

**THE HUMAN RESOURCES MANAGEMENT PERFORMANCE  
EVALUATION IN DIFFERENT SECTOR:  
(OIL SECTOR AND LOGISTIC SECTOR)**

**A MASTER'S THESIS**

**in**

**Industry Engineering**

**Atilim University**

**by**

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**THE HUMAN RESOURCES MANAGEMENT PERFORMANCE  
EVALUATION IN DIFFERENT SECTOR:  
(OIL SECTOR AND LOGISTIC SECTOR)**

**A THESIS SUBMITTED TO  
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HANAN RAMDAN SAAD RAMDAN**

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Approval of the Graduate School of Natural and Applied Sciences, Atilim University.

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## **ABSTRACT**

# **THE HUMAN RESOURCES MANAGEMENT PERFORMANCE EVALUATION IN DIFFERENT SECTOR: (OIL SECTOR AND LOGISTIC SECTOR)**

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The aim of this study was to assess the human resources management performance evaluation in different sector to shedding light on the different aspects of the human resources management reality and to determine the extent of employee have awareness of the impact of human resources management on the efficiency of institutions in different sectors. In this research, the impact of Human Resource Management (HRM) performance on institution has been studies in two sector, as Oil Industry institutions sector (Mellitah refinery of Oil & Gas), and as logistic and transport sector (Benghazi port). The study used the questionnaire tool to answer the study questions and test hypotheses and the Caronbach's Alpha test was used to measure he stability coefficients.

The research current data that analyzed by Independent T-Test using SPSS software was supported the hypothesis. Moreover, the results of the study showed the human resources management policies and plans at different levels. Where, the employees showing that the HRM performance has high direct effect on company, and the impact is different between Oil Industry institutions sector (Mellitah refinery of Oil & Gas) and as logistic and transport sector (Benghazi marine port).

Keywords: Human Resource Management, performance, oil & logistic.

## ÖZET

### İNSAN KAYNAKLARI YÖNETİMİ FARKLI SEKTÖRDE PERFORMANS DEĞERLENDİRMESİ: (PETROL SEKTÖRÜ VE LOJİSTİK SEKTÖRÜ)

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Bu çalışmanın amacı, farklı sektördeki insan kaynakları yönetim performans değerlendirmesini değerlendirerek insan kaynakları yönetim gerçekliğinin farklı yönlerini aydınlatmak ve çalışanların verimliliğine insan kaynakları yönetiminin etkisi hakkında farkındalık düzeyini belirlemektir. farklı sektörlerdeki kurumlar. Bu araştırmada, İnsan Kaynakları Yönetimi (HRM) performansının kurum üzerindeki etkisi, Petrol Endüstrisi kurumları sektörü (Petrol ve Gazın Mellitah rafinerisi) ve lojistik ve nakliye sektörü (Bingazi limanı) olmak üzere iki sektörde araştırmalar olmuştur. Çalışma, çalışma sorularını cevaplamak ve hipotezleri test etmek için anket aracını kullandı ve kararlılık katsayılarını ölçmek için Caronbach Alpha testi kullanıldı. Bağımsız T-Testi ile SPSS yazılımı kullanılarak analiz edilen araştırma güncel verileri hipotezi desteklenmiştir. Üstelik, çalışmanın sonuçları insan kaynakları yönetim politikalarını ve planlarını farklı düzeylerde gösterdi. Çalışanlar, İKY performansının şirket üzerinde doğrudan etkiye sahip olduğunu gösteriyor ve Petrol Endüstrisi kurumları sektörü (Petrol ve Gazın Mellitah rafinerisi) ile lojistik ve nakliye sektörü (Bingazi limanı) arasında etkileri farklı.

Anahtar Kelimeler: İnsan Kaynakları Yönetimi, performans, petrol ve lojistik.

## **Dedication**

To my Mother, Father and All my Brothers



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## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Introduction**

The human resources are the main wealth of business and industry. Where, the physical capital and natural resources are importance and necessity but without the human element will have no value. Because, the human beings are able to use these resources and put in production processes to get the most satisfying possible and achieve aims. Moreover, his ability to invention, innovation and development. In addition, the management can be defined as implement and achieve goals through others, where the equipment and machines do not do any good without the human element (Wright, Gardner et al. 2003)

No doubt, that human resource is the most important elements of production in any company or association, that comprehensive the continuity and development of the companies, that importance become because of its vitality, innovation and ability to work and several other factors of production. Human Resource Management HRM worthy of being at this important resource. According to the importance of human resource, the large business and industry institutions have given special departments in their structure. Therefore, the need of human resource has been grown and starting with the planning and even a reward after service to employee, and we can clearly note that

the secret of the success of large global companies because of the interest and caring of human and respect them. The achievement of management aims of any companies, is due to utilize of available resources efficiently, special through human efforts, so it imperative for the companies to evaluates its performance in order to maintain their competitive.

You cannot run an organization without people. This fact cannot be absent from any employer or manager, there As long as the work accomplished and the goals required, it must be done through others. Even if you have been working through the devices and machines, the people are the ones who occupy. In the past, the business focusing in productivity with ignore to human needs, but with the large transformations the world has seen in the first seventies of the last century, and their attitude towards the capitalist thought, and the emergence of a unipolar world and its uniqueness (Delaney and Huselid 1996). All these shifts in foreign and local environment surrounding the business organizations have made them resort to long-range strategic planning that depends in human resource management, to protect the gains and locations (Bowen and Ostroff 2004).

Globalization has imposed on the institutions, the development of its own capabilities to break through the barrier of fear of the future. Moreover, choose a model that will thrust to the world not only effects of globalization on organizations and management. However, has spread to contribute to the restructuring of human resources and the development of new segments of the qualities of a human distinct marked by knowledge and technical expertise (Huselid 1995). Where, the Skill requirements have changed to

perform most of the functions including wrought by the forces of globalization of the practices, ideas, systems and new business, the disappearance of jobs, and in the midst of these changes began to concern the strategy of human resources in contemporary organizations as importantly upon which administration to achieving its goals. The study of human resource management is concerned with the selections, which organizations make from among the putting of policies, practices and structures for managing employee. A company's ability to maintain and gain market share in its industry (Boselie, Dietz et al. 2005, Noe, Hollenbeck et al. 2006).

These shifts have led to that organizations in different sector become competitive in the case of highly based on the employment of labor, technology, and the need for development and improvement and innovation in order to achieve excellence, growth and excellence and continuity. In line with the globalization, governments in most countries of the world to reconsider their policies, and duties, and structures of their organizations, and sizes so as to adapt to the spirit of the age, and reinvent itself from time to time (Wright, Gardner et al. 2005).

## **1.2 Literature survey**

As a literature survey the human resources management performance evaluation in different sector (oil sector and logistic sector), and after read some reference, we obtained some important points, which are as follows:

Abdullah, Ahsan, and Alam in 2009 studies six (HRM) practices were discussion, as identified which were team work, training and development, also incentives, and HR planning, performance appraisal, and employees security as well. Where the result of the

study show that the awareness to four HRM practices are found to be correlate with the institution performance, where incentives and employees security were exception. As a conclusion of study, all six human resources management (HRM) practices help improve companies' business performance including employee's productivity, product quality and flexibility as well (Abdullah, Ahsan et al. 2009). Elarabi and Johari in 2014 study's aim was to investigate the impact of human resources management on the quality of healthcare service and performance. The study shows that human resources management has a strong impact on healthcare quality, and study shows the importance of human resources management to achieve the objectives of health organizations as well, and assure to develop the performance of hospital staff and nurses through periodic training in order to improve and develop the quality and performance of healthcare service sector. In addition, the practices of human resource management are highly important in health sector and modern hospitals need should have alternative approaches for practicing HRM successfully (Elarabi and Johari 2014).

Hassan in 2016 study was conduct to determine the impact of Human Resource Management practices on employee's performance in the Textile industry. Where, results shows that the awareness to Human Resource Management (HRM) practices such as Career Planning, Performance Appraisal, Training, and Employee Involvement, had a positive role in raising the employee's performance, so the institutions should implement these practices to achieve the desired aims. and the study recommended the institutions should utilize a variety of reward and recognition programs that drive behavior that promotes high performance (Hassan 2016). Grigore in 2008 study question we have raised is whether the development of an intensive Human Resource

Management is profitable for small companies. The results of our investigations show that HRM intensity has a strong positive effect upon the productivity, the innovation capacity and small company's profitability. Where, human resources management (HRM) are associated with higher work productivity, higher profits and an rising innovation capacity. This indicate that the human resources management can raising the ability of small companies to select, develop and motivate a labor force capable to produce superior results, and therefore the performances (Grigore 2008). Çalışkan in 2010 study indicated that, the way company or institution manages its Human Resources (HR) has a significant relationship with the institution's results, a revelation that supports the resource-based view, where business competitiveness is related, at least in part, to the investments in company specific assets. Where, the research generally reports positive statistical relationships between the greater adoption of HR practices and business performance. The causal linkage between HR and organizational performance will enable the human resources managers to design programmes that will bring forth better operational results to attain higher organizational performance (Çalışkan 2010).

Wright, Gardner, and Moynihan in 2003 examined the impact of Human Resources practices and organizational commitment on the operating performance and profitability of business units. The results of this study showed the notion that businesses which manage employees with more progressive HR practices, can expect to see higher operational performance as a result (Wright, Gardner et al. 2003). In this research, the human resources management performance evaluation will be study in different sector (oil sector and logistic sector), in our study as Oil Industry institutions sector (Mellitah refinery of Oil & Gas) and as logistic and transport sector (Benghazi port).

### **1.3 The research question:**

1. Does HRM have direct effect on company performance differently between oil to logistic sector?
2. Is HRM motivation different between Oil and logistic sector?
3. Are HRM incentives different between Oil and logistic sector?
4. Is the improvement of human resources management different between two sector (Oil Industry and logistic sector)?
5. Is the audit of Human Resources Management different between two sector (Oil Industry and logistic & transport sector)?
6. Is the effect of human element different between Oil industry and logistic sector?

### **1.4 The study samples:**

According to the nature of the study, we will take samples selection from Industry institutions sector (Mellitah refinery of Oil & Gas) and Supplying and transport sector (Benghazi port).

### **1.5 Data collection methods**

*Questionnaire:* The questionnaire is a useful tool to get the facts and to recognize the reality, as well as circumstances and to identify the views, so in the study questionnaire will be designed to respond to the research variables and to answer research questions. In addition, Microsoft Excel and SPSS software it will be used to analyze the data.

### **1.6 The study importance:**

1. The growing importance that received of the human resources management, and general subjects and their functions, given the mutual influence between the



objectives and functions of human resources from one side and the objectives and functions of the Organization's management from other side as well. The increasing importance placed on human resource management to attention to the development of their activities in order to access to be able to attract the human element, keep it, and develop policies.

2. Shedding light on the management functions and developments in the management culture as well as the challenges that faced by the organizations in different sectors.
3. The study help to the awareness of the public, a trader, and technological development, and others. In addition to a new study field administrative studies on this subject, and thus possible to constitute a reference for any subsequent study.
4. At the scientific level comes to identify the functions of human resources management objectives from the viewpoint of the study sample to participate in shaping the concept of these functions and determine its dimensions are working to maximize the productivity of the human element.

### **1.7 Objective**

The main objectives of the study will be:

1. Shedding light on the nature of the relationship between workers in different sector and human resources management.
2. Attempt to highlight and evaluation of HRM as an effective organization management tool in different sectors.

3. Attempt to highlight and evaluate of HRM impact on organization performance in different sectors.
4. Trying to show the actions and functions of the human resources management and the extent of their contribution to the creation of benefit in the event the institution has exploited that.
5. Clarify the extent the HRM functions that may improve performance.
6. To identify the degree of clarity of human resources management functions and objectives to the employees, and the importance role that played by this administration from their point of view.

### **1.8 Hypotheses**

**H<sub>01</sub>.** Does HRM has direct effect on company performance differently between oil to logistic sector?

**H<sub>02</sub>.** Is HRM motivation different between Oil and logistic sector?

**H<sub>03</sub>.** Are HRM incentives different between Oil and logistic sector?

**H<sub>04</sub>.** Is The improvement of human resources management different between two sector (Oil Industry and logistic sector)?

**H<sub>05</sub>.** Is The audit of Human Resources Management is different between two sector (Oil Industry and logistic & transport sector)?

**H<sub>06</sub>.** Is the of effect Human element is different between two sectors?

## 1.9 Thesis limitations

The study is limited to the borders of the following:

1. **Topical limitation:** the study is limited to the human resources management performance evaluation in different sector: (Industry institutions: company Mellitah) and (Supplying & transport institutions: marine port of Benghazi) in Libya.
2. **The human's limitations:** The study is limited to a group of employees in the company Mellitah oil and gas and marine port of Benghazi.
3. **Time limits:** applied study during the academic year 2016/2017
4. **Spatial boundaries:** the application of the study is limited to Mellitah oil and Gas Company located far western Libya and Benghazi seaport, located in the east of Libya.

## **CHAPTER TWO**

### **HUMAN RESOUCCE MANAGEMENT**

#### **2.1 Human Resource Management (HRM)**

The essence of the human resources management is the human being, with all its economic and productivity value, where the value of consumer as consume what is produced which is spiritual, human value. In addition, the human has passed through several stages of human resource management story. Therefore, the modern concept of human resource management did not settle only after a long series of developments that have passed since the human race, in work exercise (Ulrich, Brockbank et al. 1995).

Organizations are facing many of today's changes, both in the internal or external business environment. These changes increased the pressure on the organization to bring about the changes needed to cope with these challenges. That become imperative for organizations, which want to stay in business, should strive to achieve some of the benefits competitive. Moreover, the most important areas that can bring the organization through which competitive advantage is its human resources. which is one of the most important resources of the Organization, and the means to achieve competitive advantage through human resources, that these human resources are more skill, efficiency, ability, knowledge, and commitment (Ulrich, Brockbank et al. 1995).

Outlook turned out to human in organizations of being an element of the cost that must be reducing to a minimum with the elements, to being out of the organization's assets that can invest in and increase value to the organization as well. This transformation resulted in the perception of individuals to consider individual resource of the organization's resources. Where the human can bring wealth or income through use of his skills and knowledge, and not through the conversion process of change like material resources in order to achieve wealth. Without these skills and knowledge of the human element becomes incapacitated or with limited capacity prevents him from bringing transformation and change. Therefore, for a human resource to become a supplier must have the experience, skills, and abilities needed to perform specialized tasks and preparations. Nowadays, companies have taken on even more central role in building company's competitive advantage (Mohanreddy and Maregoud 2016).

So, the traditional role not work anymore for department of Human Resources management, and not acceptable or sufficient human resources management in light of the changes and challenges that facing the organization of technological advances and globalization, the diversity of skills required, and the difference in manpower combination, all challenges that require different roles for human resources management. Therefore, it is imperative on the functions of human resources management to keep abreast of the stages of organizational development, and adopt strategic orientations in its dealings with its human resources, especially in the field of planning and development of these resources.

In today's world, organizations are in a constant situation of competition (Harel and Tzafrir 1999). Trendy active management of human resources has become based on management philosophy. That look to workers not just individuals, therefore exert a modern task of human resources management is the role of the principles of investigating the human resources management, and concerned how to contribute human resources policies in creating and enhancing the competitiveness of the organization or raise the level of service in the government organization. Then, it is hoped the role of human resources management is the principles which provide advice to senior management, and is working to harmonize between the goals and strategies of human resources with the overall strategies of the organization, that role includes modern tasks carried out by specialists and not just how to implement it. Where, the institutions performance is a measure and evaluate of effectiveness and efficiency (Okpara, ACIA et al. 2015).

The industrial and trade sectors facing some of the challenges, on top of it are globalization. The required preparations to live with, in the light of globalization will be free markets, which listed restrictions of movement, followed by the free capital movement, essay entry of competitors to local markets. In addition, this requires the companies to develop their services, and uses new technologies, reducing costs, and the diversity of its products in order to serve the depositor and investor. Development plans, to remove difficulty to cope with competition (Martell and Carroll 1995).

### **2.1.1 The concept of HRM function**

There is no standard definition for human resource management, where some researcher define human resource management as a set of activities related to access to the organization needs of human resources, develop, motivate and maintained, to achieve the organization objectives and the highest effectiveness levels of Competence. Moreover, human resources management cab be define as a collection policies and practices that required implementing the various activities related to the human aspects that companies need to fullest the practice and administration functions. Building upon and support the idea that believe human capital is one of the most critical components of strategic success for all companies (Martell and Carroll 1995).

The concept of HRM function, can be known as protection of workers and defend their rights, increase the cultural level as well as increase the opportunity for education and training for workers, in order to become more aware of the worker and in order to achieve their desires and goals of the organization together. Through the definitions above, it is clear that human resources management has been access to human resources development and enable these capabilities, contribute and achievement of the objectives efficiently and effectively. Moreover, is also working on the task of human resource needs and providing qualifications and experience required planning at the right time, in addition to training and motivating. Illustrated that human resource management is one of the important economic institution functions, this is by using the human element. Where, human resources management responsibility of all those employees and a description their work and that it is part of the competent administration relationship and individuals working within the project, which is not applied in the field of industry or

commerce only, but in all areas of employment. Development is driven by both organizational and effectiveness criteria (Brewster, HoltLarsen et al. 1992).

From all of the above possible to determine the presidential elements that underpin of human resources management functions (Mohanreddy and Maregoud 2016). Which explained below:

- Ensure that human elements can get the skills to meet the institution requirements.
- Make Estimates that organization needs from the human resources
- Propose policies, rules and regulations that related to employment and wages, bonuses, incentives and benefits, the health and safety of workers, training programs and evaluation of personnel as well.
- Provide fair conditions of employment
- Do put the right worker in the right place
- Applying a fair system based on equality and justice in employment.
- Develop plans for human resources and work on the application.

Human resource management is the process of interest in all things of human resources needed of any organization to achieve its goals, which includes the acquisition of these resources, and supervising the use, maintenance, upkeep, and directed to achieve the organization's goals, and development. While more reactive rather than strategic that industrial relations role was nonetheless significant, it served to both define what personnel work involved and position the personnel management task as a important aspect of the managerial infrastructure (Morley, Morley et al. 2006).



### **2.1.2 Objectives of HRM**

Nowadays, gaining human resources management great importance as one of the functions of the modern organization, Where, it is the management of the most important and precious assets of the Organization. Good administration adopts the optimal benefit from its human resources (managers and subordinates) encourage and cause them the diligence and innovation and create helpful environment, and can be divided into the importance of human resources as follows. As well as the HRM practices influence employee perceptions of climate at the individual level (Bowen and Ostroff 2004).

#### **2.1.2.1 At the organizational level**

- Human resources are increasing their value and productivity by the accumulated expertise. Therefore, increasing its value, importance and benefit by passage of time.
- There are important complementary relationship between human resources management and other departments of the organization.

#### **2.1.2.2 At the national level**

- Human Resources management, it is a basis for independence and influence economic.
- Human resource complement national wealth
- HRM global competition tool
- Innovative minds reduce imported technology bill

- Human Resources effective tool to increase exports
- Active human resources management enhances national security.

### **2.1.3 The role and function of HRM**

The field of strategic HRM has made considerable advances during the past 20 years (Lepak and Shaw 2008). The minute goals for human resources management different from organization to another. In addition, depends on the organization's development stage. For example, look at the charge of the human resources person as the person who takes care of the administrative side of managing people, such as the preparation of employment contracts and maintaining personnel files. Etc. So on the other side of it completely is to look at the person in charge of human resources as an integrated and vital part of the planning process to work and, therefore, human resource management objectives are many and varied. It is clear that all of the organizations in the midst of rapid and quite profound change (Templer, Hofmeyr et al. 1997).

1. Get qualified employees to work in various jobs in order to produce goods and services with the best quality and less costs
2. Make the most of the workers in the production of goods or services in accordance with the efforts of the quantitative and qualitative criteria specified in advance.
3. The achievement of affiliation and loyalty of employees of the organization and maintain their desire to work.
4. Developing the capacity of workers through training to meet the technological and managerial changes in the environment.

5. Create good working conditions enabling employees to do their work well, and increase the productivity and gains.
6. Find objective policies to prevent the misuse of workers and avoid tasks that expose them to unnecessary risks.
7. Employees are also expected to find good jobs that give them the opportunities for advancement and promotion of the organization.
8. The existence of a social and health good insurance for employees.

Organizations do not start with nothing, when they step out onto the HRM road (Ruël, Bondarouk et al. 2004). The most important tasks of human resource management is take over management of these resources more effectively, and to work on the participation of workers at all levels. In addition, dependence on resource mobilization and this is the most important thing for organizations where looking for is currently working as well as the function of human resources management to develop and encourage the stimulation of human resources, which leads to love the organization and work on continuous improvement. HRM also contribute to promote change by encouraging behaviours and creative changes, and that will change and improve the culture of the organization (Ruël, Bondarouk et al. 2004).

#### **2.1.4 Functions of HRM within the organization or companies**

High involvement HRM strategy, which starts with management philosophies and values that emphasize the significance of employees as a source of competitive advantage affect (Bae and Lawler 2000). In order to achieve the objectives of human

resources within the institutions are several management functions we come to mention as follows:

#### **2.1.4.1 The planning of human resources:**

Nowadays, the function and responsibility of human resource professionals have been changed dramatically. It is a one of the most important functions of this administration, aims to assess the needs of the organization of human resources in term of (Ulrich, Brockbank et al. 1995):

1. The types of jobs or the work required;
2. Preparation of personnel required for any jobs types.
3. The "period time" which is about human resource plan
4. To identify the deficits and surpluses in the labor force, helping to take the necessary measures, such as transport, promotion, training of employees.
5. It helps to identify the areas of training and promotion activities, in order to contribute effectively to increase the number of personnel qualified by identifying needs in quantity and quality.

#### **2.1.4.2 Attract human resources:**

It is interested in this search for employees in the labor market, and classify them through employment and tests a rate requests and personal interviews, and other methods, to ensure the choosing of the appropriate person in the right place. The quality of the recruitment process is the outcome of conciliation between the employee's person

and position to be filled and response in his job for this organization relies on two types of polarization are:

*1. Internal polarization:*

The companies is seeking to fill the inability of individuals by upgrading existing individuals, who are working to their advantage of the functions to the highest condition that the necessary qualifications for the position are available.

*2. External polarization:*

In this case the organization fill needs by new employees, in the absence of the necessary competencies to fill the position, or intent to take advantage of the talent available in outside the scope of regulation of the labor market (Lee 2000).

**2.1.4.3 The selection and appointment:**

Selection is the process by which to identify new individuals who meet the capabilities needed to fill the position and specifications, there are several methods and procedures used in the selection process (interview, asked recruitment tests, and medical examinations etc ...). While, the appointment is the process whereby an individual directing to his new job, where it is defined new direct boss and responsibilities, the goals of the organization, the philosophy of senior management, policies and practices, procedures and systems work (Mehrabad and Brojeny 2007).

**2.1.4.4 Human resource development: This is through:**

- 1. Configuration:* Configuration is an essential function of the human resources management, because of which is the rehabilitation and upgrading workers'

capabilities continuous manner, so as to be able to keep up with the transformations. Taking place in the area of work is not progressing become obsolete, so the modern view of the process configuration in the information age, human resources are a future investment and no cost to the organization, as was the case previously (Mehrabad and Brojeny 2007).

## *2. Performance evaluation:*

It is a process that is designed to appreciate the work that done by an employees that allows us to do:

- A. Known the employees who deserves upgrade
- B. Justifies grants and allowances
- C. Dispense shows us the worker that must be trained, or who must be transferred to another job.
- D. It refers to the employees progress of in his work, and it suggests how to increase the effectiveness of supervision;
- E. It allows comparing the performance achieved with the expected and the statement of the corrective actions to be taken.

### **2.1.4.5 To maintain the human resources**

The human resource management, using many methods in order to ensure the commitment of individuals to the objectives of the organization, and through the development of good motivational policies. The motivation or stimulus is the process whereby individuals are encouraged and mobilize the mettle even become active in their business in order to achieve the objectives underlined the policy stimulus, which puts it.

The preservation of the human talent is not something easy, because it involves material and moral factors that might have a big reason for the migration of skilled manpower from developing countries to developed countries was behind of it the absence of a clear policy to maintain these competencies (Tayeb 1998).

## **2.2 Stages and challenges facing HRM function**

Human resources management faced and facing a lot of challenges that are imposed on human resource managers faced that problems effectively through appropriate strategies and policies (Tayeb 1998). These challenges can be grouped into three groups are

- The environmental challenges
- Organizational challenges
- The challenges associated with employees themselves

In the present, a lot of changes have taken place in various fields of work, and the changes may have accompanied many of the challenges and obstacles to human resources management to achieve its objectives in terms of the direction of workers and on the other hand the direction facility (Templer, Hofmeyr et al. 1997). The challenges can be listed as:

1. Increased reliance on modern technology.
2. Changes in the composition of the workforce.
3. Information systems in human resources management.
4. Values and attitudes change.
5. Return, compensation for workers
6. Increasing the size of the workforce.

7. Legislation and government regulations.
8. increasing and growth the number of specialized staff
9. The inability of the executives in the various departments to effectively evaluate performance.
10. Increasing responsibility for human resources management for productivity and profitability.
11. Increasing installations size and complexity of labor relations.
12. The increasing number of mental functioning with a decrease in manual work.
13. The growing need to develop the capacity of workers.

### **2.3 Origination and audit definition and function of the HRM**

Institutions faced significant changes because of increase the size and multifaceted nature of the activities of organizations, human resources management has been unable to identify the shortcomings and obstacles. From this point of view, the needs to find an effective tool to assist management in this field has emerged, which known as auditing, which has a great importance, especially after the falls, that touched the top institutions in the world. This tool would work to minimize the mistakes and identify deviations that arise within the organization. There were many definitions, which dealt with this issue. Where most of definition known as, a regulatory process carried out by professionally independent viewer to giving, the thing about the examines complies with applicable auditing. Also known as a systematic way in a coordinated introduction of a professional party using a range of technologies of information, and evaluation in order to issue a reasoned and independent judgement, based on the evaluation criteria, assessment of the credibility and effectiveness of the system and procedures for the organization.



Nowadays, public sector and non profit organizations continue to wrestle with the challenges of defining and managing their effectiveness and performances (Bargerstock 2000).

Auditing can be considered, as an organizing operation for collecting the evidence sufficient and convincing process to evaluated objectively, by a qualified person to express an opinion on the extent of representation and match the information on the economic unity of reality reasonably in light of the specific standards. Moreover, reporting this irrigation for those interested in the affairs of the economic unit to assist in decision-making. Through previous definitions it is clear that audit is organized and systematic process to gather evidence of proof and demonstrate compatibility between the results and the specified criteria (Lee 2000). In addition, it can draw the following conclusions:

- Audit is the help function on performance so that a range of planned measures includes the pre and by the references based on the goals and standards ruler.
- An audit represent means of communication through the report, which provides a neutrality opinion.
- Auditor not limited to the financial statements in the enterprise, but includes all the procedures and policies, promotion etc ... indicates that a comprehensive definition of the application of the audit in the organization.

### **2.3.1 Audit function**

It should be understood that in order to secure the operating efficiency, performance and user or client satisfaction, an appraisal of the results of the human resources function is necessary. The set of functions that take into account the nature of the audit, and types of problems that deal with that situation, is tantamount to a set of empirical functions that should be subject to a study in critical even met with the general acceptance of the profession, empirical functions for review are as follows (Olalla and Castillo 2002):

1. Viability of the financial statements for examination:

It is noted that the assumptions related to the existence of the audit profession, if data and financial statements were not subject to examination, there is no justification for the existence of this profession.

2. There is no conflict between the interests of Auditor and the interests of the organization management:

Auditor is one of the important tools that rely on enterprise management in making decisions report. Therefore, benefit from the information that has been reviewed greater than those unreview.

3. Financial statements and any other information provided to the examination most be absence of any faults:

Auditor in this case not be able to detect those, which resulted from collusion among employees that requires audit extensive tests, to discover perhaps this form of private errors.

4. Have a system of internal control:

The strength of the internal control system is one of the most important obstacles to the perpetrators of unintended errors, where internal control structure is applied in the enterprise as starting point for the work of the external auditor. Whenever the system is intact, the more Auditor confidence in the actions of administrators.

5. The auditor carries on his work only as a reference:

If the auditor want to express an opinion on the safety of the financial statements, the work request should be limited to just this task, regardless of the potential references and their ability to perform other tasks.

6. Generally, the appropriate application of accounting principles accepted:

Lead to the safety of the representation of the financial statements of the budget and the results table, which give possibility to hypothesis be inferred references in this research accounting principles, generally accepted as an indicator to judge the integrity of the organization.

7. Elements and vocabulary that was true in the past will be so in the future as well:

This hypothesis means that if it turns out to be the auditor of internal control and rational management of the actions it is assumed that the situation as well as continue in the future, unless there is contrary evidence, and vice versa.

## **2.4 Audit of the HRM tasks**

Function Audit of human resources management newly emerged, where audit introduced to the various fields of management, and is considered the social audit of broader mechanisms, due to the expansion of employment and overlapping qualitative elements in fields (sociology, psychology, economics, finance, and accounting). Interfere in all the activities of human resources management such as human Employment, polarization, configuration, training, promotion, wages, predictive of human resources management, and collective labor relations (Olalla and Castillo 2002).

As the financial and accounting reports are interested and focused only on the financial and accounting aspects without reference to performance that related to information to human resource management of institutions. In addition, to meet the new requirements became there is an urgent needs to look for ways to better assess the social impact of the plans and programs. Which demonstrates the need for a model comprising social information and providing the means for a more just and objective institution, restrict and stakeholders in the performance of its functions and is the essence of general audit (Florkowski and Schuler 1994).

There are many definitions that were given to audit of human resources management function, as part of the framework of the social audit or scrutiny of individuals or auditing of human resources management. Moreover, most importantly it is a regulatory process, review and evaluation of the institution by senior management by checking for all departments and the activities of the human resources management function of procedures, functions and systems, practices and strategies and documentations. It's also

a process, that evaluates an orderly and rational social content of the programs and activities of the organization, and reporting those results to the parties concerned (Lee 2000). Through previous definitions can extract the most important thing, which stated :

1. Is the official work overseen by senior management and is implemented by the auditors.
2. The process of systematic evaluation of performance and not judged.
3. Encourage the interest with social content activities, it is known that each employee will direct his attention to those activities, evaluate and report them regardless of which raises the report.
4. Working to improve human resources through value-added.
5. Performance tool to guide and monitor the effectiveness of human resources.
6. Able to detect deviations and addressed before the escalation.
7. Collection of information from available sources inside and outside the institution.
8. Provide advice and recommendations to correct deviations.

The auditing have several basic tasks of the HR function in the organization (Lee 2000). which contribute to the creation value to the organization and achieve its strategic goals, and is to achieve four sectors:

***The First:*** how effective (quantities) with the service price.

***The second:*** ensure proposed quality and quantity of the necessary steering services and achieve operational and strategic objectives of companies.

*Third:* pay towards the development and achievement of the culture and the work of the organization and the kinetics of the internal and external network for workers defenders to change.

*Fourth:* participation in the stimulus and the involvement of employees, trainers and oversees the security and working conditions.

#### **2.4.1 Objectives of the audit HRM function**

The purpose of the audit human resources management is to identify the strengths and weaknesses and identify needs to improve the function of human resources management. Which done by examination through which is detected dilemma, then the supply the advice and recommendations to address these problems, the most important objectives that seek a review of human resources to achieve the following (Lee 2000):

1. Ensuring the effectiveness of human resources management in the organization.
2. Instill a sense of confidence in human resources management.
3. Check compliance with administrative systems.
4. To maintain the reputation and continuity of the organization in the community.

### **2.5 What is the performance**

#### **2.5.1 The concept of enterprise performance**

Performance known as a behavior that the individual contributes to the expression of his contributions to achieving the organization objectives, that supports and promotes by the organization and to ensure the quality, through training knows. some researchers, limits

the performance by making it synonymous with either the efficiency or effectiveness, where others believe that the notion of productivity (effectiveness) is equal to the concept of the overall performance, and on this basis has been known that the performance on the relationship between the allocated resources and the results achieved. Where Product quality is a predictor of overall performance, organizational commitment and esprit de corps (Greenley 1995).

Unlike they focused only on the effectiveness, all others they have gone to focus on performances alone where known it as the targets or outputs that the system seeks to achieve. There are good reasons why subjective measures of company or organization's performance have been and will continue to be employed (Wall, Michie et al. 2004). In fact, the efficiency and performance are two sides of the same coin, when it comes to measuring achievement. Also reflects this trend, which defines performance from two dimensions together known as the relationship between the result and the effort, is also a known in most cases as quantity that showing the status or the degree of achievement of goals and objectives, standards and plans adopted by the organization (Bowen and Ostroff 2004). Generally, we can know performance as following:

1. Performance is a human effort.
2. It is to show the link between aspects of the activity and the objectives of these activities, which seek to achieve within the organization.
3. Performance focuses on the achievement of the objectives and plans with minimal effort and cost.
4. Is the extent to which the objectives of the organization to ensure the quality.

5. Is the relationship between the outcome (effectiveness) and effort (performance).

## **2.5.2 Types of enterprise performance**

Performance types vary depending on the criteria used for classification. If we look at it in terms of comprehensiveness. We find that the performance may be a special for institution, where all its functions contribute without discrimination among them. it has been partly be any different performances achieved by the sub-systems of the institution like performance and function of human resources management and may be as an internal and an external source, it may be by nature an economic, technological, administrative (Teece 2007).

### **2.5.2.1 According to the source standard**

#### *A. Internal performance:*

Produces internal performance of the following combination (Weir, Laing et al. 2002):

- 1) *Human performance:* the performance of the enterprise employee's resource who could be considered a strategic resource capable of making value and achieve competitive advantage through the conduct of their skills.
- 2) *Technical Performance:* is the organization's ability to use its investments effectively.
- 3) *Financial performance:* lies in the effective mobilization and use of financial means available.

#### *B. External performance:*

It is caused by changes that occur in the periphery of the organization performance. This kind of performance required to analyze results of the institution, where this is easy



when it comes to any variables that can be measured and determine their impact (Weir, Laing et al. 2002).

#### **2.5.2.2 According to the standard comprehensiveness:**

According to this standard the performance divides within the organization to overall and partially performance

##### *A. Overall performance:*

It is embodied in the achievements that have contributed by all the elements, functions and subsystems of the institution, and in the context of this kind of performance can we know about the scope and modalities of achieving the institution, overall goals, profits, comprehensiveness, growth ... etc.

##### *B. Partial performance:*

It checks the subsystems of the institution level is divided in turn into several types retardation depending of merit for evaluating enterprise elements. Which can be divided by functional criterion to perform the function of human resources, performance of supply function, performance of marketing function, the performance of the financial function (Birkinshaw, Hood et al. 2005).

#### **2.5.2.3 According to the standard nature**

Performance can be classifying into economic performance, technological performance, and administrative performance, that explained below:

##### *1. Economic performance:*

Is the primary task of economic performance that the economic foundation were trying to achieve it. In addition, is the surplus that the enterprise earn from behind to maximize their outputs. Moreover, usually measured using profitability measures of various kinds, it relies on the records of the institution to be evaluated, as well as prepared the lists and reports, and then, the evaluation of economic performance is the financial analysis tools, including reliable of financial ratios and indicators.

### *2. Technological performance:*

The organizations shall have a technological performance, when determined during the planning process targets technological like control in technological particular area, often to be top technological scorer to institution that emerges due to technological importance.

### *3. Management performance:*

The administrative performance start from the plans, policies, and operating an efficient and effective manner, and this is accomplished with a good selection of the best alternatives that achieve the highest possible output, and to assess management performance can use various methods such as reports, operations and programming.

### **2.5.3 Importance of performance**

As noted through previously, the perception of the performance was just the time that takes the employees and equipment to determine the high rates of performance, but quickly developed that view, according to developments in the business environments. The economic performance, one of the most important issues that determine the degree of development and organizing of the economy, which in terms formed on the material foundations of society and that provide way towards civilization and social welfare.

Therefore, is built primarily based on the material accumulations and financial achieved by organizations or countries which directly reflected on the evolution of National income (Dickerson, Gibson et al. 1997). For these reasons was the attention to performance measurement since ancient times.

#### **2.5.4 Performance Audit and measurement.**

The concept of performance measurement proved the existence of differences between employees with each other, these differences led to effects on the validity of the workers on the one hand, and the institution performance on other hand, due to the existence of these differences was necessary to identify the performance of employees and their behavior. Intended to assess the performance of employees, is to study the performance and analyze the performance of employees for their work and observe their behavior and actions while working in order to judge the extent of their success and the level of their proficiency in carrying current to their work. Moreover, to judge the growth and progress of the employees possibilities in the future and carry it to the responsibilities of the largest, or upgrade to another positions (Barzelay 1997). Thus, we find that it involves the following:

- Setting and prepare rates for work.
- Assess the actual employee performance compared to these rates.
- Add to employee feedback with a view to urging a person to get rid of the disadvantages of performance or to continue to perform above the required rate.

### **2.5.5 The importance of performance measurement**

The importance of performance evaluation is to help those who are working to get best performance, to help to identify weaknesses and shortcomings in the performance, to work on the treatment design capable to developing and improving future performance by training programs, consolidate the strengths and diversify incentives. Convince good staff the importance and usefulness exert more efforts to identify employees that who fit to work and who is required to dispense them, as should everyone notice that they are accountable and accountable, and that their progress up the career ladder depends on their achievements and their discipline or the sense management are reviewed the findings. Further explanation of this importance actively projected. Knowledge about customer satisfaction and its determining factors is consequently of fundamental significance for operating companies (Hock, Ringle et al. 2010).

### **2.6 The impact of audit HRM to improve performance**

The main goal of any organization is to ensure survival in the business world and achieve the kind of continuity in the light of local and global variables. Moreover, there are numerous attempts and many entrances to improve performance, which aim to achieve a protection for the Organization. The most important of these attempts, the entrance of the organizations to development. Where the entrance of management by objectives and the entrance of management by results. As well as total quality management entrance and the entrance to the global standard specifications, the entrance to the audit, and the varied objective basis for the leadership of the organization is to become the continuity, is not only to improve the organization's performance, planned and sustained manner. On the above, the impact of audit and human resources

management function to improve performance in the achievement of the objectives of improving performance through (Barzelay 1997). thus can be imagined in the following areas:

1. Encourage managers to exercise leadership, not the presidency.
2. The pursuit of impressive achievements.
3. Adoption of a policy change is constant at all organizational levels.
4. Focus on being a leading institution in the main sector.
5. Focus on quality throughout the enterprise.
6. Investment in human resources to reshape the competitiveness and investment.
7. Orientation to deepen along with the services and direction to handle the logic of globalization.
8. Providing systems and mechanisms of information analysis.

## **2.7 The awareness**

Awareness is a major requisite for management, whether it is business management, industry management or marketing management. Nowadays, awareness become an integral and indispensable part of management policies and practice, especially human recourse management policies. Awareness affect and importance is more pronounced in people-centered HRM policies and practices (Mohanreddy and Maregoud 2016).

### **2.7.1 The awareness and HRM**

The awareness of importance of HRM has been recognized by large enterprises. A lot of companies are aware of the determining role that human resource management practices

play in augmenting the competitive advantage of the firms by augmenting the competencies and core competencies of their employees. The institutions in all sectors are also aware that HRM practices have bearing on organizational performance. That given a knowledge those employees are not merely walking costs, more than that, they are running values. In fact, large institutions have recognized the awareness of impact of HRM. Many of companies are aware of the determining role that human resource management practices play in augmenting the competitive advantage of the firms by augmenting the competencies and core competencies of their employees.

### **2.7.2 Self awareness**

Self-awareness is the most crucial competency associated with work place emotional intelligence (Okpara, ACIA et al. 2015). Where the first step to be emotionally intelligent is to become as self-aware as possible. In addition, emotional intelligence is a recent construct and was made popular and brought to the realm of business by Goleman, (1998), who argues that it could be more effective for the management of business affairs than our cognitive ideas.

Self-awareness consists of emotional abilities that enable us to be more effective and form outstanding relationships in the work place. Self-awareness is the ability for one to recognize his or her emotions and their effects. This reflects the importance of recognizing one's own feelings. And how they affect one's performance (Okpara, ACIA et al. 2015).

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Oil sector (Mellitah refinery of Oil & Gas )**

##### **3.1.1 General introduction of the Mellitah refinery of Oil & Gas**

Mellitah Oil & Gas B.V Libyan Branch was established by General Peoples Committee Resolution No. 253 for the year 2008 issued on 21/04/2008 in accordance to an agreement concluded between the National Oil Corp. and Eni North Africa on 16/10/2007. This Agreement stipulates on amalgamation of the assets and activities of both Eni Oil and Mellitah Gas, to start effective as of 01/01/2008.

The national oil corporation (NOC) also signed on 30/10/2008, an Agreement of Shareholders upon which Mellitah Oil & Gas is assigned to manage and operate the Oil Operations of the Concessions signed on 12/06/2008. This Agreement included six agreements of EPSA 4. Thus, Mellitah Oil & Gas ranks as the biggest oil Company in Libya by producing 600,000 equivalent oil barrel/day ) Crude Oil, Natural Gas, Condensed Gas: Propane, Butane and Nafta ( in addition to a daily production of 450 tons of Sulphur.

The Company manages several onshore fields spread across the country. It also manages offshore fields consist of three platforms and a floating tank. Moreover, it manages a network of onshore pipelines of various sizes extended for thousands of

kilometers. The company is exporting part of the processed natural gas from Mellitah Industrial Complex through an offshore pipeline) of 32 inches / 516 km (connecting Mellitah Industrial Complex to the southern coast of Italy, and managed by the Green Stream. This offshore export Line is considered to be the first link between Libya and Europe (Hasan, Gambri et al. 2009).

Mellitah Oil & Gas is also participating in covering a great deal of the needs of the natural Gas local consumption, which feeds Generating power stations.

### **3.1.2 Company Achievements of Mellitah refinery of Oil & Gas**

In view of the size and complexity of the project and the distribution of the various activities among several geographical locations both onshore and offshore, the WLGP was sub-divided into (8) major project packages to be executed through individual contracts, which were awarded to several major EPC/EPIC contractors. This contracting strategy proved to be very successful and led to the execution of the project within the approved budget and in record time. Having completed the basic design and feed for the WLGP development drilling activities commenced in both fields during the year 2002. The project execution activities started in September 2002 with the Wafa Project. The WLGP entered the production phase in September 2004 reaching the peak production in early 2006. Since then, the project has achieved record production rates of 323,000 Bbls of Oil Equivalents (BOE) per day on December 13, 2006.

#### **3.1.2.1 Main Achievements**

Daily Production of 323,706 BOE



### **3.1.3 Organization Structure**

*Western Libya Gas Project:* The Western Libya Gas Project comprises a set of large Gas/Oil processing plants, worth more than 6 billion U.S. dollars in total investment, developed by Mellitah Gas a joint venture between National Oil Corporation of Libya and ENI Italy. These plants process raw gas and oil produced from the Wafa Onshore and Offshore Bahr Essalam Fields. The refined sales gas and other products, such as stabilised oil, condensate, propane, and butane are exported respectively via subsea pipeline to Italy and to Local and other markets via tankers and carriers.

#### **3.1.3.1 Onshore Section**

The onshore section was divided in the following 3 main packages:

- Wafa Plants (Desert and Coastal)
- Mellitah Plant
- Pipelines
- Wafa Plants (Desert and Coastal)

Wafa Desert Plant, 525 Km SW of Tripoli comprises 37 Oil and Gas wells connected through 207 Km gathering lines to the Central Plant. This plant provides primary separation of gas and liquids. The gas treatment comprises of DEA-CO<sub>2</sub> removal, 2 train dehydration, 2 train dew point control and export compression unit. The sales gas is transported via 32" pipeline to the Wafa Coastal Plant in Mellitah ready for the export. The Liquid treatment comprises of stabilization, separation and desalting units. The liquids are transported to the Wafa Coastal Plant via the 16" pipeline for further treatment. This plant includes also utility facilities, logistics and airstrip

- Mellitah Plant

This plant is part of the Mellitah Complex and treats the raw gas and un-stabilized condensate received from the Sabratha Platform, 110 Km offshore Tripoli, via 36” and 10” subsea pipelines. The process units include 3 trains gas sweetening, gas dehydration, sulphur recovery, stabilization, LPG fractioning, steam turbine power generation, solid/liquid sulphur storage and loading. As per Wafa, the treated gas is sent to Green Stream Compression Station and then to Italy. The contract was awarded to ABB Lummus/Snamprogetti/HDEC consortium on November 2002 and first gas was achieved in September 2005.

- Onshore Pipeline

The 525 Km onshore pipeline system comprises of 32” gas and 16” oil/condensates pipelines. Both pipelines run in parallel from Wafa Desert Plant to Mellitah (Wafa Coastal) where the sale gas is exported to Italy and the oil/condensate, after further treatment for LPG fractionation, is exported via Jetty and SPM facilities. The pipeline consists of 16 valve and 4 pig trap stations. It also includes a leak detection and emergency shutdown system, as well as a fully integrated data transmission system. The contract was awarded to CPECC of China on May 2002 and was completed. The contract was award on 17/6/2002 and completed on 16/8/2004.

### **3.1.3.2 Offshore Section**

The NC-41 Block offshore Libya covers an area between 30 km and 350 km from the Libyan coast in water depth ranging from 70 to 350 m. The field development envisages gas exploitation from the ‘C’ hydrocarbon bearing structure with a target of 6

BSCM/year. This C-structure is 50 km long by 4 km wide in a water depth ranging from 160 to 210 m, with a WSW-ENE orientation, about 110-km from the Libyan coast. The offshore section was divided in the following 3 main packages:

- *Sabratha Platform*
- *Subsea System*
- *Gathering Pipelines and Export Trunk lines*

- **Sabratha Platform**

This platform is designed to process gas and condensate from several reservoir areas. The Bahr Essalam fluids are produced on the Sabratha Platform (15 wells), and the others will be produced via subsea wells located at 25, 15 Km from the Sabratha platform. After separation and dehydration of the fluids on the platform, the gas and condensate will be exported separately to shore approximately 110 km away for further processing. The platform has been designed to guarantee a rate of 6 BSCM/Y of sale gas at the outlet of the onshore gas plant.

### 3.1.4 Company management structure

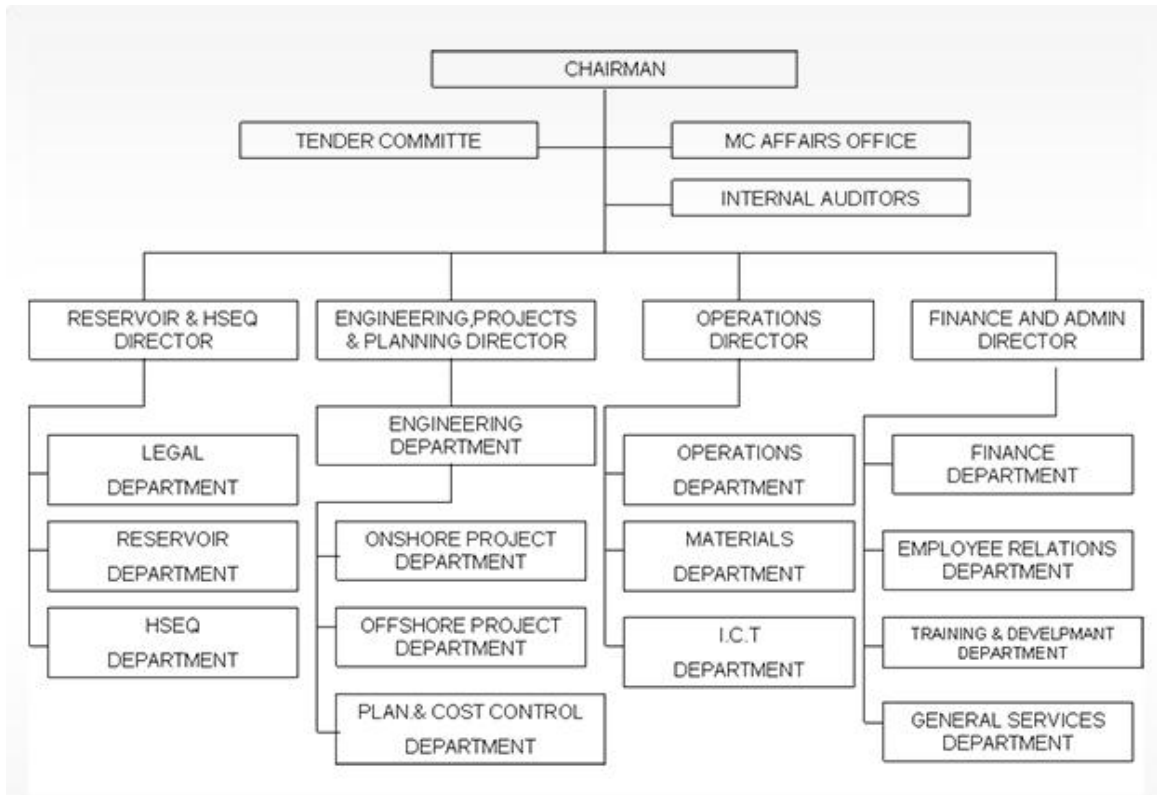


Figure (3-1)|: shown company management structure.

## **3.2 Logistic sector (Benghazi port)**

### **3.2.1 General introduction of Benghazi port**

The port of Benghazi, is one of the ports for the benefit of Libyan association for ports and maritime transport. Which plays a port vital role and important role in the development of the national economy, through its services and facilities that directly contribute to the recovery and raise the annual income, and level of the community and gaining Benghazi seaport importance through geographical location.

The port where the centre of the Libyan coast that bordering on the coast of the Mediterranean Sea and close to the Western European and African countries and the Arab world, all that give to port the great importance.

### **3.2.2 A historical overview of Benghazi port**

Accommodating vessels of up to 167.6 metres (550 ft) long with drafts of up to 8.53 metres (28.0 ft), the port has six main berths.

#### *Inner harbour:*

Three berths at Rasif Libya Wharf and Rasif Juliana Wharf, total 494 metres (1,621 ft) in length. Can handle roll-on/roll-off, with two dedicated tanker berths:

- *Rasif Libya:* depth of 4.8 metres (16 ft)
- *Rasif Juliana:* depth of 3.1 metres (10 ft). An extension buoy can handle vessels to 107 metres (351 ft) with drafts of up to 7.3 metres (24 ft)
- *Outer harbor:* 3xberths, 778 metres (2,552 ft) in length, depth of 8.2 metres (27 ft)

Work is underway to add 3,000 meters (9,800 ft) of additional quay and related facilities.

### **3.3 Determine the Methodology and research tools**

In the light of the problem of the study and the objectives of this thesis, the study model was developed in order to reflect the human resource management performance evaluation in different sectors. The start-up was a presumption that human resource management performance has a significant impact on company. All these factors, if taken into account, are supposed to be play a pivotal role in improving the efficiency of evaluating managerial performance.

The various observations were taken into consideration before the final release of the questionnaires form. Many of the paragraphs were modified to make the model more capable of portraying the elements of the problem and achieving the study goals.

#### **3.3.1 Study Approach**

In the light of the objectives of the study, and the questionnaires that we are trying to answer. The descriptive approach has been used. The descriptive approach is not limited to the collection and classification of data, but it goes further, because it includes a degree of interpretation of these data, in addition to describing the reality and its interpretation. The descriptive approach was used in the research based on the data sources on the subject of the study by reference to books, articles and previous studies to identify the technical means and how to use them in the field of administrative activity of the organizations and companies to improve their performance.

The descriptive approach was applied on the basis of the data obtained from the study results, which formed the opinions of the respondents on the questionnaires that were

prepared according to the study aims. Then analyzed and interpreted the results of these data to reach a solution to the problem.

### **3.3.2 The limits of the study:**

#### **3.3.2.1 The time domain:**

The study data were collected during 2016-2017

#### **3.3.2.2 Human domain:**

The study was limited to all employees of the companies of Mellitah oil and gas and the with divisions within the two companies. While the study focused mainly on the categories of employees who are the most effected by management decisions within the companies, we took a sample of Benghazi marine port consisting of 100 employees and 100 in Mellitah oil and Gas Company. They were randomized randomly, because we did not identify individuals by themselves. The sample included all departments without exception. This is so that the sample will be more representative of the study community.

Table (3-1): showing questionnaires numbers divided on companies.

	Mellitah Oil & Gas Company	Benghazi port
Samples No.	100	100

We distributed 100 questionnaires and retrieved them in full 100% so we thank all the staff of the Benghazi Marine Port for their cooperation with us. while, 100

questionnaires in Mellitah company and retrieved only 100 questionnaires about 100% of total questionnaires.

### **3.3.3 Study Tools**

A questionnaire was designed to collect the data that needed to examine the hypotheses of the current study according to the following steps:

*1. Determine the purpose of the questionnaire*

The questionnaire method was developed to collect data related to the variables of the study so that there are sufficient indications of honesty and consistency. The questionnaire was followed by the scientific methods used to construct such questionnaires, which can be summarized in determining the purpose, main and subsidiary dimensions and procedural definitions.

*2. The tool reliability and stability*

The way that the questionnaire was constructed was regarded as an indication of its logical sincerity, as well as the honesty reflected in the opinions of the arbitrators. Number of items that tested and its dimensionality affected in the alpha value (Cortina 1993, Tavakol and Dennick 2011). There are different references about the acceptable values of alpha, which is ranging from 0.70 to 0.95 (Nunnally 1975, Bland and Altman 1997, Tavakol and Dennick 2011, DeVellis 2016).

For determining the "stability of the instrument", the Caronbach's Alpha test was used and the stability coefficients according to the axes were as follow table:



Table (3-2): showing caronbach's Alpha test.

Questionnaire Part	Caronbach's Alpha
HRM Performance	0.930
The characteristics of human resources	0.741

Our results related to HRM performance is 0.93 and its up to 0.70 that mean it reliable and for the characteristics of human resources is up to 0.70 that mean it reliable.

*3. Identify the dimensions measured by the questionnaire*

In order to achieve the previous purpose of the questionnaire, it was designed to measure the main and sub-dimensions of the research.

*4. Questionnaire paragraphs (study tool)*

Analyzed each area of study and formulated in the form of a number of questions sufficient to measure each of these areas, and took into account the selection and formulation of these paragraphs as follows:

- Fit the measurement to the dimension that should be measure.
- Including the dimension of sectors.
- The questionnaires clear and free of linguistic fillings
- "Positive" in some of them and "negative" in others to ensure that respondents focus.

The degree of potential responses to the paragraphs was measure by a five-point scale, ranging from (strongly disagree to strongly agree), as shown in Table (3-3), and Degree of knowledge and use table (3-4):

Table (3-3): showing the degree of potential responses to the questionnaires (Approval scale).

Approval scale	No. of point
Strongly Agree	5
Agree	4
Neutral	3
Disagree	2
Disagree strongly	1

Table (3-4): showing the degree of potential responses to the questionnaires (Degree of knowledge and use).

Degree of knowledge and use	No. of point
My use of the Internet is very weak	5
Beginner	4
Intermediate	3
advanced	2
My use of the Internet is very weak	1

### 3.3.4 Data collection tools

Questionnaires are one of the most widely used means of collecting data (Rowley 2014).

The research questionnaires distributed and collected, with full assurance of sampling

that their answers would be strictly confidential and would only be used for study purposes.

### **3.3.5 The research sample**

The MS Excel and statistical package for social sciences SPSS has been used. Where, (Statistical Package for Social Science) SPSS. To calculate the percentages and frequencies of the descriptive analysis of data and the mathematical mean to determine the extent or low responses of the questionnaire. The standard deviation has been calculated to know the variance of the responses (to measure dispersion in responses), where the mean was measured as follows:

#### **3.3.5.1 Standard deviation & Mean**

Standard deviation, calculated by used SPSS software where the value less than 1 indicates concentration and non-dispersion, indicating that there is convergence of responses. The standard deviation that greater than or equal to 1 indicates the lack of concentration in the answers and their dispersion, indicating the variation in the answers and their divergence around the content of the phrase.

#### **3.3.5.2 Independent-Samples T Test**

The Independent-Samples T Test, it calculated by used SPSS software, which procedure compares means for two groups of cases. Ideally, for this test, the subjects should be randomly assigned to two groups, so that any difference in response is due to the treatment (or lack of treatment) and not to other factors. And the main aim is finding Statistically significant differences.

## **CHAPTER FOUR**

### **RESULTS DISCUSSION AND ANALYSIS**

#### **4.1 Discussion the results of the survey**

The main objectives of the study are shedding light on the nature of the relationship between workers in different sector (Oil & Logistic ) and human resources management, and attempt to highlight the importance of the HRM as an effective organization management tool in different sectors. As well as the attempt to highlight the HRM performance evaluation in organization's employees in different sectors.

Moreover, trying to show the actions and functions of the human resources management and the extent of their contribution to the creation of benefit in the event the institution has exploited that. Clarify the extent of the HRM functions that improve performance as well as to identify the degree of clarity of human resources management functions and objectives to the employees, and the importance role that played by this administration from their point of view. By examining the research hypothesis that relates to the parameters of its structural model, and for this purpose, the software used the Microsoft Excel and SPSS program.

## 4.2 The demographic characteristics of the study sample

### 4.2.1 Mellitah Oil & Gas Company

As the Mellitah oil & gas company represents the study society in the field of industry, the sampling unit includes 100 employee staff in light of the size of the sample society. The sample groups represented by number of employees in the administrative and technical departments.

In order to identify the personal and functional characteristics of the research samples, the results in Table (4-1) show these characteristics in sub-variables, as follows:

Table (4-1): show characteristics of research samples of Mellitah oil & Gas Company.

<b>Variables</b>		<b>Categories</b>	<b>Repetition</b>	<b>%</b>
Gender	1	Male	74	74
	2	Female	26	26
Age	1	Less than 20	10	10
	2	20-29	20	20
	3	30-39	25	25
	4	40-49	32	32
	5	More than 50	13	13
Function	1	Department Head	2	2
	2	Specialized	10	10
	3	Engineer	30	30
	4	Technical	15	15
	5	Employee	15	15
	6	Others	28	28

Education level	1	Primary	0	0
	2	secondary	2	2
	3	Intermediate	15	15
	4	diploma	28	28
	5	B.Sc.	40	40
	6	Master	10	10
	7	Ph.D.	5	5
Experience	1	1-5	20	20
	2	6-10	27	27
	3	15-11	35	35
	4	15 and more	18	18
Training	1	Yes	81	81
	2	No	19	19

#### 4.2.1.1 Gender:

The research samples was divided as showing in figure (4-1), into gander groups, but in different percentages, mostly in the samples are male categories about 74%, and 26% was female.

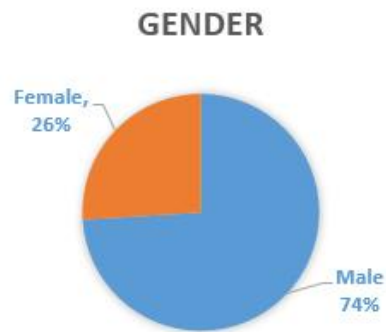


Figure (4-1): showing research samples of Mellitah Oil & Gas company gander.

#### 4.2.1.2 Age:

The research samples Mellitah Oil & Gas company was divided as showing in figure (4-2), into five age groups, but in different percentages, mostly in the fourth categories, 40 to 49 years, 32%, 30 to 39 was 25%, 20 to 29 get 20%, and the more than 50 years group has 13%. The lowest age group for those aged less than 20 years they get 10%.

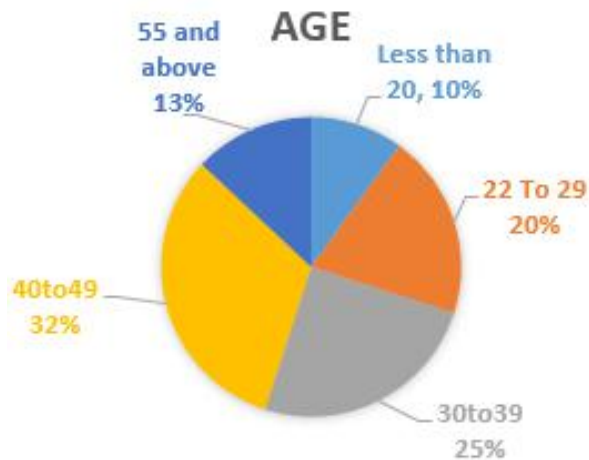


Figure (4-2): showing research samples of Mellitah Oil & Gas company Age.

#### 4.2.1.3 Job Location (function):

As in Figure (4-3) for the job position of Mellitah Oil & Gas Company, 30% of the study sample were from the engineer category, and just 2% were head of department, 15% were both technical and employees, specialized was 10%, 14%.

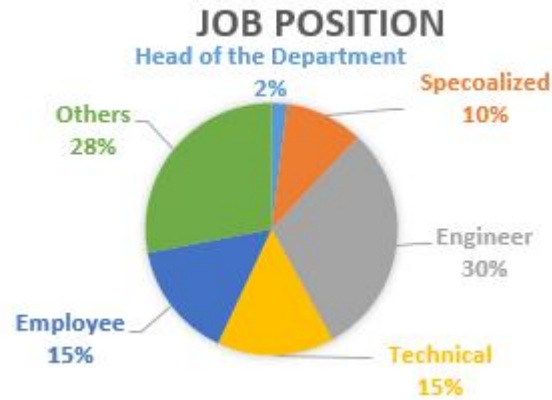


Figure (4-3): showing Job location of research samples of Mellitah Oil & Gas company.

#### 4.2.1.4 Education level (Qualification)

The degree of bachelor's degree in the study sample constituted 40% of the Mellitah oil & gas Company study sample, the highest percentage among the other achievement levels followed by 28% Also form diploma as showing in figure (4-4). The percentage of intermediate holders was 15%, and the master's degree was 10%, and Ph.D. 5%, secondary 2%, while the sample of the study was primary.

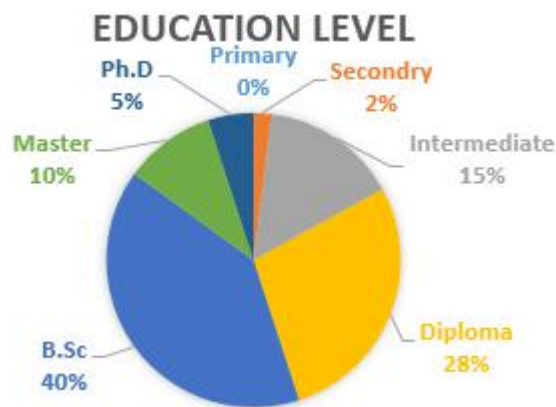


Figure (4-4): showing Education level of research samples of Mellitah Oil & Gas Company.



#### 4.2.1.5 Years of Experience

Figure (4-5), showing with regard to the number of years of experience of Mellitah Oil & Gas company, where 18% of the sample has more than 15 years of experience, while 35% of the sample has 11 to 15 years of experience, also 20% for category 1 to 5 years. While 27% for 6 to 10 years an experience.

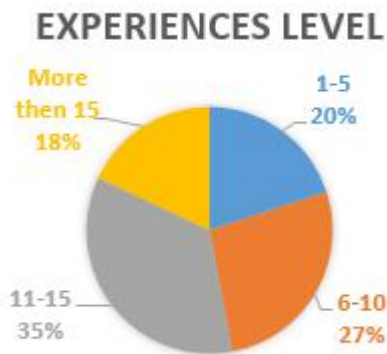


Figure (4-5): showing Experience level of research samples of Mellitah Oil & Gas Company.

#### 4.2.1.6 Training

The research samples was divided as showing in figure (4-6), The question is whether the participants are enrolled or take any training courses by Mellitah Oil & Gas Company. The repetitive distributions of the participants in training courses in any of the technical means that may support them in work and improve their performance. Were about 81% they get some training while 19% never get any training.



Figure (4-6): showing research samples of Mellitah Oil & Gas Company.

#### 4.2.2 Benghazi Marine Port

As the Benghazi Marine Port represents the study society in the field of transport and transport, the sampling unit includes all the staff, and in light of the small size of the sample society. The sample group, is represented by the total number of employees in the administrative and technical departments.

In order to identify the personal and functional characteristics of the research samples, the results in Table (4-2) show these characteristics in sub-variables, as follows:

Table (4-2) show characteristics of research samples of Benghazi Marine Port.

Variables		Categories	Repetition	%
Gender	1	Male	82	82
	2	Female	12	18
Age	1	Less than 20	5	5
	2	20-29	16	16
	3	30-39	30	30
	4	40-49	33	33

	5	More than 50	16	16
Function	1	Director	2	2
	2	Department Head	21	21
	3	Unit Head	20	20
	4	Engineer	14	14
	5	Office Manager	15	15
	6	Employee	28	28
Education level	1	primary	0	0
	2	secondary	0	0
	3	Intermediate	17	17
	4	diploma	31	31
	5	B.Sc.	45	45
	6	Master	7	7
	7	Ph.D.	0	0
Experience	1	1-5	17	17
	2	6-10	25	25
	3	15-11	25	25
	4	15 and more	33	33
Training	1	Yes	25	25
	2	No	75	75

#### 4.2.2.1 Gender:

The research samples was divided as showing in figure (4-7), into gander groups, but in different percentages, mostly in the samples are male categories about 82%, and 18% was female.

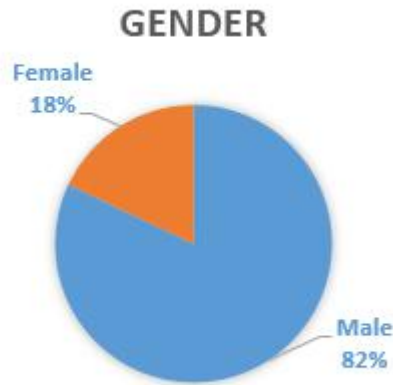


Figure (4-7): showing research samples of Benghazi Marine Port gender.

#### 4.2.2.2 Age:

The research samples was divided as showing in figure (4-8), into five age groups, but in different percentages, mostly in the fourth categories, 40 to 49 years, 33%, 30 to 39 was 30%, 20 to 29 get 16%, and the more than 50 years group has 16%. The lowest age group for those aged less than 20 years they get 5%.

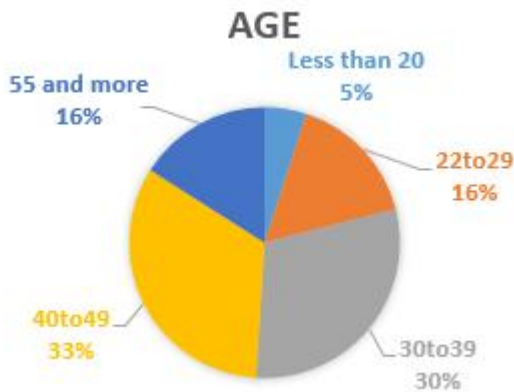


Figure (4-8): showing research samples of Benghazi Marine Port Age.

#### 4.2.2.3 Job Location (function):

As for the job position, 28% of the study sample were from the employee category, 21% were head of department, 20% were head of unit, engineer was 15%, 14% Represents the function of an office manager, and 2% is a director.

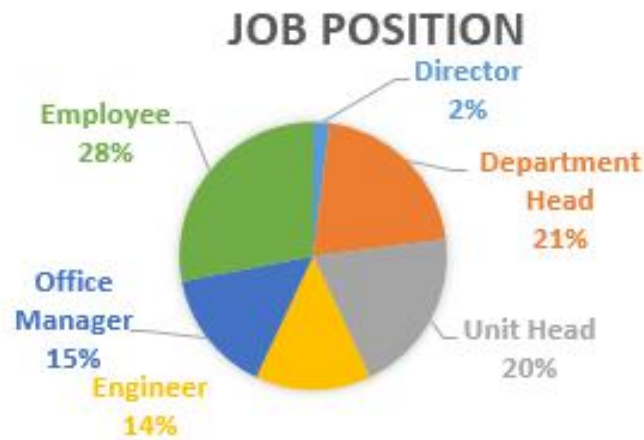


Figure (4-9): showing Job location of research samples of Benghazi Marine Port.

#### 4.2.2.4 Education level (Qualification)

The degree of bachelor's degree in the study sample constituted 45% of the study sample, the highest percentage among the other achievement levels followed by 31% Also form diploma as showing in figure (4-10). The percentage of intermediate holders was 17%, and the master's degree was 7%, while the sample of the study was PhD and primary.

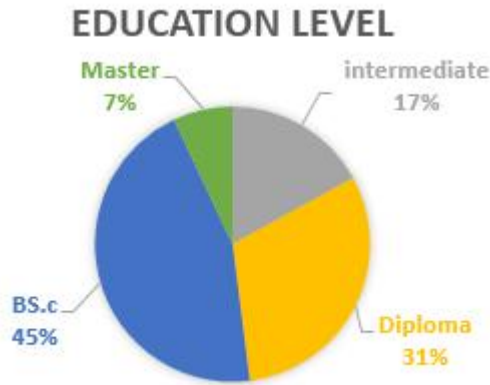


Figure (4-10): showing Education level of research samples of Benghazi Marine Port.

#### 4.2.2.5 Years of Experience

Figure (4-11), showing with regard to the number of years of experience, where 33% of the sample has more than 15 years of experience, while 25% of the sample has 10 to 15 years of experience, also 17% for category 1 to 5 years. And we note that the number of years of experience is good to identify work problems and give a precise answer to the research questionnaires.

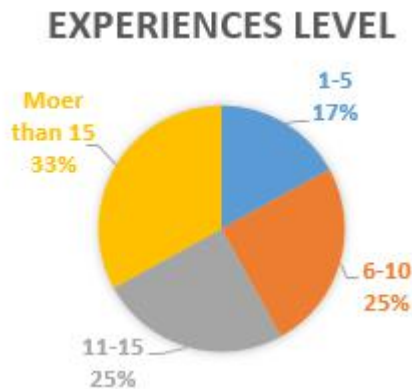


Figure (4-11): showing Experience level of research samples of Benghazi Marine Port.

#### 4.2.2.6 Training

The research samples was divided as showing in figure (4-), The question is whether the participants are enrolled or take any training courses, The repetitive distributions of the participants in training courses in any of the technical means that may support them in work and improve their performance. Were about 25% they get some training while 75% never get any training.



Figure (4-12): showing research samples of Benghazi Marine Port training.

### 4.3 Analyze and Review the human resources management performance within the organization.

#### 4.3.1 Mellitah Oil & Gas Company

Table (4-3) shows the extent to which respondents about the evaluation of human resource management performance in Mellitah oil & Gas Company in the field of oil and gas industry work.

Table (4-3) showing the answers of questionnaires of Mellitah Oil and Gas Company.

The question	Strongly agree	Agree	Natural	Disagree	Strongly disagree	Mean	Standard deviation
The human resources management has a positive impact in the performance	31	51	15	3	0	4.10	0.76
The human element is the basis of the success and effectiveness of the Company and its survival	59	30	9	2	0	4.46	0.74
The motivation is one of the most importance functions that HRM apply in Company	16	48	26	10	0	3.7	0.86
The incentives. HRM using the incentives as a means to raising the Company performance.	19	41	29	8	2	3.65	0.98
The success of the Company depends on improve human resources management performance.	22	37	26	13	2	3.64	1.03
A strong relationship between HRM motivation and performance in Company.	22	43	22	10	3	3.71	1.08
The audit play an	25	35	24	16	0	3.69	1.02



important function as a control tool to the activities of Human Resources Management of Company							
The audit has an important function and performance of Human Resources of Company	19	42	32	4	3	3.7	0.92
The HRM are importance as an effective management tool in Company.	13	39	33	7	8	3.42	1.06
The HRM has high direct effect on Company performance	26	43	15	7	9	3.7	1.19
The human resources management doing their actions and functions in Company	10	32	43	9	6	3.3	0.98
The HRM has high contribution to the creation of benefit in Company	18	43	26	13	0	3.66	0.92
The HRM functions are clear in Company.	16	51	20	12	1	3.69	0.92

The research samples Mellitah Oil & Gas Company was divided by their answers between strongly agree, agree, natural, disagree and strongly disagree, as showing in table (4-3), the questionnaire started with the question is whether the human resources management has a positive impact in the performance. Were about 82% as total if strongly agree and agree they believe that HRM has positive with standard deviation 0.76 , which main that concentration and non-dispersion. As same as first question, the second of Mellitah employees become as the human element is the basis of the success and effectiveness of the Company and its survival, the highest answers about 89% in positive way with standard deviation 0.74, which main that concentration and non-dispersion as well. The question is whether the motivation is one of the most importance functions that HRM apply in Mellitah Oil and Gas company,. Were about 64% between strongly agree and agree, they believe that HRM has positive with standard deviation 0.86 , which main that concentration, non-dispersion, and about 26% they did not decide if agree or disagree and stay as natural. While, the fourth question's answer of Mellitah Oil and Gas company, become as 60% agreement, which the highest answers with standard deviation 0.98 0, which main that concentration and non-dispersion. Where the question was the incentives. HRM using the incentives as a means to raising the marine port performance.

In addition, the question is whether the success of Mellitah oil & Gas Company depends to improve human resources management performance, 59% as total of agree and strongly agree and 26% stay as natural, which the highest percentage with standard deviation 1.03 and significant T-test nearly 0. While the next question's answer become as 65% as agreement, which the highest answers with standard deviation 1.08 which

main that concentration and non-dispersion., where the question was about a strong relationship between HRM motivation and performance in Mellitah oil & gas company. As same as sixth question 60% of research sample they believe that the audit play an important function as a control tool to the activities of Human Resources Management of Mellitah oil & Gas Company, which the highest percentage with standard deviation 1.02, and 0% disagree. While, the question's number eight the answer become as 61% as total agreement, which the highest answers with standard deviation 0.92 , which main that concentration and non-dispersion, as reaction of the question about the audit has an important function and performance of Human Resources of Mellitah oil & Gas Company. Continuously, next question's answer about if the HRM are importance as an effective management tool in Mellitah Oil & Gas Company, the employees were divided where 52% agree and just 15% disagree with standard deviation 1.06. As same as last question the standard deviation 1.19, which main that there are some dispersion in answers of question about the HRM has high direct effect on Mellitah Oil & Gas Company performance.

The question is whether the human resources management doing their actions and functions in Mellitah Oil & Gas Company. Were about 42% they decide that agreement and just 15% disagree and 43% stay as natural, with standard deviation 0.98 , which main that concentration and non-dispersion. While, next question's answer become as 61% agree, which the highest answers with standard deviation 0.92 and , which main that concentration and non-dispersion., where the question was about if the HRM has high contribution to the creation of benefit in Benghazi marine port. The last question in questionnaire of Mellitah Oil and Gas Company respondents about the relationship

between human resource management and Mellitah Oil and Gas Company performance in the field of transportation work was whether the HRM functions are clear in Mellitah Oil and Gas Company. Were about 67% they agree, 13% disagree and 20% stay as natural with standard deviation 0.92 , which main that concentration and non-dispersion.

As a conclusion, these results clearly shown that, the majority of the respondents as showing in figure (4-13). A strong approximation in their questionnaire's answer about the existence of many positives about the human resource management performance evaluation in Mellitah oil & gas company in the field of oil and gas industry, with standard deviation between 0.74 to 1.1 , which main that concentration and non-dispersion in opinions and answers.

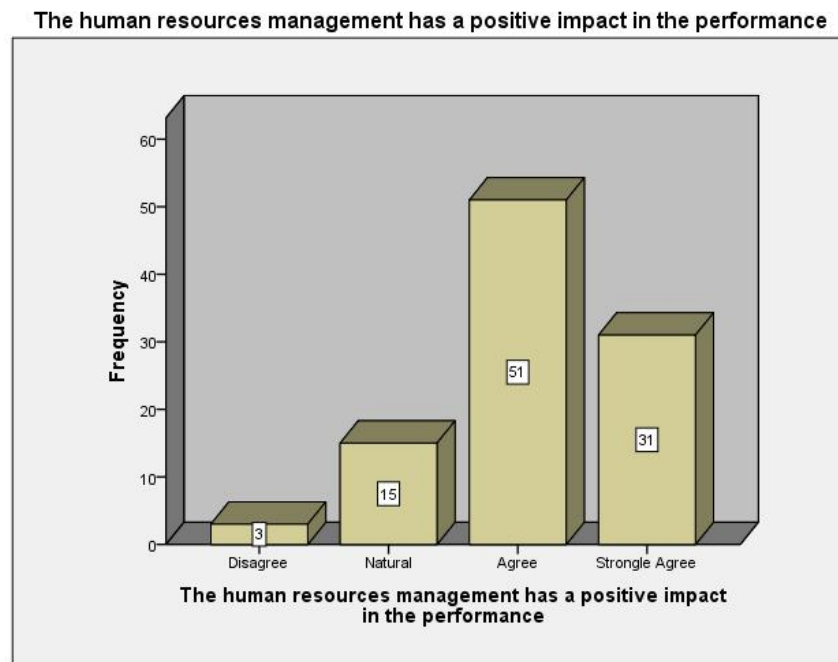


Figure (4-13): showing Mellitah Oil and Gas Company samples opinions about HRM has positive impact on performance,

Where research samples agree as figure (4-14) shown that awareness to trust and believe the human resources department are clear in function into Mellitah Oil & Gas Company.

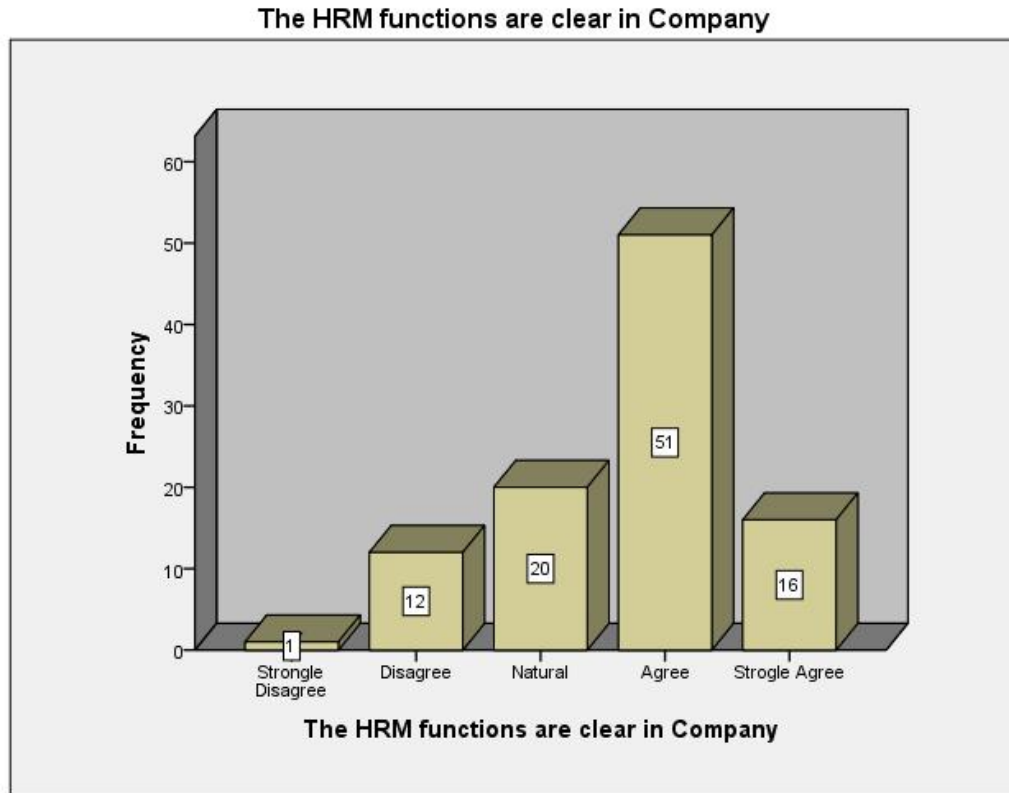


Figure (4-14): showing Mellitah Oil and Gas Company samples opinions about HRM has clear function.,

### 4.3.2 Benghazi Marine Port

Table (4-4) shows the extent to which respondents about the evaluation of human resource management performance in Benghazi Marine port in the field of transportation work.

Table (4-4) showing the answers of questionnaires of Benghazi Marine port.

The question	Strongly agree	Agree	Natural	Disagree	Strongly disagree	Mean	Standard deviation
The human resources management has a positive impact in the performance	25	50	21	4	0	3.96	0.79
The human element is the basis of the success and effectiveness of the Company and its survival	69	20	11	0	0	4.58	0.68
The motivation is one of the most importance functions that HRM apply in Company	8	46	25	18	3	3.38	0.97
The incentives. HRM using the incentives as a means to raising the Company performance.	3	17	62	7	11	2.94	0.9
The success of the Company depends to improve human resources management performance.	6	17	62	7	11	3.1	1.04
A strong relationship between HRM motivation and performance in Company.	3	31	26	27	13	2.84	1.09
The audit play an important function as a	4	25	24	33	14	2.72	1.11

control tool to the activities of Human Resources Management of Company							
The audit has an important function and performance of Human Resources of Company	9	28	43	15	5	3.21	0.97
The HRM are importance as an effective management tool in Company.	10	22	33	17	18	2.89	1.23
The HRM has high direct effect on Company performance	11	33	23	9	24	2.98	1.35
The human resources management doing their actions and functions in Company	3	13	47	21	16	2.66	0.99
The HRM has high contribution to the creation of benefit in Company	10	30	28	19	13	3.05	1.19
The HRM functions are clear in Company.	9	19	42	19	11	2.96	1.09

The research samples was divided in their answers between strongly agree, agree, natural, disagree and strongly disagree, as showing in table (4-4), The question is whether the human resources management has a positive impact in the performance. Were about 75% they believe that HRM has positive with standard deviation 0.79 which main that concentration and non-dispersion. As same as first question, the second become as the human element is the basis of the success and effectiveness of the

Company and its survival, the highest answers about 89% in positive way with standard deviation 0.68 which main that concentration and non-dispersion as well.

The question is whether the motivation is one of the most importance functions that HRM apply in Benghazi marine port. Were about 54% they believe that HRM has positive with standard deviation 0.97 which main that concentration, non-dispersion, and about 25% they did not decide if agree or disagree and stay as natural. While, the fourth question's answer become as 62% natural, which the highest answers with standard deviation 0.9 which main that concentration and non-dispersion., where the question was about the incentives. HRM using the incentives as a means to raising the marine port performance. The question is whether the success of Benghazi marine port depends to improve human resources management performance, 62% they did not decide if agree or disagree and stay as natural, which the highest percentage with standard deviation 1.04. While, the question's answer become as 40% disagree, which the highest answers with standard deviation 1.09 which main that concentration and non-dispersion., where the question was about a strong relationship between HRM motivation and performance in Benghazi marine port.

As same as sixth question 47% they did not believe that the audit play an important function as a control tool to the activities of Human Resources Management of Benghazi marine port, which the highest percentage with standard deviation 1.11. While, the question's number eight the answer become as 43% natural, which the highest answers with standard deviation 0.97 which main that concentration and non-dispersion, as



reaction of the question about the audit has an important function and performance of Human Resources of Benghazi marine port.

The answers of question about if the HRM are importance as an effective management tool in Benghazi marine port, the employees were divided where 32% agree and 35% disagree with standard deviation 1.23, which main that there is some dispersion in answers. As same as last question the standard deviation 1.35, which main that there are some dispersion in answers of question about the HRM has high direct effect on Benghazi marine port performance. The question is whether the human resources management doing their actions and functions in Benghazi marine port. Were about 47% they did not decide if agree or disagree and stay as natural, with standard deviation 0.99 which main that concentration and non-dispersion, and about 37% they disagree. While, next question's answer become as 40% agree, which the highest answers with standard deviation 1.19 which main that concentration and non-dispersion., where the question was about the HRM has high contribution to the creation of benefit in Benghazi marine port.

The last question in questionnaire of respondents about the relationship between human resource management and Benghazi Marine port performance in the field of transportation work was whether the HRM functions are clear in Benghazi marine port. Were about 42% they did not decide if agree or disagree and stay as natural, and the remain part were divided as 28% agree and 30% disagree with standard deviation 1.09 which main that concentration and non-dispersion.

According to these results, it is clear that the majority of the respondents showing that the most of Benghazi seaport, they believe in their questionnaire's answer, and existence of many positives, as showing in figure (4-15). Which was about the human resource management performance evaluation in marine port in the field of supply and transportation with standard deviation between 0.9 to 1.35. Which main that concentration and non-dispersion in opinion and answers.

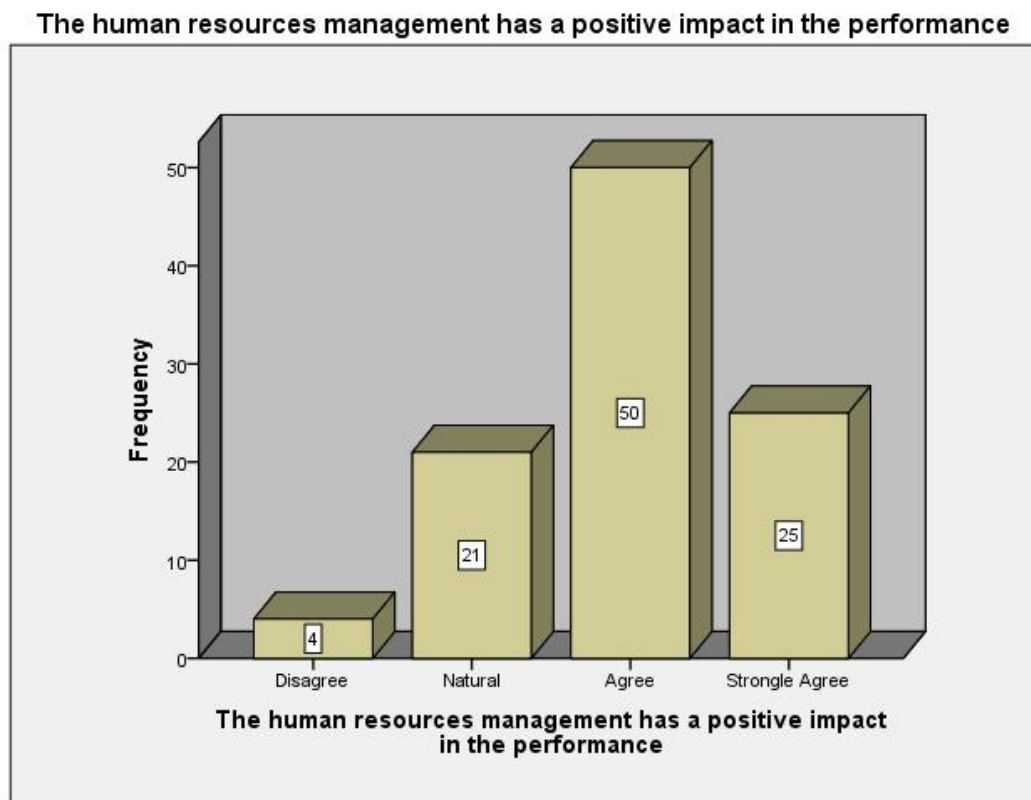


Figure (4-15): showing Benghazi seaport samples opinions about HRM has positive impact on performance,

Unlike, that agree about believe in positive effect of human rescuers management. The Benghazi seaport, they did not believe in their questionnaire's answer, as showing in

figure (4-16) about clearness of human recourse management department in company, and they see it as not effective and most of employees stay as natural with 42%.

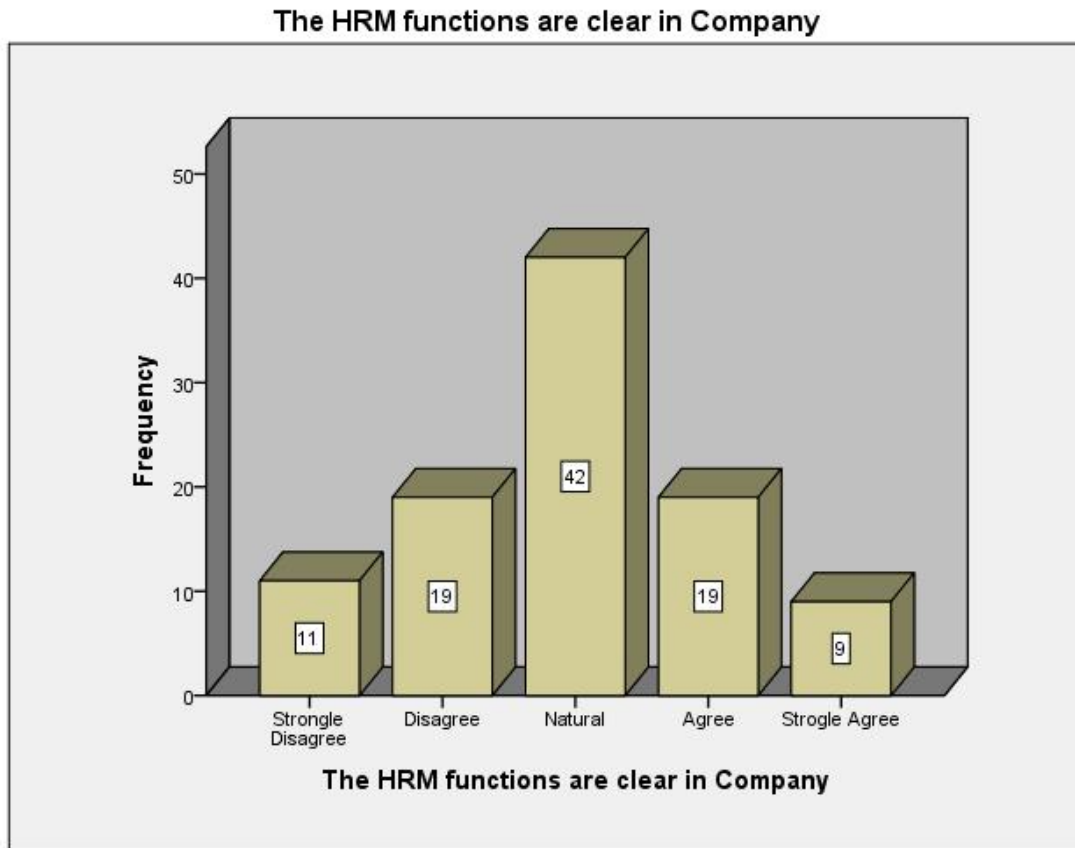


Figure (4-16): showing Benghazi seaport samples opinions about clearness of human recourse management department in company,

#### 4.4 Analysis and evaluation the effectiveness of human resources management performance in organization

##### 4.4.1 Mellitah Oil & Gas

Table (4-5): showing the answers of questionnaires of Mellitah Oil & Gas Company

The question	Strongly agree	Agree	Natural	Disagree	Strongly disagree	Mean	Standard deviation
Can preservation of my efficiency even without the tips and guidance of the Department of Human Resource Management	5	13	19	37	26	2.34	1.15
I can preservation of my efficiency if there is someone beside me and telling me what I should do.	44	36	14	6	0	4.1	0.89
I can preservation of my efficiency if there is a person who has helped and support me to begin to work	45	26	27	2	0	4.1	0.88
I think that the Department of Human Resource Management helps to raise the efficiency of my company	46	42	10	0	2	4.3	0.81

Table (4-5) showing the answers of questionnaires of Mellitah Oil and Gas Company about analysis and evaluated the effectiveness of human resources management in

improving the organization's performance and self-trust of employees as well as the ability of learning. Where the first question was if can preservation of my efficiency even without the tips and guidance of the Department of Human Resource Management, while the question's answer become as 63% as strongly disagree and disagree, and 18% agreement with standard deviation 1.15 which main that some dispersion. While, the question about if I can preservation of my efficiency if there is someone beside me and telling me what I should do. The answers were about 80% divided between agree and strongly agree with standard deviation 0.89 which main that concentration and non-dispersion. The next question in questionnaires of Mellitah oil and Gas company about if I can preservation of my efficiency if there is a person who has helped and support me to begin to work. Were about 71% they agree and 27% stay as natural, with standard deviation 0.88 which main that concentration and non-dispersion. The last question in questionnaires of Mellitah oil and Gas Company in self-truest part was about analysis and evaluated the effectiveness of human resources management in improving the organization's performance and self-trust of employees, whether if I think that the Department of Human Resource Management helps to raise the efficiency of my company. Were about 88% they agree and strongly agree, and 10% stay as natural, with standard deviation 0.81 which main that concentration and non-dispersion.

#### 4.4.2 Benghazi Marine Port

Table (4-6) showing the answers of questionnaires of Benghazi Marine port.

<b>The question</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Natural</b>	<b>Disagree</b>	<b>Strongly disagree</b>	<b>Mean</b>	<b>Standard deviation</b>
Can preservation of my efficiency even without the tips and guidance of the Department of Human Resource Management	2	31	26	29	12	2.82	1.06
I can preservation of my efficiency if there is someone beside me and telling me what I should do.	37	37	14	6	6	3.93	1.13
I can preservation of my efficiency if there is a person who has helped and support me to begin to work	39	32	24	5	0	4.05	0.91
I think that the Department of Human Resource Management helps to raise the efficiency of my company	3	34	35	15	10	3.02	1.02

Table (4-6) showing the answers of questionnaires of Benghazi Marine port about analysis and evaluated the effectiveness of human resources management in improving the organization's performance and self-trust of employees. Where the first question was if can preservation of my efficiency even without the tips and guidance of the Department of Human Resource Management, while answers were 29% disagree and 12% strongly disagree with standard deviation 1.06 which main that concentration and non-dispersion. While, the question about if I can preservation of my efficiency if there is someone beside me and telling me what I should do. The answers were about 74% divided between agree and strongly agree with standard deviation 1.13 which main that concentration and non-dispersion.

The question in questionnaires of Benghazi Marine port about if I can preservation of my efficiency if there is a person who has helped and support me to begin to work. Were about 71% they agree and 24% stay as natural, with standard deviation 0.91 which main that concentration and non-dispersion. The last question in questionnaires of Benghazi Marine port about analysis and evaluated the effectiveness of human resources management in improving the organization's performance and self-trust of employees, whether if I think that the Department of Human Resource Management helps to raise the efficiency of my company. Were about 37% they agree and 35% stay as natural, with standard deviation 1.02 which main that concentration and non-dispersion.

#### **4.5 Comparing between two sector**

The Human Resources Management performance evaluation in different sector; Mellitah Oil & Gas Company as (Industry institutions) and Benghazi seaport as (Supplying & transport institutions). While the results of Mellitah Oil & Gas Company, clearly shown that, the majority of the respondents showed a strong approximation in their questionnaire's answer about the existence of many positives about the Human Resources Management performance evaluation in Mellitah oil & gas company performance in the field of oil. In addition, gas industry, with standard deviation between 0.74 to 1.1. Which main that concentration and non-dispersion in opinions and answers, as showing in table (4-3). According to results of Benghazi seaport, it is clear that the majority of the respondents showed the most of Benghazi seaport they do not shore or believe in their questionnaire's answer, as showing in table (4-5). About the existence of many positives about the Human Resources Management performance evaluation in marine port performance in the field of supply and transportation with standard deviation between 0.9 to 1.35, which main that concentration and non-dispersion in opinions and answers.

Big different between these two sector, that different start from the demographic characteristics of the study sample tables (4-1) and (4-2), Gender, Age, Function, Education level, Experience and Training. Where the highest different between human recurs management department in Mellitah Oil & Gas Company and human recurs management department in Benghazi seaport was in employees chances for training, as showing in figures ( 4-6) and (4-12). Where the HRM in Mellitah Oil & Gas Company given training to about 82% of research sample while in Benghazi seaport just 25% of



research sample get some training. Training one of the best way of motivation. As an example of that effect on employees come clear in question's answer if HRM using the incentives as a means to raising the company performance. Where, in the fourth question's answer of Mellitah Oil and Gas company, become as 60% agreement, which the highest answers with standard deviation 0.98 which main that concentration and non-dispersion. Where the question was the incentives. HRM using the incentives as a means to raising the marine port performance, as showing in figure (4-17).

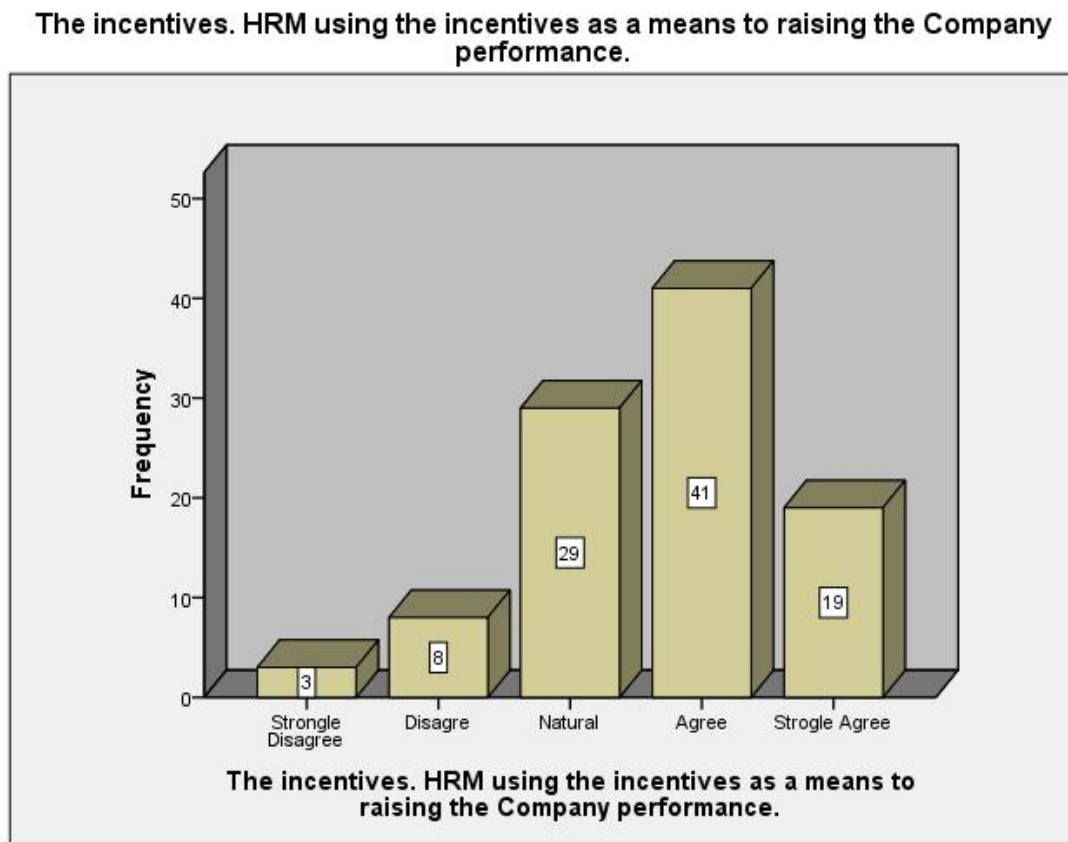


Figure (4-17): showing Mellitah Oil & Gas company samples opinions about if, HRM using the incentives as a means to raising the marine port performance,

While, the fourth question's answer of Benghazi seaport become as 62% natural and did not support the question's idea, which the highest answers with standard deviation 0.9 which main that concentration and non-dispersion, where the question was about the incentives. HRM using the incentives as a means to raising the marine port performance, figure (4-18) given more details. Just 20% agree if compared with the remain part, which 80%.

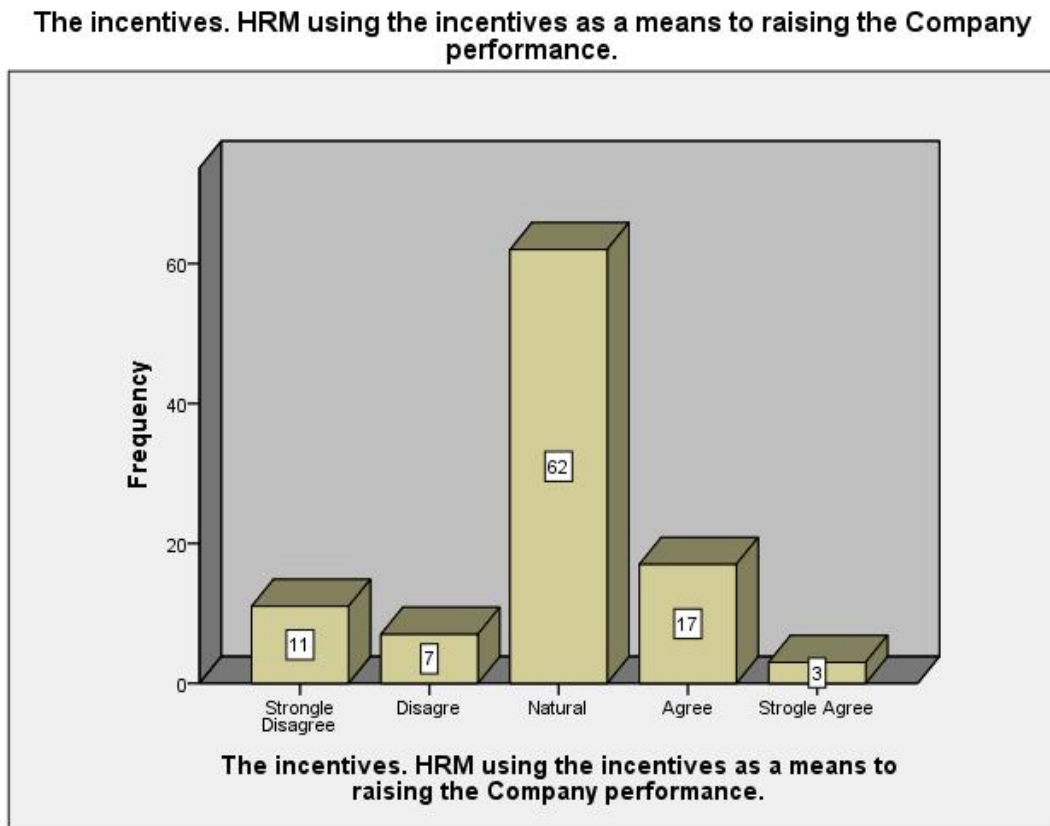


Figure (4-18): showing Benghazi seaport company samples opinions about if, HRM using the incentives as a means to raising the marine port performance,

#### 4.6 Hypothesis Testing

The hypothesis of the study are as follows:

**H<sub>01</sub>**. Does HRM have direct effect on company performance differently between oil to logistic sector?

$$H_{01}: \mu_1 = \mu_2$$

$$H_{11}: \mu_1 \neq \mu_2$$

With significant level ( $p < 0.01$ )

Table (4-7) The H<sub>1</sub> hypothesis SPSS details (Independent sample T-Test).

Hypothesis	Variables Mellitah(1) & Benghazi(2)	N	Mean	Standard deviation	Standard error mean	Independent samples T-test significance (2-tailed)
H <sub>1</sub>	1	100	3.70	1.193	.119	.000
	2	100	2.98	1.356	.136	

Since ( $p < 0.01$ ) we reject H<sub>01</sub>, and it means we have found there is significant difference between two sectors (oil and logistic). This result was expected through the employee's answers. Where Mellitah Oil & Gas company employee's agreement (both strongly agree and agree) become 69%, which is more than Benghazi marine port was 44%. In addition, the repetitive distributions of the participants in training courses in any of the technical means that may support them in work and improve their efficiency. Were about 81% of oil sector get training, while just 25% in logistic sector.

**H<sub>02</sub>**.Is HRM motivation different between Oil and logistic sector?.

$$H_{02}: \mu_1 = \mu_2$$

$$H_{12}: \mu_1 \neq \mu_2$$

With significant level ( $p < 0.01$ )

Table (4-8) The H<sub>2</sub> hypothesis SPSS details (Independent sample T-Test).

Hypothesis	Variables Mellitah(1) & Benghazi(2)	N	Mean	Standard deviation	Standard error mean	Independent samples T-test significance (2-tailed)
H <sub>2</sub>	1	100	3.71	1.018	.102	.000
	2	100	2.84	1.098	.110	

Since ( $p < 0.01$ ) we reject H<sub>02</sub>, and it means we have found there is significant difference between two sectors (oil and logistic). This result was expected through the employee's answers. Where Mellitah Oil & Gas company employee's agreement (both strongly agree and agree) become 65%, which is more than Benghazi marine port was just 34%.

**H<sub>03</sub>**. Are HRM incentives different between Oil and logistic sector?

$$H_{03}: \mu_1 = \mu_2$$

$$H_{13}: \mu_1 \neq \mu_2$$

With significant level ( $p < 0.01$ )

Table (4-9) The H<sub>3</sub> hypothesis SPSS details (Independent sample T-Test).

Hypothesis	Variables Mellitah(1) & Benghazi(2)	N	Mean	Standard deviation	Standard error mean	Independent samples T-test significance (2-tailed)
H <sub>3</sub>	1	100	3.65	.978	.098	.000
	2	100	2.94	.897	.090	

Since ( $p < 0.01$ ) we reject H<sub>03</sub>, and it means we have found there is significant difference between two sectors (oil and logistic). This result was expected through the employee's answers. Where Mellitah Oil & Gas company employee's agreement (both strongly agree and agree) become 60%, which is more than Benghazi marine port was just 20%.

**H<sub>04</sub>.** Is The improvement of human resources management different between two sector (Oil Industry and logistic sector)?

$$H_{04}: \mu_1 = \mu_2$$

$$H_{14}: \mu_1 \neq \mu_2$$

With significant level ( $p < 0.01$ )

Table (4-10) The H<sub>4</sub> hypothesis SPSS details (Independent sample T-Test).

Hypothesis	Variables Mellitah(1) & Benghazi(2)	N	Mean	Standard deviation	Standard error mean	Independent samples T-test significance (2-tailed)
H <sub>4</sub>	1	100	3.64	1.030	.103	.000
	2	100	3.10	1.040	.104	

Since ( $p < 0.01$ ) we reject  $H_{04}$ , and it means we have found there is significant difference between two sectors (oil and logistic). This result was expected through the employee's answers. Where Mellitah Oil & Gas company employee's agreement (both strongly agree and agree) become 59%, which is more than Benghazi marine port was just 23%.

**H<sub>05</sub>.** Is The audit of Human Resources Management different between two sector (Oil Industry and logistic & transport sector)?

$$H_{05}: \mu_1 = \mu_2$$

$$H_{15}: \mu_1 \neq \mu_2$$

With significant level ( $p < 0.01$ )

Table (4-11) The H<sub>5</sub> hypothesis SPSS details (Independent sample T-Test).

Hypothesis	Variables Mellitah(1) & Benghazi(2)	N	Mean	Standard deviation	Standard error mean	Independent samples T-test significance (2-tailed)
H <sub>5</sub>	1	100	3.69	1.022	.102	.000
	2	100	2.72	1.111	.111	

Since ( $p < 0.01$ ) we reject  $H_{05}$ , and it means we have found there is significant difference between two sectors (oil and logistic). This result was expected through the employee's

answers. Where Mellitah Oil & Gas company employee's agreement (both strongly agree and agree) become 60%, which is more than Benghazi marine port was just 29%.

**H<sub>06</sub>**. Is the effect Human element different between two sectors?

$$H_{06}: \mu_1 = \mu_2$$

$$H_{16}: \mu_1 \neq \mu_2$$

With significant level ( $p < 0.01$ ).

Table (4-12) The H<sub>6</sub> hypothesis SPSS details (Independent sample T-Test).

Hypothesis	Variables Mellitah(1) & Benghazi(2)	N	Mean	Standard deviation	Standard error mean	Independent samples T-test significance (2-tailed)
H <sub>6</sub>	1	100	4.46	.744	.074	.237
	2	100	4.58	.684	.068	

Since ( $p > 0.01$ ) we accept H<sub>06</sub>, and it means we have not found significant difference between two sectors (oil and logistic). In fact, through the employee's answers of both oil and logistic sectors, the employee's agreement (both strongly agree and agree) were nearly same with 89%.

## **CHAPTER FIVE**

### **CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Conclusions**

After analyzing the data of the study data in the previous chapter, in order to identify the evaluation of Human Resources Management performance in different sectors, as a case study in Oil Industry sector (Mellitah refinery of Oil & Gas) and as logistic and transport sector (Benghazi port). The study reached many results, which can be highlighted in the following points such as the HRM performance has high direct effect on company, the HRM affect is different in Oil Industry institutions sector (Mellitah refinery of Oil & Gas), and logistic and transport sector (Benghazi marine port). The HRM motivation is different in between two sectors (Oil Industry and logistic & transport). In addition, there is different impact of the human resources department on (Oil Industry and logistic & transport). The HRM incentives are different between both sectors.

According to employees, the success of enterprise depends on improve human resources management, but with different impact in Oil Industry institutions sector (Mellitah refinery of Oil & Gas) and as logistic and transport sector (Benghazi marine port). The audit play an important function as a control tool to the activities of Human Resources



Management of companies with different between two sectors. Moreover, there is strong believe that human element is the basis of the success and effectiveness of the company and its survival.

The research results of Mellitah Oil & Gas Company clearly shown that, the majority of the respondents showed a strong approximation in their questionnaire's answer about the existence of many positives about the impact of human resource management performance on Mellitah oil & Gas Company in the field of (oil and gas industry). While, in logistic and transport sector (Benghazi marine port), the employees' answers are reflect their opinions, which are not positively strong as same as Mellitah Oil and Gas company, about the existence of many positives about the impact of human resource management performance.

The human resource management HRM department performance in oil industry sector highly more that in logistics and transportation sector, that become clear in training chance that given to employees where in oil sector 81% they get training while just 25% in logistics and transportation. In addition, The research results shown that awareness to trust and believe of the human resources department and clear in its functions into Mellitah Oil & Gas Company with more than 51% agree, while in Benghazi seaport, they did not believe in their human resources department, they see it as not effective and most of employees stay as natural with 42%.

## **5.2 Future Recommendations**

In the light of the previous results, some recommendations can be made to address the impact of human resources management on the level of performance; we recommend taking care of the training in all fields for all employees. This is done by scheduling the technical training courses according to their needs in each department, and follow up on the change and development. In addition, raising awareness of the various administrative and technical levels of the importance of the role of the various technical means to raise the level of human resources performance, especially in logistic sector while in oil sector the situation is more better.

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## **Appendix**

The Questionnaire Title

The Human Resources Management awareness evaluation in different sector

### *Introduction*

The human resources are the main wealth of business and industry. Where, the physical capital and natural resources are importance and necessity but without the human element will have no value. In addition, the management can be defined as implement and achieve goals through others, where the equipment and machines do not do any good without the human element.

Human resource management HRM worthy of being at this important resource. According to the importance of human resource, the large business and industry institutions have given special departments in their structure. Therefore, the need of human resource has been grown and starting with the planning and even a reward after service to employee, and we can clearly note that the secret of the success of large global companies because of the interest and caring of human and respect them. The achievement of management aims of any companies, is due to utilize of available resources efficiently, special through human efforts, so it imperative for the companies to evaluates its performance in order to maintain their competitive.

In this research, the relation between HRM and the performance of institution will be analysis by this a questionnaire, in our case study as industry institutions sector (Mellitah Oil & Gas Company).

### *1) Instructions on the questionnaire*

This questionnaire is dedicated to completing the master's degree in industrial engineering, under the title “The Human Resources Management awareness evaluation in different sector”

- The research questionnaires will fill without names.
- All information it will use as education researches only.

- This questionnaire for Mellitah Oil and Gas company employees.
- You must select one of the choices available to you in every question and then move to the next page.

2) *Demographic information*

2.1 Gender

- A. Male
- B. Female

2.2 Age

- A. 18 to 24
- B. 25 to 29
- C. 30 to 44
- D. 45 to 54
- E. 55 and above

2.3 Function

- A. Head of the Department
- B. Specialized
- C. Engineer
- D. Technical
- E. Employee
- F. Others

2.4 Educational level

- A. Intermediate Diploma / Secondary

B. Bachelor's degree / higher diploma

C. Master

D. Ph.D.

2.5 Which of the following levels are closer to describe your experience in using the computer?

A. My use of the computer is very weak

B. Beginner

C. Intermediate

D. Advanced

2.6 Which of the following levels are closer to describe your experience in the use of the Internet?

A. My use of the Internet is very weak

B. Beginner

C. Intermediate

D. advanced

3) *HRM Performance*

3.1 The human resources management has a positive impact in the performance of Mellitah Company

A. Strongly Agree

B. Agree

C. Neutral

D. disagree

E. Disagree strongly

3.2 The human element is the basis of the success and effectiveness of the Mellitah Company and its survival

- A. Strongly Agree
- B. Agree
- C. Neutral
- D. disagree
- E. Disagree strongly

3.3 The motivation is one of the most importance functions that HRM apply in Mellitah Company

- A. Strongly Agree
- B. Agree
- C. Neutral
- D. disagree
- E. Disagree strongly

3.4 The incentives. HRM using the incentives as a means to raising the Mellitah Company performance.

- A. Strongly Agree
- B. Agree
- C. Neutral
- D. disagree
- E. Disagree strongly

3.5 The success of the Mellitah Company depends to improve human resources management performance.

- A. Strongly Agree
- B. Agree
- C. Neutral
- D. disagree
- E. Disagree strongly

3.6 A strong relationship between HRM motivation and performance in Mellitah Company.

- A. Strongly Agree
- B. Agree
- C. Neutral
- D. disagree
- E. Disagree strongly

3.7 The audit play an important function as a control tool to the activities of Human Resources Management of Mellitah Company

- A. Strongly Agree
- B. Agree
- C. Neutral
- D. disagree
- E. Disagree strongly

3.8 The audit has an important function to performance of Human Resources Management Mellitah Company

- A. Strongly Agree
- B. Agree
- C. Neutral
- D. disagree
- E. Disagree strongly

3.9 The HRM are importance as an effective management tool in Mellitah Company.

- A. Strongly Agree
- B. Agree
- C. Neutral
- D. disagree
- E. Disagree strongly

3.10 The HRM has high direct effect on Mellitah Company performance.

- A. Strongly Agree
- B. Agree
- C. Neutral
- D. disagree
- E. Disagree strongly

3.11 The human resources management doing their actions and functions in Mellitah Company

- A. Strongly Agree
- B. Agree
- C. Neutral
- D. disagree
- E. Disagree strongly

3.12 The HRM has high contribution to the creation of benefit in Mellitah Company.

- A. Strongly Agree
- B. Agree
- C. Neutral
- D. disagree
- E. Disagree strongly

3.13 The HRM functions are clear in Mellitah Company.

- A. Strongly Agree
- B. Agree
- C. Neutral
- D. disagree
- E. Disagree strongly

4) *The characteristics of human resources:*

This section describes the skills, desires, and opinions of the various workers and employees. Reflect on these opinions, and let's see to what extent each person agree or not Agree with you. According to these questionnaires:

Self-efficacy

4.1 I can preservation of my efficiency even without the tips and guidance of the Department of Human Resource Management.

- A. Strongly Agree
- B. Agree
- C. Neutral
- D. disagree
- E. Disagree strongly

4.2 I can preservation of my efficiency if there is someone beside me and telling me what I should do.

- A. Strongly Agree
- B. Agree
- C. Neutral
- D. disagree
- E. Disagree strongly

4.3 I can preservation of my efficiency if there is a person who has helped and support me to begin to work



- A. Strongly Agree
- B. Agree
- C. Neutral
- D. disagree
- E. Disagree strongly

4.4 I think that the Department of Human Resource Management helps to raise the efficiency of my company.

- A. Strongly Agree
- B. Agree
- C. Neutral
- D. disagree
- E. Disagree strongly