



Impact of human resource practices on the human resource information system Evidence from Libyan commercial banks

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Abstract: The purpose of this study is to find out the impact of human resources management practices on human resources information system. The researcher has used three independent variables to present human resources management practices, which are human resources planning, employment, and human resources training. The study was applied to the Republic and National Commercial Bank. The data collected through questionnaire instrument from 285 employees. The study found significant and positive relationships among the (Human Resources Planning, Employment, and Human Resources Training) variables and the Human Resources Information System. The r values for these relationships were 0.301, 0.211, and 0.208 respectively. As a final conclusion, it can point out that the achievement of the objectives proposed in this paper has allowed the researcher to empirically prove that, in the Republic and National Commercial Bank of Libya, there is a relationship between human resources practices and human resources information system.

Index Terms - human resources planning, employment, human resources training, human resources information system, Libya

I. INTRODUCTION

The Human Resources Information System has a role in reducing the cost of training programs by carefully assessing the training needs of employees and then updating those needs in each employee's profile once the majority of the training needs have been ascertained. The training schedule is designed accordingly and included in the employee profile. Human resources are aware of the quality of the training required, the time it will take, the cost and the monitoring of the worker who completed his training and whether this training helps the staff to perform their functions better (Singh, Giudice, Chierici, & Graziano, 2020).

It has a large role to provide the facilities in the preparation of the plans of the adoption of the computer and the programs contained in the statistical. It helps to analyze the data (Paillé, Valéau, & Renwick, 2020). The essence of human resources planning is to identify the future needs of workers in terms of number and type. This requires the gathering of accurate, sufficient and up-to-date information in order to make sound decisions arising from this process. Decisions related to the planning of human resources: the organization takes a set of decisions that concern it for a certain period. The most important of these decisions are: Planning decision in itself: it is usually annually to know the status of workers if there is surplus or deficit, and to take necessary action at the senior management level in the institution (Massaro, Bagnoli, & Dal Mas, 2020). Also, predicting human resources demand: it is based on the decision of human resources planning, where the vacant places are located in the institution. If there are needs, the decision will be on how the jobs will be filled from inside or outside the organization. In addition, predicting the supply of human resources: after answering the previous question, the process of predicting comes to predict the available number of workers who can fill vacant vacancies by supply both inside and outside the institution (Otoo, Otoo, Aledu, & Bhardwaj, 2019). It helps to facilitate this process through the rapid and accurate access to information, whether received electronically or manually to the computer; it is stored and processed regarding the selection for storing purpose, sorting, identifying, analyzing, and archiving them (Kendrick, Bartram, Cavanagh, & Burgess, 2019).

II. LITERATURE REVIEW

Employment is usually the last step and is the most important function of the human resources division. An effective employment strategy can lead to the appointment of the best candidate. This will help reduce costs, facilitate planning, retain employees, and motivate employees further. The human resources information system has played a role in finding the right candidates, and if the profile is not properly created and maintained, the selection of the best candidate is difficult. The profile of the worker should include the experience with the company, the projects in which he participated, attended the training, the certificates and the objectives that have been achieved. The ambitions and objectives of the future worker must be set in the system and linking employee profiles with planning. This facilitates at least the internal employment in the right place at the lowest cost (Hussinki, Kianto, & Adibe, 2018). Institutions receive large numbers of work applications that are difficult to handle and to choose in traditional ways, in addition to additional costs to the organization. While, by using the Human Resources Information System, the human resources function can handle and follow up these requests on a

regular basis under the employment criteria. It can also identify all the capabilities available within the organization and enables the system to make this method effective by linking it to what is known as electronic polarization (Hollenbeck, Noe, & Gerhart, 2018). The process of selection and appointment confirm the distinctions between candidates who meet the required conditions or qualifications, based on criteria or foundations, and there are many modern methods of conducting computer interviews, in addition to conducting a test (Han, Liao, Taylor, & Kim, 2018). The Human Resources Information System involves analyzing the needs of the organization and then attracting, selecting, appointing, training, developing, leading, compensating and controlling the human elements, in order to ensure that the objectives are achieved (Haak-Saheem & Festing, 2018).

1. Selection and appointment: correct use of the computer to keep the data about the candidates for jobs and retrieval it when needed as quickly as possible to meet the actual needs of human resources. It helps to create logical comparisons with skilled applicants and then makes decisions with precise data and velocity of decision.
2. Records and management by providing time, effort and accuracy in completing information. The availability of information accurately makes them more effective in addressing problems related to performance.
3. Wages and incentives: speed in the decisions concerning allowances and bonuses for employees, and the accounting processes for salaries and discovering errors quickly and preparing lists, and providing the necessary software for the required tasks.
4. Rehabilitation and training: contribute to identifying the requirements and skills, preparing the training needs of employees, and distributing the appropriate jobs according to their qualifications and competence (Synthia, 2017)

Planning is the human resources, the efficiency of selection and appointment in the institution and the efficient evaluation of the performance of the staff, which makes them at the highest levels of competencies and in order to achieve the desired goals with lowest costs in a short time (Noe, Hollenbeck, Gerhart, & Wright, 2017). Developing a system of incentives for the provision of information; the high levels of creativity are difficult to measure the results in the short term. The results of the evaluation are inaccurate and the incentive system is unfair and therefore it requires the design of the incentive system based on skills. Evaluating the performance of jobs must focus on skills (Nguyen & Hadikusumo, 2017).

With the increased use of the Human Resources Information System (HRIS), the HR function becomes easier, the opportunity to provide more time in the organization. In order for the system to succeed, it must provide managers and users with adequate information at various stages such as human resource conservation and planning (İLHAMI KAYGUSUZ, 2016). when HR functions are loaded into computers within the Human Resources Information System, more rapid decision is made in the development, planning and management of human resources by storing, updating, classifying and analyzing more easily (Chris Brewster, 2017). As (Ebiasuode, Onuoha, & Nwede, 2017) assured that the Human Resources Information System (HRIS) will reduce costs by automating, maintaining and facilitating the previous labor-intensive processes from the lowest level to the highest level in the enterprise, and it is a tool that will increase efficiency (Chelladurai & Kerwin, 2017). In this age, globalization is viewed as unrestricted liberalization and transformation, and the structure of an organization, including the Human Resources Information System, has become an effective tool in establishing an easier relationship between employees and the enterprise, sharing information and cooperation and thus increasing worker performance. Thus, increasing the worker's performance, which is a must in today's institutions today.

the organization makes a number of decisions regarding the process of stimulating human resources, including:

- Identify the best ways to grant incentives: it is based on the study of the motives and needs of the workers, and determine which incentives achieve the objective, material or moral, and compared with similar institutions.
- Determination of employees involved in the award of bonuses, and preparing lists of wages and bonuses (Wilton, 2016).

The Human Resources Information System helps to collect data on wages of jobs paid by similar or competing institutions, which helps to identify the different aspects of policy wages (Turulja & Bajgorić, 2016). It also helps in conducting internal research to study the motivations and needs of workers, the changes they have undergone during the previous period and the laws governing the incentives, using the database to obtain information about the employees of the institution (the results of their performance evaluation, the jobs they are working with personal data such as years of experience, seniority) data on jobs (its number, level, requirements of occupation, etc.). In addition, it examined the employees' complaints, external research to identify the types of incentives used by competing institutions, and to obtain information to motivate workers (Reiche, Stahl, Mendenhall, & Oddou, 2016). The Human Resources Information System also prepares lists of wages and bonuses as soon as possible and evaluates the employees' performance and the granting of annual allowances according to the assessment (Marchington, Wilkinson, Donnelly, & Kynighou, 2016)

The Human Resources Information System also stores employee performance data in a database. It helps the organization to link evaluation systems with the characteristics and specifications of each function, contributes to the identification and development of solutions to performance problems. The performance evaluation software can determine the appropriate method of evaluation. At the end of the evaluation process, information is provided that shows the differences in actual performance and measures by specific criteria (Iguchi, 2016). The human resources information system means all the ways of dealing with the tasks and responsibilities of human resources management and computer adoption in dealing with them rather than the personal methods of recruitment and selection and promotion. That is all data relating to the employees of the institution, and the processing of those data through the use of computer in order to obtain reliable information in the decision-making process (Mina, 2017). The starting point of performance evaluation is to define processes in order for employees to understand what is expected of them in the organization, factors affecting employee performance and knowledge of environmental conditions affect the internal and external environment, effective laws, trade union movements, organizational culture and performance appraisal system. These factors may have support and factors affecting employee motivation, performance, and work (Brunstein, 2016). Employee performance is the contribution of workers to business objectives. It demonstrates the efficiency of employees in performing their duties and responsibilities, with high performance and thus contributing to the objectives of the institution. Assessing performance is to measure the contribution of workers to the achievement of the goals of the work (Christopher Brewster, Vernon, Sparrow, & Houldsworth, 2016). It helps to improve the decision-making within the institution in a better way and achieve the implementation of quickly solutions and problems. Here it develops the performance of workers and the circulation of information between employees quickly and in time and place. It makes the right decision, and collective work within the institution without personal presence, research and development (Baum, 2016). It is important not only in the decision-making process, but also in other administrative processes such as planning, designing policies, monitoring and evaluating performance. Performance is seen as a key of management process in planning institutional development processes. It will be difficult for the organization to create

suitable plans and programs without an evaluation of the situation. The performance of employees is the nerve of administrative development is to monitor the performance of the worker and improve his functional abilities. It also has an impact on the employees' behaviour to make the results consistent with the objectives of the institution, and gives the worker the ability to accomplish the tasks and meals entrusted to him and develop his abilities (Yuan, Li, & Tetrick, 2015).

III. METHODOLOGY

The analytical descriptive approach is used in this study, which is based on a cross-sectional approach. It is a type of data analysis, which describes the current situation based on data from previous studies. By looking at data and information, it will describe outlines of the data (Hoque & Awang, 2016) and uses data collection techniques and data mining techniques to answer questions and test the hypotheses. It allows learning from past historical behaviors and helps to understand how they can affect future outcomes (Nicole, 2011). In this study, there is a need for descriptive analyzes when trying to understand the reality of the phenomenon at the macro level of the organization and help summarize the facts (Garg, 2016).

In this study, the researcher considered that the design of the research is based on the descriptive-analytical method. The term "survey" can be used to identify any research activity in which the investigator collects data from a part of the community for the purpose of examining the characteristics, opinions or intentions of the community (Richard, 2013). Descriptive design is chosen because of its high degree of representation and easy access to the opinion of participants (Antwi & Hamza, 2015). In this study, the quantitative approach was used to measure the practices and perspectives on a specific subject. Common steps used in conducting previous studies were followed to design the current study. The first step included presenting the theme and the aim of the study. The second step was the theoretical side of the study followed by a review of relevant literature, followed by data collection, analysis, interpretation of findings and conclusions. A sample was chosen to represent the society of the study according to the (Krejcie & Morgan, 1970) which was shown below. It was from all branches of Jumhouria Bank and branches of the Commercial Bank of Libya. As mentioned above, the society consists of 8486 employees. Therefore, by looking at the table, it is clear that the sample of the study, which can represent the community, is 285 employees.

IV. FINDINGS

This research has used a random sampling method was used; the profiles of respondents' test takes place. This test has used several characteristics for this research, which are gender, education level, age, working experience, and job position. The gender characteristic showed that there are males and females participating in this research. Out of the 285 participants, the majority was for male characteristic with 88.8% and $n = 253$. In the same line, the female characteristic has got only 11.2%. The participants showed so many levels of educations such as med diploma, bachelor, master, PhD, and other. But most of the participants were holding certificates of the bachelor with 37.9% and $n = 108$ and master with 37.5% and $n = 107$. The med diploma characteristic has got 8.4% and $n = 24$. The PhD holders were the lesser party in this research with 5.6% and $n = 16$. Finally, the other party that has got 10.5% and $n = 30$.

The age characteristic has got 4 main ages that all the participants were distributed in. The first age category was less than 25 years old was the lesser category in the research with 2.8% and $n = 8$. The 25 till 35 years old category had 10.2% and $n = 29$. The 36 till 45 years old category had 29.5% and $n = 84$. The last category that most of the participants were from was more than 45 years old with 57.5% and $n = 164$.

The working experience category was identified in the above table 4.5 with five different periods of experience. The first period was from 1- 5 years, participants showed that only 2.8% were having this period of experience with $n = 8$. The second category was from 5-10 years with 5.3% and $n = 15$. The third category was from 11-15 years, which has got 20.7% and $n = 59$. The fourth category was from 16-20 years, which has got 16.1% and $n = 46$. The majority of participant were having experience of more than 20 years with 55.1% and $n = 157$. The final characteristic of the profiles of respondents was the job position. The job position had four categories, which are employee, department head, manager, and general manager. The employee position has got 23.5% and $n = 67$, while the department head position has got 40.7% and $n = 116$, also the manager position has got 35.1% and $n = 100$, and finally, the general manager position has got 0.7% and $n = 2$.

Table 1: Demographic Background

	Frequency	%		Frequency	%
Gender			More than 45 yrs	164	57.5
Male	253	88.8	Working Experience		
Female	32	11.2	1 - 5 Years	8	2.8
Educational Level			6 – 10 Years	15	5.3
Med Diploma	24	8.4	11 – 15 Years	59	20.7
Bachelor	108	37.9	16 - 20 Years	46	16.1
Master	107	37.5	More than 20 Years	157	55.1
PHD	16	5.6			
Other	30	10.5	Job Position		
Age			Employee	67	23.5
Less than 25 years	8	2.8	Head of Department	116	40.7
25 - 35 yrs	29	10.2	Manager	100	35.1
36 - 45 yrs	84	29.5	General Manager	2	0.7

Every scientific measuring instrument has to comply with two basic principles: be valid and be reliable. Being valid means that an instrument is valid for a sphere of behavior if it allows us to predict performance within that sphere, regardless of the name of the test, the trait or traits that are said to measure. For example, saying that a ruler measures centimeter or the linear distance between two points, and will be valid for measuring the distance between two linear points, but it is not valid for measuring the extent of the line of a circle. Being reliable means that a measuring instrument independent of its objective must always measure the same, under the same conditions. The reliability of a measuring instrument refers to the degree of precision or accuracy of the measurement, in the sense that if repeatedly apply the instrument to the same subject or object produces the same results. Validity refers to the degree to which an instrument measures the variable it intends to measure. For the current study, the Cronbach alpha reliability values showed that all the variables' items have got great internal consistency among the items of variables. All the variables have obtained values above 0.7 for the Cronbach alpha, where the lowest value was found in the variable employment with 0.853, and the highest value was found in the variable human resources training with 0.928.

Table 2: Reliability test

Variable	Cronbach Alpha
Human Resources Planning	0.896
Employment	0.853
Human Resources Training	0.928
Human Resources Information System	0.882

The use of the probabilistic graph (probabilistic paper) has been traditionally used in the analysis of geochemical data. It is about contrasting two scales; one is normal arithmetic or log-normal and the other scale is probabilistic. The probabilistic scale is arranged in such a way that a normal cumulative distribution curve (or log-normal) is projected as a straight line.

The current research has used the Skewness and Kurtosis Statistics. The acceptable range of Skewness values is between -2 and $+2$, while the acceptable range of Kurtosis values is between -7 and $+7$. According to table 4.7, the Skewness values for the variables (Human Resources Planning, Employment, Human Resources Training, and Human Resources Information System) was ranged between -1.072 and -0.15 . In the other hand the Kurtosis values for the same variables were ranged between -1.070 and 1.463 . These results reveal that the variables have got normal distribution of items.

Table 3: Results of Skewness and Kurtosis for Normality Test

Constructs	Skewness	Kurtosis Statistic
Human Resources Planning	-.621	-1.070
Employment	-.015	-.942
Human Resources Training	-.150	-1.069
Human Resources Information System	-.336	-.224

According to the multicollinearity test, all the variables have obtained very good relationships, where all the variables have got acceptable VIF values below the 5. According to the results, the variables has got the following VIF values: Human Resources Planning (2.774), Employment (2.662), Human Resources Training (2.499), and Human Resources Information System (1.456).

Table 4: Test for Multicollinearity on Assessment of Tolerance and VIF Values

Constructs	Tolerance	VIF
Human Resources Planning	.361	2.774
Employment	.376	2.662
Human Resources Training	.422	2.499
Human Resources Information System	.687	1.456

The descriptive statistics analysis was used for the purpose of identifying the minimum, maximum, mean, and standard deviation. The minimum value was 1.00 for all variables and the maximum value was 5.00 for all variables. The mean scores for all the variables (Human Resources Planning, Employment, Human Resources Training, and Human Resources Information System) were ranged between 2.876 and 3.820, this result means that all the participants were in average agree with the information stated in the questionnaires for each item in each variable. This means that all the items do have valuable and helpful information. Furthermore, the standard deviations for these variables were ranged between 0.685 and 1.037.

Table 5: Descriptive Statistics for Study Variables

	N	Minimum	Maximum	Mean	Std. Deviation
Planning	285	1.00	5.00	3.170	0.900
Employment	285	1.00	5.00	2.876	0.855
Training	285	1.00	5.00	3.153	1.037
HRIS	285	1.00	5.00	2.979	0.862

Key: HRIS = Human Resources Information System

The correlation test is the test that is used to find out the type of direct effect found in the research. The direct effect test is used to find out the type of relationships among the independent variables (Human Resources Planning, Employment, and Human Resources Training) and the dependent variable (Human Resources Information System). The study found significant and positive relationships among the (Human Resources Planning, Employment, and Human Resources Training) variables and the Human Resources Information System. The r values for these relationships were 0.301, 0.211, and 0.208 respectively with significant levels = 0.000, 0.000, and 0.000.

Table 6: Correlations test for the dependent variable

Independent variables		Human Resources Information System
Human Resources Planning	Pearson Correlation	.301**
	Sig. (2-tailed)	.000
Employment	Pearson Correlation	.211**
	Sig. (2-tailed)	.000
Human Resources Training	Pearson Correlation	.208**
	Sig. (2-tailed)	.000

The Human Resources Information System (HRIS) also allows the performance evaluation to measure the success of the system and determine where it is located. Demonstrate high skills and interest more, and make correct and accurate decisions (Bratton & Gold, 2017). The employees in the institutions represent an important resource for the institution and the most important assets it owns. The worker has a high and prestigious position. The institution has no success unless it is preceded by a process of development, as it is not subject to fixed factors that can be controlled and always characterized by constant movement and fluctuation, which causes differences in the workforce according to their personality and the working environment in which they work (Chris Brewster & Hegewisch, 2017). Training is a key to developing and improving employees by providing them with the information and knowledge they lack, developing their abilities and skills, and in order to raise their efficiency, improve their performance and increase their productivity (Ebiasuode et al., 2017). It is an important element in the development process and that the success of training in achieving its objectives requires attention in the planning, implementation and follow-up to achieve the objectives so that the worker can do better (Ma, Long, Zhang, Zhang, & Lam, 2017).

This is usually done to strengthen staff capacity to meet current business trends and is enforced after performing an assessment of performance by these means, and assists management to identify deficiencies in work (Noe et al., 2017). After identifying a weakness in the performance of some employees by evaluating their performance or increasing their skills or for other reasons, the institution decides to conduct a training for them, determine the training needs and through which to decide the training. The HR function identifies the target workers and plans the training program, such as the type of training, duration, and trainers (Synthia, 2017). The training is an activity. It gives the organization a great interest. It has to search for suitable training programs for the employees and the job that is complementary to the appointment. Selection and appointment is not enough for employees, but they must be prepared and developed to perform the work, add new information and provide them with new methods of doing business. It raises the level of performance and improve the quantitative and qualitative, and strengthen the relationship between employees and the development of trends. It increases the sense of employees belonging to loyalty and loyalty to the institution (Wehrmeyer, 2017). It sensitizes employees to the importance of training and to provide them with the ability to search for new and innovative in all fields of work. It also contributes to the creation of positive internal and external trends in order to develop its programs and capabilities and to renew the information it needs to formulate its objectives. It achieves competition, and prepare competent and competent staff and able to carry the strategic burden towards achieving the advantages.

Training has an effective role in the process of improving the performance of employees. Starting from the process of identifying the training needs based on the results of analysis and evaluation of individual and functional performance, linking the training to the performance of the employees to plan their career path leads to achieving harmony and harmony between the two main parties in the performance of the worker and the institution (Agi, 2018).

The belief that incentives drive employee performance and reduce turnover and absenteeism, attract qualified elements, and in themselves affect the motivation of the worker in a predictable manner. Rewards are expected to be a strong incentive, to raise the level of behavior and performance of employees and to motivate to choose a certain institution to work on. Incentives and their importance to employees are meeting job needs (Bhatti, Mat, & Juhari, 2018). It is to create an effective link between the strategic objectives of the organization and the performance of the employees, improve the organizational results and reward the employees, and give weight to the differences in individual performance levels among the employees. It is to achieve the objectives of human resources management, such as increasing the ability of the organization to retain workers. It contributes to the achievement of work satisfaction with the employees. It drives them to strive and strive to increase productivity and achieve the objectives of the institution. They are the effects that motivated the worker to perform his work with the highest degree of efficiency and effectiveness, and when the interest in motivation leads to the desire to improve their performance and raise their productive efficiency in order to achieve the objectives of the institution. Although it is important to meet the needs of employees to ensure that they are motivated to perform their work in a more efficient and efficient manner, the important aspect is to confirm their desire to do the work because the high performance they have reached is equal to the ability to perform and desire (high performance = performance ability * desire for performance).

V. CONCLUSION

As a final conclusion, it can point out that the achievement of the objectives proposed in this paper has allowed the researcher to empirically prove that, in the Republic and National Commercial Bank of Libya, there is a relationship between human resources practices and The Human Resources Information System. Therefore, it not only supports the relationship raised, but also explains the mechanisms by which human resources practices improve The Human Resources Information System. The link between different results on human resources has also been established, these results being: absenteeism, rotation and individual performance.

It should be noted as a contribution of this thesis that, among human resources practices, those that really have an impact on the human resource management of Republic and National Commercial Bank of Libya employees are those that are least implemented, and which are: contingent compensation, teamwork, and participation in decision making, an aspect that has been detected in the banking analysis, as these are the only significant human resources practices of the model. This can open two new lines of research, the first, to analyze whether the significance of these practices is motivated by the fact of having consolidated the others, and the second, to analyze if even if the other practices were not consolidated, these would continue to be significant.

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