

THE IMPACT OF HUMAN RESOURCES MANAGEMENT ON THE PERFORMANCE OF EMPLOYEES APPLIED STUDY ON THE REPUBLIC BANK IN LIBYA

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Abstract - The present study aimed at measuring the impact of the application of human resources management practices on the performance of employees working in the Bank of the Republic in Libya through the distribution of the questionnaire list included questions to measure the variables of the study. Spss 20 was used to analyze the data statistically. The results of the study showed that human resources management practices has a greater impact on the employees performance as will be discussed later through the paper .The paper opened a new directions for future research discussed through the paper.

Keywords - Human Resources Management, Performance, Banking Sector.

I. INTRODUCTION

The human resource is considered one of the most important basic resources to ensure the survival of the organization and the most important constituents of production, therefore the recent studies must be taken in their consideration as the most important factor in increasing production, so seeking to improve the performance of workers in accordance with the role of human resources management in a context of continuous change requires studying the practical reality of the role of human resources management, Whereas, the Human Resources Department seeks to optimize the utilization of its human resources in order to maintain its competitive position (Ahmad, 2011) The nature of the fit between individuals and the tasks they perform greatly affects performance and on this basis, the performance evaluation process is an important process exercised by human resources, and through evaluation and measurement the organization is able to identify what has been achieved from the goals and effective role of human resources, especially in light of Contemporary management of human resources and work to develop the method of human resource planning, recruitment, selection and appointment for the work team and the process of training and development and control of human resources, as it may have a positive impact on improving the performance of workers. (Ibrahim, 2008) The importance of the recent study branched from the changes and transformations witnessed by the state of Libya in various aspects of life, many banks, especially the Republic's bank, have suffered from problems related to human resources management practices and their role in improving the performance of employees in the bank, while certain departments complain of the role of human resources management, whether in training or Development, motivation, participation or compensation systems and attracting workers with expertise, the process of human resources management for the bank has

become a need for a study to research the role that these practices can play in improving performance and achieving the goals of the bank, where we find departments that suffer In my work pressure and the inability to achieve its goals due to the poor performance of some employees, hence the problem of study emanates in examining the impact of human resources management practices on the performance of workers, which can lead to improving the general performance of the Republic's bank, as the research is based on a study of human resource management practices in The Bank of the Republic, as one of the main pillars in the growth and success of the bank, and what human resources management can play in improving job performance, where the problem of study is summarized in the following question:

What is the impact of human resources management practices on the job performance of workers in the Republic Bank in the State of Libya?

From the previous presentation of previous studies that dealt with the impact of human resource management practices on the job performance of workers, the following points are noted: first: At the level of Arab studies: Most of the studies were conducted in countries: Libya, Jordan, Syria, Kuwait, Sudan, Oman and Bahrain, and most of them were applied to the service sectors. The studies focused on measuring the impact of practices as a whole on job performance such as (Al-Assaf, 2016; Al-Shorooqi, 2018, Crowe, 2016), while there are some studies that dealt with the effect of each practice separately (such as Al-Khawalada, 2017, Musa, 2017, Abu Jalila, 2018) Most of the results of the studies indicated that the most influential practices on respectively were: training and development, recruitment and selection, and performance evaluation. It believed that most of the previous studies did not take into account the job retention strategy and this is what was included in the current study. Second: At the level of foreign studies:

Most of the foreign studies have been applied in the Far East countries such as: Pakistan, Malaysia, Bangladesh, and African countries such as Kenya and Nigeria. Most of them focused on industrial sectors. Most of the results of the studies were unanimous that practices: training and polarization are the most influential in the job performance of workers.

Based on the previous presentation, the main hypothesis of the study can be formulated as follows: The main hypothesis: "There is a statistically significant statistical effect between human resource management practices and the job performance of bank employees."

- First sub-hypothesis: "There is a positive significant effect of recruitment and selection on the job performance of bank employees."
- The second sub-hypothesis: "There is a positive significant effect of training and development on the job performance of workers in the bank."
- The third sub-hypothesis: "There is a positive significant effect of incentives and wages on the job performance of workers in the bank."
- Fourth sub-hypothesis: "There is a positive significant effect of job retention on the job performance of workers in the bank."
- Fifth sub-hypothesis: "There is a positive significant effect of the performance evaluation on the job performance of bank employees."

II. METHODOLOGY

The researcher relied on descriptive analytical method, which aims to study the phenomenon as it is in reality and is concerned as a precise description and expressed descriptive and quantitative expression. This approach does not suffice when collecting information related to the phenomenon in order to investigate its manifestations and its different relationship, but rather to analysis, Connect a set of variables with each other and try to determine the relationship between two or more measurable variables, and the degree of this relationship (Mutairi et al., 2016) A community is a whole group of people the researcher wants to get information about. (Mutairi et al., 2016)

For the current study, the study community working in the Republic's bank in the state of Libya, which includes more than 5,000 employee. Study Sample: The study sample were limited to is the branch managers, heads of departments and generals of the bank, where the researcher took a soft sample from the study population of 560 employee. Looking at Table (1), which describes the characteristics of the study sample, it is clear that 66 % of the sample are male and 33.9 % female, for the variable of qualification holders of intermediate certificate by 33.9 % and bachelor's degree by 50 % while 17 % of the master's degree.

(25-35aam) increased by 17.9 % and category (36-46 years) increased by 37.5 % Category (47 - 57 years) increased by 39.3 % browser extensions experience of years of experience (less than five years) increased by 8.9 % , (5-10snoat) by 17.9%, (10-15 years), by 28.6%, 15 years and over, by 41.10 % . Concerning the job level at the senior management level (26.61 %),theslevel of middle management (32.32%), the level of lower management (41.07%).

variable	Variable classes	the number	percentage
Social type	Mention	37	66.07143
	female	19	33.92857
qualification	Average	190	33.90%
	BA	280	50.00%
	Master or higher	90	17.00%
Age	25-35 years old	100	17.90%
	36-46Year	240	37.50%
	47-57Year	220	39.30%
Experience	Less than five years	50	8.90%
	5-10Year	100	17.90%
	10-15 Year	160	28.60%
	15th One year or more	230	41.10%
Career Level	Senior management	149	26.61%
	Middle management	181	32.32%
	Minimal management	230	41.07%

Where the researcher based on the study problem, its goals and its assumptions, and in light of the theoretical framework of previous studies based on the study (Mutairi and others, 2016) a questionnaire was prepared that included three axes, the first axis: related to the personal information of the members of the sample, and the second axis consists of (44) words measuring The independent study variable , human resources management practices , and specialized in the third axis, which consists of (7) phrases that measure the study variable, which is related to job performance . Paragraphs were measured using a quintet Likert scale, and respondents only need to put a sign (√) on one of the answer options: (1) Never agree, (2) Disagree, (3) Neutral, (4) Agree, (5) Very agree. The questionnaire is also intended to give almost the same results if applied more than once under similar conditions. And to verify the stability of the study tool the coefficient of alpha Cronbach can be calculated ((Cronbach Alpha It is denoted by the symbol (α), which is extracted directly through a software application spss. It is clear from the above table (2) that the coefficient of constant "Alpha Cronbach" for the general field for all terms came with a high degree of stability around (0.9 85), which indicates the stability and reliability of the results that

the study tool can produce when applying it, and with an honest coefficient of about (0.943) which confirms the validity of the content for the questionnaire. The researcher used a program SPSS 22For statistical analysis of data and obtaining results, including tables and figures for descriptive analysis of study variables, along with an analysis of mean differences between study variables to test the validity of the hypotheses for the study, so that the researcher can view the results, and interpret them, to know and analyze the impact of human resource management practices at the level of job performance For employees of the Republic's Bank in the State of Libya .

M	Variables	Number of phrases	Coefficient of stability	The coefficient of Validity
1	6	51	.985	0.943

III. RESULT

As shown in Table (3), the value of the regression coefficient is (.88), which reflects the effect of training practices on employee Job performance. And when noting the significance level, we will find that P-Value = 0.0, that is, less than 0.05, which means that the value corresponding to the regression coefficient is significant. Consequently, there is a statistically significant statistical effect of training practices on job performance for employees of the Republic's Bank in the State of Libya. And we find it with a parameter ($R^2 = 0.88$) That is, the training explains 88% of the change in employee performance. This confirms the validity of the first sub- hypothesis the second subordinate hypothesis: "There is a positive effect y and significant significance between training and development and the job performance of workers in the bank."

variable	Std. Error	β	T	sig.
	Standard error			
Training	0.6955	0.88	13.634	0

* At the level of significance $\alpha \leq 0.05$

It is also clear from Table (4) that the value of the regression coefficient is (0.9), which reflects the effect of recruitment and selection practices on the job performance of workers. And when noting the moral limit, we find that P-Value = 0. That is, less than 0.05, this means that the value corresponding to the

regression coefficient is significant. Consequently, there is a statistically significant effect of recruitment and selection practices on the job performance of employees of the Republic's Bank in the State of Libya. And we find it with a parameter ($R^2 = 0.81$).That is, the recruitment and selection explains the change in the job performance of employees with an explanatory power rate (81 %). This confirms the validity of the second sub-hypothesis.

variable	SE	β	t	sig
Recruitment & Selection	0.64	0.9	15.148	0

*At the level of significance $\alpha \leq 0.05$

It is also clear from Table (5) that the value of the regression coefficient is (.92), which reflects the effect of wage practices and incentives on the job performance of workers . And when noting the Significant level, we find that P-Value = 0.0, that is, less than 0.05, which means that the value corresponding to the regression coefficient is significant. Consequently, there is a statistically significant effect of incentive and wage practices on the job performance of employees of the Republic's Bank in the State of Libya. And we find it with a parameter ($R^2 = 0.85$ That is, wages and incentives explain the change in the job performance of employees with an explanatory power rate (85 %). This confirms the validity of the third sub-hypothesis.

variable	Std. Error	β	t	Sig .
Incentives and wages	0.052	0.924	17.767	0

*At the level of significance $\alpha \leq 0.05$

As shown in Table (6), the value of the regression coefficient is (.945.), which reflects the effect of job retention practices on the job performance of employees. And when noting the significance level, we find thatP-Value = 0.0, that is, less than 0.05, which means that the value corresponding to the regression coefficient is significant. Consequently, there is a statistically significant effect of job retention practices on the job performance of employees of the Republic's Bank in the State of Libya. And we find it

with a parameter ($R^2 = 0.89$) That is, job retention explains the change in job performance of employees with an explanatory power rate (89 %). This confirms the validity of the fourth sub-hypothesis. As shown in Table (6), the value of the regression coefficient is (0.945), which reflects the effect of job retention practices on the job performance of employees. And when noting the significant level, we find that P-Value = 0.0, that is, less than 0.05, which means that the value corresponding to the regression coefficient is significant. Consequently, there is a statistically significant effect of job retention practices on the job performance of employees of the Republic's Bank in the State of Libya. And we find it with a parameter ($R^2 = 0.89$). That is, job retention explains the change in job performance of employees with an explanatory power rate (89 %). This confirms the validity of the fourth sub-hypothesis.

Table (6): Regression analysis of the effect of the job retention variable on the job performance of bank employees				
variable	Std. Error	β	t	Sig
Job retention	0.044	0.945	21.27	0
*At the level of significance $\alpha \leq 0.05$				

It is also clear from Table (7) that the value of the regression coefficient is (.587), which reflects the impact of evaluation practices on the job performance of employees. And when noting the significance level, we find that

Table (7): Regression analysis of the effect of the performance evaluation variable on the job performance of bank employees				
variable	Std. Error	β	t	Sig
Performance evaluation	.113	0.587	5.079	0
*At the level of significance $\alpha \leq 0.05$				

P-Value = 0.0, that is, less than 0.05, which means that the value corresponding to the regression coefficient is significant. Consequently, there is a statistically significant statistical effect of performance evaluation practices on the job performance of employees of the Republic's Bank in the State of Libya. And we find it with a parameter ($R^2 = 0.81$). That is job evaluation explains the change in job performance of employees with an explanatory power rate (81 %). This confirms the validity of the fifth sub-hypothesis. When performing a progressive multiple regression analysis Stepwise Multiple Regression To determine the importance of each dimension of the independent factor separately in contributing to the mathematical

model that represents the impact of human resource management practices on the job performance of employees in the United Republic Bank in the state of Libya. Table (8) shows the order of entry of the dimensions of the independent variable in the regression equation, we find that The most influential practices in job performance are the variables of job retention (explanatory strength = .576) and performance evaluation (explanatory strength = .383) We also find that the model as a whole explains 91.2% of the variance in job performance, and we can formulate a linear regression equation between human resource management practices and job performance as follows :

$$\text{Job performance} = .115 + 576 \text{ Job retention} + 383 \text{ Performance evaluation}$$

IV. CONCLUSION

Most of the study's responses to the practices of human resources management and job performance came at a medium degree, meaning that human resource management practices are applied at a moderate degree in the Bank of the Republic in the State of Libya. also it was found that the highest practices for training application are where the bank has a specialized department for training individuals, and employees are obligated to participate in training programs with a view to developing them, followed by recruitment and selection practices where the bank's administration determines the sources of future recruitment, whether internal or external sources and attract individuals with knowledge and campaign Academic and professional certificates. From the statistical analysis of the study hypothesis testing, the following was found: There is a significant statistically significant effect of human resources management practices on the job performance of employees at the Republic's Bank in the State of Libya, where it was found that the most powerful practices affecting the job performance and job retention are different from these previous studies that dealt with human resource management practices. This is followed by the most effective performance evaluation performance, and this result is consistent with the results of previous studies. Through the previous discussion of the results, the researcher recommends the following:

- Continuing in the strategic direction to implement human resource policies and complete its multiple aspects, which leads to competition and differentiation in light of the globalization of the current communications.
- Attention to material incentives for workers.
- Taking into account the latest technological developments and technologies that the world is witnessing and their uses when defining training strategies and employing them to develop workers to accomplish their work better.

- The necessity of adopting a good knowledge culture based on the culture of the educational organization in companies that support training and development programs and is based on the basics of continuous learning and creating an internal environment supportive of its continuity.
- Focus on new hiring capabilities and cultures.
- Involving the executive management in taking decisions regarding recruitment, selection and appointment.
- Involve workers in developing a training strategy.
- Modify the existing performance appraisal model to make it more effective.
- Equity in selection when benefiting workers in training courses.
- Using employment tools and studying labor market trends

The researcher faced some difficulties during his handling of the subject of this study, as follows:

First: The lack of response of the entire sample in answering the questionnaire and the difficulty in collecting the questionnaire due to the current political circumstances in the State of Libya.

Second: It is difficult to calculate the mean of the differences between the members of the sample about human resource management practices according to demographic factors, given the size of the sample not being the same according to these variables.

Future research and studies should be directed towards conducting comparative studies between different sectors on a larger sample in order to easily generalize the results of the study, also measuring the impact of human resource management practices on organizational performance and organizational excellence through the presence of intermediate and interrelated variables such as: organizational commitment, administrative creativity and knowledge management.

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