Study on Human Resource Management Practices on Job Performance: With Special Reference to University Libraries in Sri Lanka

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Abstract - Human resources are the important assets of the organization to achieve its goals and objectives. To achieve overall operations, Human Resource Management Practices have become major role in the working area. The objective of the study is to identify the impact of human resource management practices on employees' job performance in university libraries. The population of this study is all the Library Information Assistants of the all-state universities in Sri Lanka. Out of seventeen universities, only four state universities in the Northern and Eastern Provinces of Sri Lanka were selected as sample for this study by the adoption of convenient sampling method. The questionnaire was administered to collect the data. The response rate was about 94% of total questionnaires distributed. SPSS was used for the data analysis. It was found that human resource management practices indicate significantly positive relationship between employees' job performance in the university libraries in Sri Lanka. Each variables obtained this correlation scale such as Recruitment and selection ($r = 0.496$, $p = 0.000$), Compensation ($r=0.683$, $p=0.000$), Training ($r=0.690$, $p=0.000$). In the regression analysis, it was revealed that there seems a significant impact between human resource management practices and employees' job performance. Recruitment and selection ($fi=0.267$, $p=0.022$), compensation ($fi =0.410$, $p =0.000$), Training ($fi=0.683$, $p = 0.000$). There was a strong positive relationship obtained employees' job performance and training ($r = 0.690$, $p = 0.000$) and minimum relationship obtained recruitment and selection ($r = 0.496$, $p= 0.000$). It can be concluded that recruitment and selection, compensation, and training impact on employees' job performance of library information assistants of the university libraries in Sri Lanka. University libraries in Sri Lanka can improve whole universities' performance, students' satisfaction, and achieve the targeted performance.
Keywords: **Human Resource Management Practices, Job Performance, University Libraries**

I. INTRODUCTION

Today organizations are rapidly increased in the world reason for that; the people connect with the organization to fulfill their needs. Service organizations are the new trend in the world. The twenty first century people expect the service organizations. Human resources management carries the promise that if people are regarded and managed as strategic resources, then it would help the organization to be in a competitive edge and achieve superior performance. The effect of human resource management on organization performance has received considerable importance in the last 25 years showing effective connection between Human resource management practices and organization performance (Qureshi, Akbar, Khan, sheikh, and Hijazi, 2010).

Over the years, employee performance has been the central issue in the field of human resource and organizational behavior, in which researchers are constantly trying to search for the best reliable variables that can accurately explain and forecast future employee performance in the organization (Qureshi, 2015).

According to the Franklin and Byrd as cited in Ayando, Lawal, Bernard and Pun (2014) Human Resources Management (HRM) is defined as the policies and practices needed to carry out the "people" or human resource aspect of a management position, including selection, job definition, training, performance appraisal, compensation, career planning and encouraging employee participation in decision making. Form another point of view, HRM is defined as "Process for the development of abilities and the attitude of the individuals, to personal growth and self-actualization which enables the individual to contribute towards organizational objectives". Through the literature there are lots of human resource factors impacts in employee's job performance. According to the literature researcher find three main factors impact job performance for the employee in the working environment. The following literature proved that the recruitment and selection, compensation and training are mainly impact employee's job performance.

Within the field of Strategic Human Resource practice, Dyer and Reeves (1995), in their review of research on the efficacy of "bundling" Human Resource practices, proposed four possible types of measurement for organizational performance: 1) Human Resource outcomes (turnover, absenteeism, job satisfaction), 2) organizational outcomes (productivity, quality, service), 3) financial accounting outcomes (ROA, profitability), and 4) capital market outcomes, (stock price, growth, returns) and they proposed that Human Resource strategies were most likely to directly impact human resource outcomes, followed by organizational, financial, and capital market out-comes. According to the human resource practices, the

measurement of organization performance such as human resources outcomes, organization outcomes, financial out comes and capital market outcomes. Those are mainly affected to the organization. As organization outcomes, organization tries to reduce turnover, absenteeism, and improve job satisfaction of the employee. Organization outcomes such as productivity, quality and service have been improved. And finance outcomes and the capital market outcomes try to improve always.

Compensation systems are motivational and attraction to the employee to perform their duties in good manner. Based on expectancy theory, once pay is linked with performance of group or individual, employees are more likely to increase their efforts in working hard to increase the performance of individual and the organization which related to increase and improve the overall organization's performance.

To identify the research problem the researcher discussed with the Librarians of the Universities. Librarians stated that there are problems in the performance of the employees, because of that they do not effectively engage with their responsible jobs. Sometimes the readers complain are high.

Therefore, researcher identified that there is a gap between expected level of performance and actual level of performance. Even though there is an issue on employees' job performance in universities, there were no previous study to identify what is the reason behind the low job performance of employees. According to the previous researches, there are human resource factors that affect the employees job performance. Therefore, the researcher tries to find out previous research findings and also try to find the way of improve the employees' job performances. If the organization develops the human resources management practices properly, they can motivate employees and improve the organizational performance.

The importance of this study is being looked at one of the topics of modern management that is relatively a HRM practices and the factors affecting it, as it is new concept to the developing countries, so it is subjected to the study of the field which gives more importance. The multi-policy, which require the adoption of the concept of HRM practices from the perspective of application to keep up with the rapid environmental changes.

II. LITERATURE REVIEW

HRM practices are designed and implemented in such a way that human capital plays a significant role in achieving the goals of the organization (Delery and Doty, 1996). The appropriate use of HRM practices positively influence the level of employer and employee commitment (Purcell, 2003). HRM practices such as, training and development, performance appraisal encourage the employees to work better in order to increase the organizational performance (Snell and Dean, 1992, Pleffer, 1998).

Alnaqabi (2011) showed the positive impact of recruitment and selection toward the performance of the employee. This is linked with identify, attract and select the appropriate applicant to meet the requirements of the jobs in the organization. This process is important to make sure about the outcomes of the recruitment and selection process in the organization. It is important to evaluate the employee because of that can identify most suitable person for the employment in the organization. Based on the previous mentioned studies it can be assumed that employee job performance is positively affected by recruitment and selection

Researches on personality factors for improving the selection and recruitment process have focused on continuous learning and increased efforts on employee to upgrade their knowledge (Mohammad, Osman and Edris, 2014). Also, the organizational culture as intangible factor supports advancing employee performance as well. To further enhance the need for such study, the researcher will now address the gap in the literature regarding the constructs of interest (Qureshil, 2015).

According to the Mohammad, Osman and Edris (2014) Compensation is "the bonuses Submitted to the employee due to their services". Compensation process can be divided to direct financial compensation and indirect compensation whether it isfinancial or nonfinancial. There can be different type of the compensation in the organization and it is the strategy in the organization. Compensation is a strategic policy in the organization, where it can affect on the employer's possibility to attract new applicants, gain employee's loyalty and ensure the maximum level of performance to meet the organization goal and objective from the employee.

The success of the organization depends on the human resources of the organization. So, there are effective employees they always achieve their expected performance level and the quality of the organization depend on their appropriate qualification. Employees who have participate the training they can achieve and develop their performance according to the organization expectations. Training of employees is pivotal for the success of any organization and the results of several studies concluded that the training of employees have stronger effect on the employees' job performance and organizational performance (Brown and Sitzmann, 2011).

Understanding the environmental factors may lead to training effectiveness and improve the employee's performance (Bhatli and Hoe, 2012). The attempt to solve the myth between the relationship of training and employees' job performance is still smear in the Pakistani context but some research has shown that training effects are positively associated with the performance of the employees (Qureshil, 2015).

Performance is defined as the *record of outcomes* produced on a *specified job function* or *activity* during a *specified time period*. A person's job performance depends on some combination of ability, effort and opportunity (Bernardin & Russell 1998, p.239). Baldamas (1951) found that to achieve a high level of performance a person must have both ability and the motivation to perform effectively. Vroom (1967) found fairly high positive correlation between ability and performance of supervisors high in motivation, generally lower positive correlation for those moderate in motivation.

III. RESEARCH PROBLEM

Despites the immense importance of Human Resource Management (HRM) Practices towards the realization of Employees job performance in particular and organizational performance in general, many organizations do not give emphases to its effective utilization so as to ensure organizational performance in developing countries.

Series of studies have been conducted on Human Resource Management (HRM) Practices in several sectors. Most of those studies conducted on Human resource Management (HRM) Practices, focus on job performance in private organizations like banks and other with few from public sector organizations. Furthermore, the studies emphasized on the effects or impacts of Human Resource Management (HRM) Practices on employee job performance. These theoretical flows motivate the researchers on the need for yet another study on the effects of Human Resource Management (HRM) Practices on Employee Job Performance in a public sector organization to be able to bridge the gap.

In the Universities provide the service for their students and they try to fulfill students' expectation on their requirement. But it depends on the employees' job performance. The employees of universities are not performing up to the expected level of performance, hence that has affected to reduce the overall performance of the organization. Therefore, the research problem address in this study is, "Study on Human Resource Management Practices on Job Performance: With special reference to University Libraries in Sri Lanka".

Research Question

Researcher used as research topic on human resource management practices on job performance and according to the researcher there are three questions.

1. Do the recruitment and selection practices positively impact on employee job performance in university libraries?
2. Does the compensation system positively impact on employee job performance in university libraries?
3. Does the employees' training positively impact on employee job performance in university libraries?

IV. OBJECTIVES OF THE STUDY

Objectives of the study were developed on the three dimensions of the Human Resource Practices.

1. To identify the impact of recruitment and selection practices on employee job performance in university libraries.
2. To determine the impact of compensation system on employee job performance in university libraries.
3. To examine the impact of training on employee job performance in university libraries.

V. METHODOLOGY

The population of this study is all the Library Information Assistants of the all-state universities in Sri Lanka. There are seventeen state universities in Sri Lanka. Only four state universities in the Northern and Eastern Provinces of Sri Lanka were selected for this study by the adoption of convenient sampling method. The researcher used convenient sampling method to collect data from the population of this research. Convenient sampling is a non - probability sampling method which refers to the collection of information from members of the population who are conveniently available to provide it. Convenient sampling is more convenience and low-cost involvement (Sekaran & Bougie, 2012).

TABLE I POPULATION OF THE STUDY

Name of the Universities	No. of LIA
University of Jaffna	25
University of Vavuniya	04
Eastern University of Sri Lanka	14
South Eastern University of Sri Lanka	12
Total	55

Fifty-five (55) Library Information Assistants are working in the selected four universities. Fifty-five Library Information Assistants were taken as a sample of this study. The researcher administered the questionnaires to all sample who work in the selected four universities. A structured, closed-ended questionnaire using 5-point Likert scale was used as the instrument in collecting primary data. Fifty-five questionnaires were sent to the selected university libraries and fifty-two responded perfectly. The response rate was about 94% of total questionnaires distributed. SPSS was used for the data analysis. This statistical package was used to examine the relationship between HRM practices and job performance.

A. Conceptual Model

In this research, the independent variable is the human resource management practices and the dependent variable is the job performance. According to the human resource management practices, the independent variable consists of

three indicators such as recruitment and selection, compensation and training. The manager's constant concern is to develop new concepts to make better human resource management practices and develop new standpoints that can be helpful in obtaining expected results and improve organizational performance (Iqbal and Zakariya, 2013).
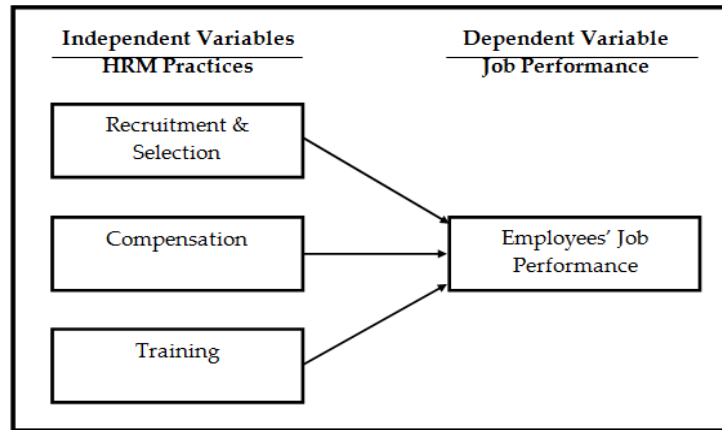

Fig. 1 Conceptual Framework

The conceptual framework developed by the researcher using by the model according to the Mohammad, Osmanand Edris (2014). According to their framework, there had two independent variables (recruitment & selection, and compensation). Qureshi and Ramay, as cited in Mohammad, Osman and Edris (2014) stated that HRM practices are positively and significantly linked with the performance of the employee and, training and selection are the most factor affecting on the employee performance among all the others practices. So, the training is the other more important factor affecting to the employee's job performance.

VI. RESEARCH HYPOTHESES

Recruitment and selection are integrated factors that affect the job performance of the employee. Recruiting and selecting the appropriate employee for suitable position of job have close relationships and connections with the organization's development. Many studies have found positive relationship between recruitment and selection and employees' job performance (Mohammad, Osman & Edris 2014). According to the statement, researcher developed the hypotheses as follows,

H_1: There is an impact of recruitment and selection practices on employees' job performance.
H_2: There is an impact of compensation system on employees' job performance.

H_3: There is an impact of training on employees' job performance.

VII. DATA ANALYSIS

The data for the study were analyzed by using several statistical techniques. The following statistical techniques were applied to analyze the data.

A. Cronbach's Alpha (Reliability)

Reliability is the extent to which results are consistent over time and an accurate representation of the total population under study. Sekaran & Bougie (2010), indicate If the Cronbach's Alpha value is less than 0.60 are considered to be poor, these are in the 0.70 range acceptable and those over 0.80 goods. Cronbach's alpha score was used to demonstrate the internal consistency of the constructs and their reliability.

A reliability analysis checks the whether the questionnaire measures the variables reliable. According to Joppe as cited in Golafshani (2003) reliability is the extent to which results are consistent over time and an accurate representation of the total population under study. The reliability is the most important things to achieve the research purpose and it is the research instrument.

TABLE II RELIABILITY OF THE CONSTRUCTS

Variable	Variables subject	Cronbach's Alpha	Comment	No. of Items
Independent Variables	Recruitment	0.611	Acceptable	10
	Compensation	0.634	Acceptable	6
	Training	0.602	Acceptable	4
Dependent Variable	Job Performance	0.670	Acceptable	8
All Variables			Acceptable	28

Source: (Survey Data)

According the above present each variable such as recruitment, compensation, training, and job performance alpha score are greater than 0.6 levels and the all-variables reliability contain 0.838. It could be observed that most of the alpha values are more than 0.65 and it indicates that the researcher developed questionnaire was acceptable.

B. Validit

Kaiser-Meyer-Okin (KMO) sampling adequacy is an index used to examine the appropriateness of factor analysis. High values (0.5 to 1.00) indicate factor analysis is appropriate. Values below 0.5 imply that factor analysis may not be appropriate (Malhotra, 2006, p.618).

TABLE III SAMPLING ADEQUACY TEST KMO AND BARTLETT'S TEST

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.630
Bartlett's Test of Sphericity	Approx. Chi-Square	81.608
	df	6
	Sig.	000

Properties of the measurement should be assessed at least through ensuring content validity and construct validity

(Sekaran and Bougie, 2012). According to Field (2009), KMO of sampling adequacy is used to decide whether the sample size is large enough to conduct the factor analysis and it should be greater than 0.

Construct validity of the research instrument can be measured using KMO measure of sample adequacy. The value of 0.630 indicates the generalizability of the sample to the population. And it confirms the appropriateness of the data for Exploratory Factor Analysis. The above Table presented results of KMO sampling adequacy test. The goodness of fit index for the above scales are close to 0.80, therefore, it indicates adequate fit.

C. Correlation Analysis

Descriptive Statistics: Descriptive analysis was performed to identify the level of both independent and dependent variables. Mean value of each variable represents the level of the variable. Table IV shows descriptive statistics calculated for three independent variables and one dependent variable. Respondents are asked to indicate their answers on a 5-point Likert scale and Mean value and standard deviation are calculated to understand the current level of each variable.

TABLE IV DESCRIPTIVE STATISTICS

Variables	N	Minimum	Mean	Std. Deviation
Job Performance	52	2.75	3.5938	.40815
Recruitment And Selection	52	2.70	3.5500	.32509
Compensation	52	2.83	3.6571	.37835
Training	52	2.75	3.5288	.35581
Valid N (List Wise)	52			

According to Table IV (Descriptive Statistics) Compensation has the highest mean value 3.6571 and 0.37835 standard deviation. Training has the lowest mean value 3.5288 and 0.35581 standard deviation. And also, other two variables (recruitment and selection, job performance) are respectively achieved 3.5500, 3.5938 Mean values and 0.32509, 040815 standard deviations. The mid-point of mean value is 2.5 of the 5-point Likert scale. According to the above table Variables mean values are greater than 3.5 and it indicate satisfactory level and also all

standard deviation have taken less than 1 further prove the evidence.

D. Correlation Analysis

Correlation and regression analysis are related in the sense that both deal with relationships among variables. The Correlation coefficient is a measure of linear association between two variables. Values of the correlation coefficient are always between-1 and +1. Correlation is the strength of the relationship between the two variables.

TABLE V CORRELATIONS BETWEEN RECRUITMENT AND SELECTION AND EMPLOYEE'S JOB PERFORMANCE

Factor	Coefficient	Job Performance	Recruitment and Selection
Job performance	Pearson Correlation	1	.496**
	Sig. (2-tailed)		.000
	N	52	52
Recruitment and selection	Pearson Correlation	.496**	1
	Sig. (2-tailed)	.000	
	N	52	52

Source: (Survey Data)

The researcher used Pearson's Correlation Coefficient Analysis to measure the relationship between independent variables and dependent variable. Pearson's Co-efficient of Correlation Analysis is used to find out the relationship between recruitment and selection and employees' job performance.

According to the above table V indicate relationship between Recruitment and Selection and, Employees' job performance has positive correlation (r = 0.496) and significant at 95% level (p = 0.000). It can be said that there is a positive relationship between Recruitment and selection and Employee's job performance.

TABLE VI CORRELATIONBETWEEN COMPENSATION AND EMPLOYEE'S JOB PERFORMANCE

Factor	Coefficient	Job Performance	Compensation
Job performance	Pearson Correlation	1	.683**
	Sig. (2-tailed)		.000
	N	52	52
Compensation	Pearson Correlation	.683**	1
	Sig. (2-tailed)	.000	
	N	52	52

Source: (Survey Data)

The Compensation and Employees job performance has strong positive relationship (r = 0.683) and significant at 95% confident level (p = 0.000). It can be said that there is a positive relationship between Compensation and Employee's job performance.

TABLE VII CORRELATIONS BETWEEN TRAINING AND EMPLOYEE'S JOB PERFORMANCE

Factor	Coefficient	Job Performance	Training
Job performance	Pearson Correlation	1	.690**
	Sig. (2-tailed)		.000
	N	52	52
Training	Pearson Correlation	.690**	1
	Sig. (2-tailed)	.000	
	N	52	52

Source: (Survey Data)

The Training and Employees Job Performance has strong positive relationship (r = 0.690) and significant at 95% confident level (p = 0.000). It can be said that there is a positive relationship between training and Employees' job performance.

E. Regression Analysis

Regression analysis estimates the conditional expectation of the dependent variable given in the independent variables - that is, the average value of the dependent variable when the independent variables are fixed. Less commonly, the focus is on a quantile, or other location parameter of the conditional distribution of the dependent variable given in the independent variables. Regression analysis is a statistical tool for the investigation of relationships between variables. According to the Field (2009), "Regression analysis is a way of predicting an outcome variable from one predictor variable (simple regression) or several predictor variables (multiple regressions)". For the analysis, researcher has used multiple regressions, because there are three independent variables in the study. By using regression, researcher attempts to find the impact of each HRM practices on Employee work Performance as well as find influential independent variable on dependent variable.

F. Regression Analysis for Recruitment and Selection and Employee Job Performance

TABLE VIII MODEL SUMMARY FOR RECRUITMENT AND SELECTION AND EMPLOYEE JOB PERFORMANCE

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.422a	.178	.161	.61984

Source: (Survey Data)

a - Predictors: (Constant), Recruitment and Selection

The table VIII provides the R and R^2 values. The R value represents correlation and is 0.422. The R^2 value explains the responsiveness of independent variable. Recruitment and selection to the dependent variable employees' job performance. The above table indicates that, there is a positive relationship between Recruitment and selection, and employee job performance. The R^2 value is 0.178 that indicates almost 18% of variation can be explained by the relationship between dependent variable and independent variables. According to table overall calculation of regression analysis shows that the null hypothesis is rejected and alternative hypothesis is accepted. That means Recruitment and selection (independent variable) have a relationship with employees' job performance (dependent variable).

TABLE IX ANOVA[a] FOR RECRUITMENT AND SELECTION AND EMPLOYEE JOB PERFORMANCE

	Model	Sum of Squares	DF	Mean Square	F	Sig.
1	Regression	4.151	1	4.151	10.803	.002[b]
	Residual	19.210	50	.384		
	Total	23.361	51			

Source: (Survey Data)

a - Dependent Variable: Employee job performance
b - Predictors: (Constant), Recruitment and Selection

Above ANOVA table shows that the significant value is 0.002. That is less than 0.05 so Recruitment and selection have significant impact on employee's job performance.

According to the table X, co-efficient B value is 0.267, build positive relationship for Recruitment and Selection with employees' job performance.

TABLE X COEFFICIENTS FOR RECRUITMENT AND SELECTION AND EMPLOYEE JOB PERFORMANCE

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.712	.598		2.862	.006
Recruitment	.267	.113	.207	2.364	.022

Source: (Survey Data)

G. Regression Analysis for Compensation and Employees' Job Performance

TABLE XI MODEL SUMMARY FOR COMPENSATION AND EMPLOYEE JOB PERFORMANCE

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.677[a]	.459	.437	.50799

Source: (Survey Data)

a - Predictors: (Constant), Compensation

The table provides the R and R^2 values. The R value represents correlation and is 0. 677. The R^2 value explains the responsiveness of independent variable. Compensation to the dependent variable employees' job performance. The above table indicates that, there is a positive relationship between compensation, and employee job performance. The R^2 value is 0.459 that indicates almost 46% of variation can be explained by the relationship between dependent variable and independent variables. According to table overall calculation of regression analysis shows that the null hypothesis is rejected and alternative hypothesis is accepted. That means compensation (independent variable) have a relationship with employees 'job performance (dependent variable).

TABLE XII ANOVA[a] FOR COMPENSATION AND EMPLOYEE JOB PERFORMANCE

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	10.716	1	5.358	20.763	.000[b]
	Residual	12.645	49	.258		
	Total	23.361	51			

Source: (Survey Data)

a - Dependent Variable: Employee job performance
b - Predictors: (Constant), Compensation

Above ANOVA table shows that the significant value is 0.000. That is less than 0.05 so compensation has significant impact on employee work performance.

H. Coefficients Table for Compensation and Employee Work Performance

TABLE XIII COEFFICIENTS[a] FOR COMPENSATION AND EMPLOYEES'JOB PERFORMANCE

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.712	.598		2.862	.006
Compensation	.410	.107	.362	3.824	.000

Source: (Survey Data)

a - Dependent Variable: Employee job performance

According to the above table co-efficient B value is 0.410, build positive relationship for compensation with employees' job performance.

I. Regression Analysis for Training and Employee Work Performance

TABLE XIV MODEL SUMMARY FOR TRAINING AND EMPLOYEES' JOB PERFORMANCE

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.827[a]	.685	.665	.39180

Source: (Survey Data)

a - Predictors: (Constant), Training

The table provides the R and R^2 values. The R value represents correlation and is 0.827. The R^2 value explains the responsiveness of independent variable training to the dependent variable employees job performance. The above table indicates that, there is a Positive Relationship between training and employees' job performance. The R^2 value is 0.685 that indicates 69% of variation can be explained by the relationship between dependent variable and independent variable. According to table, overall calculation of regression analysis shows that the null hypothesis is rejected and alternative hypothesis is accepted. That means training (independent variable) have a relationship with employees' job performance (dependent variable).

TABLE XV ANOVA[a] FOR TRAINING AND EMPLOYEES' JOB PERFORMANCE

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	15.993	1	5.331	34.728	.000b
	Residual	7.368	50	.154		
	Total	23.361	51			

Source: (Survey Data)

a - Dependent Variable: Employee job performance
b - Predictors: (Constant), Training

Above ANOVA table shows that the significant value is 0.000. That is less than 0.05 so Training has significant impact on employees' job performance.

According to the above table XVI, co-efficient B value is 0.683, build positive relationship for Training with employee job performance.

TABLE XVI COEFFICIENTS[a] FOR TRAINING AND EMPLOYEES' JOB PERFORMANCE

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.712	.598		2.862	.006
Training	.683	.116	.520	5.863	.000

Source: (Survey Data)

a - Dependent Variable: Employee job performance

TABLE XVII MODEL SUMMARY FOR ALL VARIABLES

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.827[a]	.685	.665	.39180

Source: (Survey Data)

a - Predictors: (Constant), Training, Compensation, Recruitment and Selection

Above table shows the impact of all three independent variables on the dependent variable. R Square is a measure of how close the data are fitted regression line. According to the fitted model $R^2= 0.685$ and it describes the 68.5% of dependent variable depending on independent variable. The

R value of 0.827 represents a strong relationship between the human resource management practices and employees' job performance. Therefore, the dependent variable highly related to the Recruitment and Selection, Compensation and Training.

TABLE XVIII ANOVA FOR ALL VARIABLES

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	15.993	3	5.331	34.728	.000a
	Residual	7.368	48	.154		
	Total	23.361	51			

Source: (Survey Data)

Analysis of Variance (ANOVA) test shows that the regression model is significant since the significant level is

0.000 which is less than 0.05. Therefore, the overall model fit.

J. Regression Equation Formation

Regression analysis also involves developing a mathematical equation that describes the relationship between the variables, Multicollinearity is a statistical phenomenon in which two or more predictor variables in multiple regression models are highly correlated, meaning that can be linearly predicted from the others with a non-trivial degree of accuracy: In this situation the coefficient estimates may change erratically in response to small changes in the model or the data (Donald & Glauber, 1967). The correlation among the independent variables is less than 0.9, a fact that suggest no multicollinearity problem (Hair, Anderson, Tatham, & Black, 1998). According to Sekaran and Bougie (2012) the value of VIF is less than the 10 demonstrate no Multicollinearity problem. In the above table the VIF values are less than 10 of each variable. Hence there are no multicollinearity problems here.

TABLE XIX COEFFICIENTS[a] FOR ALL VARIABLES

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	-1.260	.510		-2.168	.017
Recruitment	.267	.113	.859	2.364	.022
Compensation	.410	.107	.735	3.824	.000
Training	.683	.116	.836	5.863	.000

Source: (Survey Data)

a - Dependent Variable: Job Performance

According to the above regression equation in the present study the Recruitment and Selection, Compensation, and Training has effected to the employees' job performance. Beta value for Recruitment and selection is 0.267 indicating that if Recruitment and Selection is increased by one-unit Employee Job Performance will increase by 0.267 units when effects of Compensation and Training held.

K. Hypothesis Testing

Hypotheses are tested by using the p values. The p-value of each B coefficient of independent variables. Confident interval, p-values should be equal to or less than 0.05. If it is not equal to or less than 0.05, null hypotheses cannot be rejected. In other way alternate hypothesis is not supported.

H_1: There is an impact of recruitment and selection on employee job performance. Recruitment and selection on employee job performance Beta values is (= 0.267) and the impact was significant at 95% confidence level (p = 0.001). According to the correlation between recruitment and selection, and employee job performance is also positive relationship (r = 0.496, p=0.000) which is also supported to the above hypothesis.

Hence H_0 is rejected since p<0.05 H_1 is accepted.

H_2: There is an impact of compensation on employee job performance. As per result of the regression analysis there is impact from compensation on employee job performance (P = 0.410) and the impact was significant at 95% confidence level (p = 0.000). The correlation between Compensation and employee job performance is also positive relationship (r=0.683, p=0.000) which is also supported to the above hypothesis. Thus, there is positive impact of compensation on employee job performance. Hence H_0 is rejected since p<0.05. H_2 is accepted.

H_3: There is an impact of training on employee job performance. Training variable obtain the Beta value is 0.683 (P = 0.683) there is impact from training on employee job performance and the impact was significant at 95% confidence level (p =0.000). The correlation between training and employee performance is also positive relationship (r=0.690, p=0.000) which is also supported to the above hypothesis. Hence H_0 is rejected since p<0.05. H_3 is accepted.

VIII. DISCUSSION OF FINDINGS

Researcher attempts to identify the impact of human resources practices on employee's job performance of library information assistants in university libraries in Sri Lanka. To found the result researcher used by SPSS Statistic software to discuss correlation analysis and multiple regression analysis to identify both impact and relationship between independent variables and dependent variable.

First objective was the identified the impact of recruitment and selection on employees' job performance of library information assistants in university libraries in Sri Lanka. Researcher found that there has 26.7% impact of recruitment and selection and, employees' job performance and there has significant. On the other hand, there has moderate positive relationship (r=0.496) between recruitment and the employees' job performance. The findings are further justified by mean and standard deviation values. Mean value of recruitment and selection is 3.5500it proves the further result of the above statements. Because of the mean value greater than 2.5 it means respondents agree the questionnaires in Recruitment and selection questions. In the result employees agreed if there has good recruitment and selection practices try to improve their performance. And also, the first alternative hypothesis was accepted and null hypothesis was rejected.

There are findings on recruitment and selection against employee job performance by using Pearson correlation and regression analysis. Qudah *et al.,* (2014) suggested that there is a positive relationship between the two variables as (r=.946; p<.05) indicating that the relationship between the variables is significant with moderate correlation. Also, the regression analysis (P = 0.484, p<.05) indicates a positive statistically significant relationship between recruitment and selection process and employee performance. Ayando *et al.,* suggested that human resource management practices as selection (b = 0.27) have positively impact on job performance.

After the study of past researchers' findings, researcher was found that there is positive relationship between employees' job performance and recruitment and selection. Qudah found that there had strong positive relationship but the researcher found the moderate positive relationship between two variables. There has small gap so both researchers are found the positive relationship. And also, both of researchers found there has positive significant impact of recruitment and selection on employee's job performance. So, researcher's findings are proven by above both researchers.

As second objective was researcher identified compensation process of the employment impact on job performance in university libraries in Sri Lanka. Researcher found the impact of Compensation on employee job performance (P = 0.410) is significant and there is positive relationship (r=0.683) through the compensation and employee job performance. And further evidence mean value 3.6571 greater than 2.5 and standard deviation less than 1.

Qudah *et al.,* (2014) tested against compensation process and employee job performance in the organization. They stated that indicate relationship between the variables is significance with moderate correlation. The regression analysis they indicate positive statistically significant (P=0.525, p<.05) relationship between Compensation process and employee job performance.

According to the Teseema and Soeters (2006) have reported a positive correlation between compensation practices on employee job performance. Compare with the past research regarding compensation impact on employees 'job performance, the findings are similar so they are positive relationship between two variables and that are positively impact on compensation on employee job performance. Researcher obtains Beta value 0.683 for training variable. It shows there was significant impact of training on employees' job performance and there was a positive relationship between two variables.

Mahmood *et al.,* concluded the values training effect on the employee performance is 74% percent. The value of the adjusted coefficient of determination adjusted R2 is affected. The value of the adjusted coefficient of determination R2 is 0.74 which shows that 74% variations in employee performance.

To check the variation of independent variable on dependent variables simple regressions computed. The first table shows the observed values training effect on the employee performance is 74% variation in employee performance. And employee performance test is set as the simple regression coefficients are less than 0.05.This test shows that the coefficients of the predictor are statistically significance at less than five percent level of significance.

The attempt to solve the myth between the relationship of training and employee performance is still smear in the Palcistani context but some research has shown that training effects are positively associated with the performance of the employees (Qureshi!,2015,p.02).

Within the above statement researcher's findings are accepted. So, there are significance positive relationship and significance impact of training one employee performance.
In the researcher whole independent and dependent variables have significantly related and significantly impact between employee job performance and recruitment and selection, Compensation and training. According to the above statements the three variables are impact on employee's job performance. The hypotheses are suggested by literature.

IX. CONCLUSION

In this study was investigating the impact of Human resources management practices on employee work performance of the university libraries in Sri Lanka. The finding of the researcher study will be importance to the develop employees job performance. Within improving employee job performance, organization can enhance organization performance and also through this result can improve students' service level, and other objectives in the university libraries in Sri Lanka. Result of the study was analyzed by using correlation analysis and regression analysis to achieve research objectives. As well as the analysis indicates there are significance positive relationship and significance impact between employees' job performance and recruitment and selection, compensation, and training. In the correlation analysis human resource management practices indicate significance positive relationship between employees 'job performance in the university libraries in Sri Lanka. Each variables obtained this correlation scale such as Recruitment and selection (r = 0.496, p =0.000), Compensation (r=0.683, p=0.000), Training (r=0.690, p=0.000). In the regression analysis obtained significance impact between human resource management practices and employees job performance. Each independent variables increase one unit the employee's job performance increase as fi value. Recruitment and selection (fi=0.267, p=0.022), compensation (fi =0.410, p =0.000), Training (fi=0.683, p = 0.000). There was a strong positive relationship

obtained employees job performance and training (r = 0.690, p = 0.000) and minimum relationship obtained Recruitment and selection (r = 0.496, p= 0.000). And also high impact obtained between training (B = 683, p =0.000) and employees job performance and low impact obtained between Recruitment and selection (fi=0.267, p=0.000).

As a summery, it can be said that Recruitment and selection, Compensation, and Training impact on employees' work performance of the university libraries in Sri Lanka. Hence the researcher successfully achieves the objectives of the study. Such as recruitment and selection, compensation and training are impact on employees' job performance. In addition to the current study suggests that three variables which are wholly impact on the job performances of the university libraries in Sri Lanka. Within the researcher study found that Human Resources Management Practices in the working area influence job performance of the employees. Through the improving employees job performance, university libraries in Sri Lanka can improve organization performance, can improve students' satisfaction, and can achieve the target level performance.

X. RECOMMENDATIONS

The entire formulated hypotheses have been accepted. It is necessary to improve employee's work performance through Human Resource Management practices. Following are some suggestions given to improve employee's job performance.

1. Organization should develop good working condition. These facilities lead the employees to do their work effectively.
2. Organization should identify training need among employees who need training. Through which, job performance of employees is enhanced. As research employees' job performance will beat high level.
3. Organization should follow good recruitment and selection procedure. It can be achieved by developing appropriate recruitment and selection policies
4. Employees should be trained to adopt new technologies and or develop their career.
5. Organization should evaluate employee's job performance. The feedback about the quality and quantity level of performance should be proved to improve their performance.
6. Organization should provide unbiased compensation. That is compensation should be provided based on the qualifications of employees and /or experience.
7. Organization should implement equal employment opportunities. That is employees should not discriminate against female, minority or old worker.
8. Proper working environment should be designed. In that organization should provide adequate facilities to employee to do their works. Organization should design good grievance procedure, disciplinary procedure, separation procedure etc.

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