



## **THE IMPACT OF HUMAN RESOURCE STRATEGIES ON THE COMMITMENT OF EMPLOYEES: A STUDY OF AZZAYTUNA UNIVERSITY IN LIBYA**

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### **ABSTRACT**

*These days, human resources are considered to be the essential part of any organization. It is highly domineering to acknowledge the fact that only organizations that place value on human resources can lift up employee performance at the workplace to ensure organisational development. The present study focuses on understanding the impact of human resource management strategies such as training and development, better communication, fair compensation and good working conditions on the commitment of employees in the organisation. Data were collected through structured questionnaire by a sample of 200 employees consisting of both teaching and non-teaching staff at Azzaytuna University in Libya. SPSS software has been used for data analysis and the analysis of the data has confirmed a positive relationship between the dependent and the independent variables in the study. Thus, human resource management strategies have a positive impact on the commitment of employees in the development of the organisation.*

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**Keywords:** Human resource management, Strategies, Employee commitment, Job satisfaction, Work performance.

## **INTRODUCTION**

Humans play a significant part in the development and creation of a company or organization at the beginning or making a success at the end, due to the labour provided by employees. Human resources are envisioned to show how to have better employment relationships in the workforce. Also, to bring out the best work ethic of the workforces and therefore creating a move to a better working environment. Human resources concentrate on making the best use of employee productivity. HR professionals manage the human capital of an organization and focus on executing policies and processes. They can also focus on recruiting, training, employee-relations or benefits. Recruiting experts find and hire top talents. Training and development professionals also ensure that workers are trained and have continuous development they deserve in the organization. These are done through training programs, performance evaluations and other reward programs.

HR management is the management of human resources. It is designed by the HR Department to get the best out of employee performance in service of an employer's strategic intentions. HR is predominantly concerned with the management of people within organizations, focusing on policies and on systems. HR departments are responsible for overseeing employee-benefits design, employee recruitment, training and development, performance appraisal, and rewards such as managing pay and benefit systems).

Human resources management also concerns itself with organizational change and industrial relations, that is, the balancing of organizational practices with requirements arising from collective bargaining and from other governmental laws.

## **OBJECTIVES OF THE STUDY**

1. To find out some of the strategies which influence human resource management
2. To analyse the relationship that exist between these human resource strategies and the commitment of employees to the development of the organisation.

## RESEARCH QUESTIONS

1. What are of the strategies which influence human resource management?
2. What are the effects of these human resource strategies on the commitment of employees to the development of the organisation.

## LITERATURE REVIEW

According to **Shahid (2013)**, the success of every company depends on people. Human resource management (HRM) is the process an organization undergoes to manage people in order to achieve its goals. It is the term used to describe formal systems devised for the management of people within an organization.

Essentially, the purpose of HRM is to maximize the productivity of an organization by optimizing the effectiveness of its employees. This mandate is unlikely to change in any fundamental way, despite the ever-increasing pace of change in the business world. (**Yazam, 2012**).

Modern human resource management is guided by several overriding principles. Perhaps the paramount principle is a simple recognition that human resources are the most important assets of an organization; a business cannot be successful without effectively managing this resource.

### *Employee Training and Development :*

**Houy (2010)** also pointed out that training and development function gives employees the skills and knowledge to perform their jobs effectively. In addition to providing training for new or inexperienced employees, organizations often provide training programs for experienced employees whose jobs are undergoing change. Large organizations often have development programs which prepare employees for higher level responsibilities within the organization.

He disclosed that, training and development programs provide useful means of assuring that employees are capable of performing their jobs at acceptable levels. Training and development is an attempt to improve current or future employee performance by increasing

an employee's ability to perform through learning, usually by changing the employee's attitude or increasing his or her skills and knowledge. The need for training and development is determined by employee's performance deficiency.

**Gaafar (2012)** also disclosed that, training and development are HR management functions that include new-employee orientation, job skills training, leadership training and professional development. These activities improve employees' job skills in their current positions and equip them with skills and expertise for cross-functional work that can increase their value to the organization. Professional development supports an organization's succession planning strategy by preparing future leaders for higher-level jobs and more responsibility. HR management training and development functions reflect promotion-from-within practices and support employees' work goals.

**Morris (2010)** also revealed in a related development that, human resource management regards training and development as a function concerned with organizational activity aimed at bettering the job performance of individuals and groups in organizational settings.

Training and development can be described as "an educational process which involves the sharpening of skills, concepts, changing of attitude and gaining more knowledge to enhance the performance of employees. Every employee goes under training program which helps him to put up a better performance on the job. Training program is also conducted for existing staff that have a lot of experience.**(Rao, 2015)**.

Training is crucial for organizational development and its success which is indeed fruitful to both employers and employees of an organization. Important benefits of training and development include increased productivity, less supervision, Job satisfaction, and employee skills Development. **(Ahmid, 2012)**.

### ***Fair Compensation:***

According to **Mellam (2015)**, this is what an employee receives in return for his or her contribution to the organization. Human resource personnel provide a rational method for determining how much employees should be paid for performing certain jobs. Pay is

obviously related to the maintenance of human resources. Since compensation is a major cost to many organizations, it is a major consideration in human resource planning.

Compensation affects staffing in that people are generally attracted to organizations offering a higher level of pay in exchange for the work performed. It is related to employee development in that it provides an important incentive in motivating employees to higher levels of job performance and to higher paying jobs in the organization. The importance employees place on pay as a contributing factor to job satisfaction appears to be on the rise as in essence, employees want to be compensated for their worth and are likely to look for work elsewhere if they're not. (Mishra, 2014).

### *Effective Communication:*

**Dirani (2011)** studied that; communication may be understood as the process of exchanging information, and understanding among people. Effective communication and information flow to all employees will make them partakers of the organisation's goals and work towards its achievement.

### *Good Working Conditions*

According to **Khan(2010)**, because employees spend so much time in their work environment each week, it's important for companies to try to optimize working conditions. Such things as providing spacious work areas rather than cramped ones, adequate lighting and comfortable work stations contribute to favorable work conditions.

Providing productivity tools such as upgraded information technology to help employees accomplish tasks more efficiently contributes to job satisfaction as well. (Wali, 2013).

## **METHODOLOGY**

The main purpose of this descriptive research is to find out the relationship between human resource practices and the job satisfaction. For this study, 200 questionnaires were distributed among the study population using the simple random sampling to collect data from respondents. The population comprises of employees at all levels in the university in Libya. Both primary and secondary sources of data were employed in the study.

## RESEARCH HYPOTHESIS

H<sub>1</sub>: There is positive relationship between training and development and employees' commitment.

H<sub>2</sub>: There is positive relationship between fair compensation and employees' commitment.

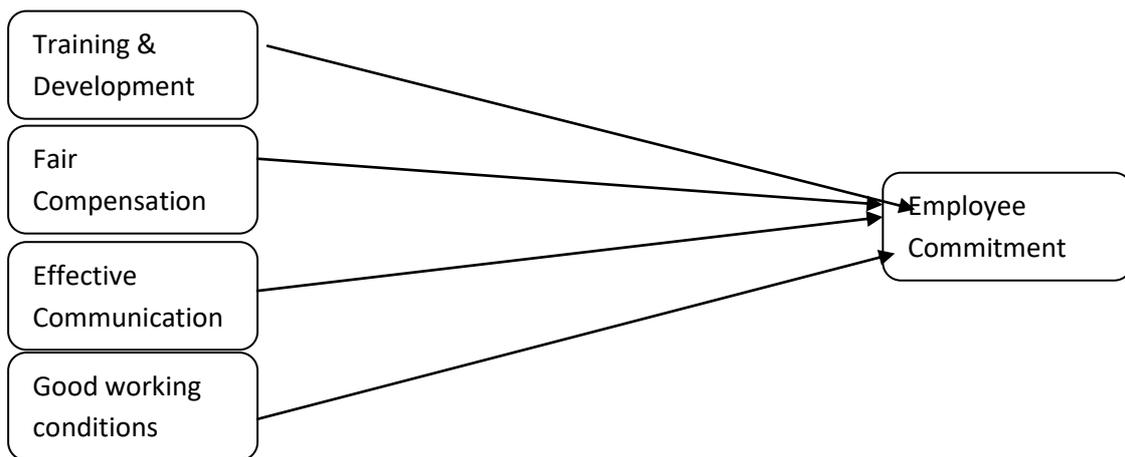
H<sub>3</sub>: There is positive relationship between effective communication and employees' commitment.

H<sub>4</sub>: There is positive relationship between good working conditions and employees' commitment.

## RESEARCH MODEL OF THE STUDY

*Independent variables*

*Dependent variable*



## DATA ANALYSIS

### Percentage Analysis

Demographics	Description	N	%
Gender	Male	187	93.5
	Female	13	6.5
	<b>Total</b>	<b>200</b>	<b>100.0</b>
Age	18-23	4	4.0
	24-29	21	10.5
	30-35	34	17.0
	36-41	56	28.0
	42-47	49	24.5
	48 and above	36	18.0
	<b>Total</b>	<b>200</b>	<b>100.0</b>
Qualification	Graduate	78	39.0
	Postgraduate	115	57.5
	Others	7	3.5
	<b>Total</b>	<b>200</b>	<b>100.0</b>
Category	Teaching	174	87.0
	Non-teaching	26	13.0
	<b>Total</b>	<b>200</b>	<b>100.0</b>
Marital status	Single	169	84.5
	Married	31	15.5
	<b>Total</b>	<b>200</b>	<b>100.0</b>

The table above shows the demographic profile of the respondents. From the table, the analysis shows that a majority of (93.5%) are males while (6.5%) are females. Concerning the age categories, majority of the respondents are between the ages of 36-41 years and are also postgraduate holders. With respect to their categories in the organisation, it can be seen that 174 employees representing 87.0% are teaching staff while 26 employees representing 13.0% are non-teaching staff. Furthermore, majority of the respondents are also married.

## Correlation

**H1: Training and Development has an influence on the commitment of employees.**

**Correlation: Employee Training and Development \*Commitment**

		Employee Commitment	Training and Development
Employee Commitment	Pearson Correlation	1	.921 <sup>**</sup>
	Sig. (2-tailed)		.000
	N	200	300

<sup>\*\*</sup>. Correlation is significant at the 0.01 level (2-tailed).

The table above represents the correlation between Employee Training and Development and their commitment to the development of the organisation. The Pearson Correlation value of 0.921<sup>\*\*</sup> and significant at 0.000 shows that there is a very strong correlation between the two variables.

**H2: Fair compensation has an influence on the commitment of employees.**

**Correlation: Fair compensation\*Commitment**

		Employee Commitment	Fair compensation
Employee Commitment	Pearson Correlation	1	.796 <sup>**</sup>
	Sig. (2-tailed)		.000
	N	200	300

<sup>\*\*</sup>. Correlation is significant at the 0.01 level (2-tailed).

The table above represents the correlation between fair compensation to employees and their commitment to the development of the organisation. The Pearson Correlation value of 0.796<sup>\*\*</sup> and significant at 0.000 shows that there is a strong correlation between the two variables.

### H3: Effective communication has an influence on the commitment of employees.

**Correlation: Effective communication\*Commitment**

		Employee Commitment	Effective communication
Employee Commitment	Pearson Correlation	1	.891**
	Sig. (2-tailed)		.000
	N	200	300

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The table above represents the correlation between effective communication at all levels in the organisation and employees' commitment to the development of the organisation. The Pearson Correlation value of 0.891\*\* and significant at 0.000 shows that there is a very strong correlation between the two variables.

### H4: Good working conditions have influence on the commitment of employees.

**Correlation: Good working conditions\*Commitment**

		Employee Commitment	Good working conditions
Employee Commitment	Pearson Correlation	1	.852**
	Sig. (2-tailed)		.000
	N	200	300

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The table above represents the correlation between good working conditions in the organisation and employees' commitment to the development of the organisation. The Pearson Correlation value of 0.852\*\* and significant at 0.000 shows that there is a strong correlation between the two variables.

## DISCUSSION & CONCLUSION

This study was to examine the influence of human resource strategies on the commitment of employees to the development of organisations. Data were collected from employees (Management and Staff) of Azzaytuna University in Libya and the study found employee

training and development, fair employee compensation, effective communication within the organisation and good working conditions as some of the strategies that influence the commitment of employees in giving out their best towards organisational development.

The results of the study shows that training and development as well as fair compensation have significant positive correlation with employee commitment and these variables significantly influences their job performance. The results of this research further shows that effective communication and good working conditions also have significant positive correlation with employee commitment and this variables significantly influences their job performance.

### **Limitations**

The study was conducted on employees (Management and Staff) of Azzaytuna University in Libya.

However, the study can also be conducted on much broader level and in other sectors as well. Moreover, the study also worked on limited independent variables of HR and thus, more variables can be explored to make future research more interesting.

### **Recommendations**

The educational sector plays a vital role for development of every economy. As employees in the sector are directly involved in training young minds who intend becomes the future leaders of the country, it is crucial that management of institutions and organisations must:

1. Focus on effective human resource strategies to influence their job satisfaction.
2. Concentrate on providing them with good working conditions that will influence their job performance.
3. Pay much attention to their motivational factors so that they can be more committed to the development of the organisation.

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