahir, M. S., Abbas, M., & Shabbir, M. S. (2022). Examining the relationship between recruitment & selection practices and business growth: An exploratory study. *Journal of Public Affairs*, 22(2), e2438.
- Khan, A. A., & Khan, N. A. EXPLORING DIVERSITY, EQUITY, AND INCLUSION (DEI) IN THE CONTEXT OF HUMAN RESOURCE MANAGEMENT.
- Azmi, I. A. G., Ahmad, Z. A., & Zainuddin, Y. (2009). The Effects of Competency Based Career Development and Performance Management Practices on Service Quality: Some Evidence From Malaysian Public Organizations. *International review of business research papers*, 5(1), 97-112.
- Azzah A., Thurayya A., Siraj K. K. (2022). Student academic and social concerns during COVID-19 pandemic. *Education and information technologies*, 27, 1-21.
- Bendick, M. & Nunes, A. (2011). Developing the Research Basis for Controlling Bias in Hiring. *Journal of Social Issues*. 68. 238-262. <https://doi.org/10.1111/j.1540-4560.2012.01747.x>.
- Bhat, S. A., & Beri, A. (2016). Development and validation of teachers' perceived job performance scale (TPJP) in higher education. *Man in India*, 96(4), 935- 944.
- Bibi, M. & Khan, R. (2021). Assessing the Link of Training and Development with Adaptive and Contextual Performance in the Presence of Organization Politics: *Pakistan Journal of Social Research*. 03. 481-490. <https://doi.org/10.52567/pjsr.v3i4.153>.
- Boxall, P. (2018). The development of strategic HRM: reflections on a 30-year journey. *Labour & Industry: a journal of the social and economic relations of work*. 28. 1- <https://doi.org/10.1080/10301763.2018.1427423>.
- Branch-Mueller, J., & DeLong, K. (2017). Professional development in academic libraries: A study of U.S. institutions. *College & Research Libraries*, 78(1), 28-47.
- Faozen, F., & Riza Octavy Sandy, S. (2024). Performance Management: A new approach in performance management. *IntechOpen*. <https://doi.org/10.5772/intechopen.1002501>.
- Mulidzwi, F., Vajeth, T., & Mashau, P. (2024). The Effect of Performance Appraisal on Employee Performance at The University of KwaZulu-Natal. *e-BANGI Journal*, 21(2).
- Guest, D. (2010). Human Resource Management and Performance: Still Searching for Some Answers. *Human Resource Management Journal*. 21. 3 - 13. <https://doi.org/10.1111/j.1748-8583.2010.00164.x>.
- Gunter, H. (2001). Critical approaches to leadership in education. *The Journal of Educational Enquiry*, 2(2).
- Gutterman, A. (2023). Organizational Performance and Effectiveness.
- Hamad, F., Al-Fadel, M., & Fakhouri, H. (2022). The provision of smart service at academic libraries and associated challenges. *Journal of Librarianship and Information Science*. 55(4), 960-971. <https://doi.org/10.1177/09610006221114173>
- Hussain, Z. & Noor, N. M. (2018). Human Resource Management Practices and Librarian Job Performance in Malaysian Academic Libraries. *Malaysian Journal of Library & Information Science*, 23(2), 1-16.
- Idowu, A. (2017). Effectiveness of performance appraisal system and its effect on employee motivation. *Nile Journal of Business and Economics*, 3(5), 15-39.
- Rehman, I. U., Majeed, U., & Ganaie, S. A. (2024). Continuous professional development of LIS professionals in academic libraries: channels, challenges and motivation. *Global Knowledge, Memory and Communication*.
- Ismail, A. S., Hamzah, M. Z., & Kassim, M. A. (2018). Recruitment And Retention Of Qualified Librarians In Malaysian Academic Libraries. *Malaysian Journal of Library & Information Science*, 23(1), 1-15.
- Wiser, J. (2024). Librarian faculty status: Exploring inequality regimes in a comparative case study. *The Journal of Academic Librarianship*, 50(4), 102887.
- Wani, J. A., & Ganaie, S. A. (2023). Mapping the association of HRM practices with the performance of library staff through PLS-SEM: a case study of academic libraries. *Library Management*, 44(3/4), 276-294.
- Javed, S. A., Anwar, M. S., & Shahzad, A. (2018). Impact of Recruitment and Selection on Job Performance: An Empirical Study on Public Sector Universities Libraries of Lahore. *Proceedings of the Libraries: Culture, Innovation and Inclusiveness*, 336-349.
- Ugoani, J. (2020). Performance appraisal and its effect on employees' productivity in charitable organizations. *Business, management and economics research*, 6(12), 166-175.
- Koshkina, M. (2024). Assessing The Effectiveness Of Mentorship Programs In Supporting The Professional Development And Retention Of Healthcare Administrators. *Available at SSRN 4824167*.

- Nadarajah, S., Kadiresan, V., Kumar, R., Kamil, N. N. A., & Yusoff, Y. M. (2012). The relationship of HR practices and job performance of academicians towards career development in Malaysian private higher institutions. *Procedia-Social and Behavioral Sciences*, 57, 102-118.
- Ginting, R. T., Samosir, F. T., Yurinda, A. D., & Majidah, M. A. (2023). The role of librarians in the Era of Society 5.0: missing or increasing importance. *Record and Library Journal*, 9(1), 159-171.
- Hosen, S., Hamzah, S. R. A., Ismail, I. A., Alias, S. N., Abd Aziz, M. F., & Rahman, M. M. (2024). Training & development, career development, and organizational commitment as the predictor of work performance. *Heliyon*, 10(1).
- Somu, H., Halid, H., Nasurdin, A. M., Lim, Y. Y., & Tan, C. L. (2020, May). Human Resource Management Practices (Training and Development, Performance Appraisal, and Reward System) as Latent Predictors of Job Performance: A Technology-Based Model Development. In *First ASEAN Business, Environment, and Technology Symposium (ABEATS 2019)* (pp. 42-47). Atlantis Press.
- Ufuoma, E., Udoh, U. I., & Azubuike, C. G. (2023). Critical steps in recruiting librarians in academic libraries. *Library Philosophy & Practice*.
- Yusoff, Y. M., & Che Rose, R. (2016). Human Resource Management Practices in Malaysia. *Journal of Business and Social Review in Emerging Economies*, 2(2), 103-111.
- Zainuddin, P. F. A., Noor, N. M., Kadri, A., & Maimon, N. Z. (2021). Identifying factors of job stress that affect job performance among employees in Sarawak corporation, Malaysia. *Journal of Academic Research in Business and Social Sciences*, 11(2), 1283-1293. <https://doi.org/10.6007/IJARBS/v11-i2/9204>.
- Zamanzadeh, V., Ghahramanian, A., Rassouli, M., Abbaszadeh, A., Alavi-Majd, H., & Nikanfar, A. R. (2015). Design and implementation content validity study: development of an instrument for measuring patient-centered communication. *Journal of caring sciences*, 4(2), 165. <https://doi.org/10.15171/jcs.2015.017>
- Zhang, X. & Bartol, K. M. (2010). Linking Empowering Leadership and Employee Creativity: The Influence of Psychological Empowerment, Intrinsic Motivation, and Creative Process Engagement. *Academy of Management Journal*, 53(1): 107-28.
- Zhang, Y., & Li, X. (2015). The Influence of Recruitment and Selection Practices on Job Performance among Chinese Academic Librarians. *Library Management*, 36(8/9), 576-587.