

Role of the HR function in line with government requirements in Libya

Khairi Alhadi Omer Algamudi

Phd candidate

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Abstract- Libya became independent in 1951 on the basis of a decision of the United Nations General Assembly of 1949. A federal government and governments were formed in three provinces (Tripoli, Barga, Fezzan). Each province had its own independence and its basic constitutional law, which essentially did not differ from the laws that applied to other provinces. Subsequently, in order to achieve a comprehensive unity in Libya, constitutional amendments were made, and the most important amendments included the change of the federal system and the replacement of the single state system. The main challenge for the changing society is to find leaders who work in a way that encourages inclusion, dialogue and cooperation. In a broader sense, good governance means a favorable political framework for conditions for social, ecological and market-oriented development, as well as the responsible use of political power and public resources by States. Public institutions should conduct public affairs without misuse and corruption and in an efficient way. The formal characteristics of today's decision-making process in Libya are: participation, which means involvement of citizens in the decision-making process and creation of opportunities to make significant contributions to it; openness, which means that decision-making institutions work openly, which is accessible and understandable to the general public and transparency, is also a consequence of the participation and inclusion of information accessibility of people and clarity on the political decision. This study examined the function of human resource management in the state administration. Our conclusion is that HR is a continuous cycle of change and evolution. There is clear evidence that the role of the HR is becoming versatile, but this role does not confuse traditional HR roles, but it intertwines, adding to the diversity, challenge and complexity of HR in the public sector. Our findings show that changes in HRM in the public sector have progressed far more than previously suggested. From a policy perspective, it is clear that the government's "agenda" for change will come into force. However, there is evidence that in some organizations, such as the police, the full potential of the function is slowed down by extensive and lengthy procedures. Therefore, there is a need to explore new ways of streamlining and reducing the burden of the process, as well as more detailed research on how tensions and conflicts within the role can be solved. Additional topics such as new technologies, evolving world order and value-creating systems, transform the nature of society and economy in Libya. Computer and communication technologies go beyond the national borders by introducing global standards of services, quality and costs at the organizational level and

requiring related learning and forgetting on a personal level. The assessment of the HR function could help redefine the role of the HR function in line with government requirements, develop new HR capabilities, and redesign HR products and systems. The HR function should be positioned to raise its own profile and focus on roles that give value to organizations in the public sector and administration. It is necessary to overcome a narrow view of the HR function and HR professionals. Stereotypes in Libya still exist and the perception is that the HR functions are too high, reactive, and equipped with the rules of the rule that insist on work only within the parameters of policies and procedures.

Index Terms- public administration, Libya, human resources, management

I. INTRODUCTION

Human resource management practices that affect the organization's performance are related to human resource planning, performance assessment, reward, and compensation. In reality, rewards result in motivation of employees, acceptance of additional obligations, increased satisfaction and opportunities to participate in organizational activities, which ultimately leads to an increase in organizational performance (Katou, 2008). The performance of the organization is defined as efficiency, effectiveness, development, satisfaction, innovation and quality. Zairi and Mahat (2006) divided organizational performance into employee satisfaction and employee performance. However, internal and external factors are a prerequisite for achieving performance, because the survival of an organization depends on them. There are several studies on employee relations in developing countries. Most of the works on this topic from the Western world due to multinational companies, as HRM allows resources to be managed globally. Therefore, the relationship between employers and employees should be set up to allow for efficient communication and performance enhancement. The only way to improve productivity and organizational growth is to ensure that employees are well organized and that there are good relationships between them. Therefore, the attitude of employees is precisely defined as a situation in which there is a cordial relationship between employers and employees. The Department of Employee Relations (HR) helps organizations to maintain healthy co-operation between employer and workers. They assist in resolving and managing conflicts at the workplace, whereby employers minimize potentially negative behavior. The employer is clearly identified and avoided the crisis in advance, and helps

employees focus on their professional development and support organizational goals. HR promotes a culture that recognizes and takes into account the interests and well-being of employees. Employee satisfaction can be defined as the level to which employees like their jobs. When an employee is satisfied with his job, the manifestation is that he will increase productivity and organizational growth. The promotion will orchestrate organizational performance. Empirical research shows that the establishment of well-defined organizational goals influences employee formation and productivity. Organizational direction and support have a major impact on employee satisfaction and overall commitment to the organization. The perception of organizational support strongly affects employees' dissatisfaction, as well as the commitment of employees to their organizations. Strategic human resource planning is an organization's effort to anticipate future requirements in the field of knowledge, skills, attitudes and behavior of employees arising from business strategy and environmental change, planning ways, time and resources to meet future needs. The purpose of the plan is to provide conditions for achieving the goals of the organization, including anticipating possible shortages (or surplus) of the workforce, planning employment activities, planning educational activities, planning succession. Strategic human resource planning combines the strategic business plan and strategic plan of HR functionality and the joint activity of management and experts in the field of human resources management. The human resources function is an integral part of the strategy's strategy and its application. Human Resource Managers are managers, The basic functions of Managing HRM in human resources management are (Noe, Hollenbeck, Gerhart, Wright, 2012):

1. Selection and employment,
2. Training and promotion,
3. Monitoring and performance evaluation,
4. Rewarding.

When formulating the strategy, a human resources manager is introduced to a strategic planning team on the potential of employees, which makes it one of the basic inputs when choosing a strategy. In this way, the reality of the implementation of various alternatives is immediately considered. After mastering the plan, instead of mere recruitment, human resources management has the function of implementing the plan in a wider sense, applying different mechanisms, with the ultimate goal of creating a competitive advantage. The basic principle of human resources management (MHRR) should be: the right man at the right time, in the right place. Contemporary human resources management definitely strives to do so. Namely, contemporary tendencies in human resources management go towards the relationship between cooperation and creative solution of set goals in the company. In return, such a relationship promotes and raises the level of personality, integrity and initiative of each employee. The role that organizational units have for human resources can best be explained by setting the main goals to be achieved at the organizational level as an individual or with the help of other organizational units. Bearing in mind the strategic performance of the organization of the new era and the constant change in the development of organizations where the business environment and the way of business of

modern entrepreneurial organizations are changing, which are primarily expressed as (Noe, Hollenbeck, Gerhart, Wright, 2012):

1. Technological changes,
2. Content Changes,
3. Organizational changes,
4. Market changes,
5. Cultural changes,
6. Social change.

All these changes work side by side and in their interaction action create a new civilization, where instead of traditional economies focused on material production, new economies based on creativity and sophisticated knowledge are being recognized. Material production and physical labor as a subsidiary product of the new economy are dislocated into less developed regions of the world. Human Resource Management Objectives represent the planned and expected results that an organization wants to achieve in the context of its strengths and weaknesses and opportunities and threats to the environment. The goals arise from the strategic approach itself, that is, from the mission and goals of the organization as a business system. In this sense, the objectives may vary depending on the nature of the organization's activities. In order to gain a competitive edge and a leading position in the market, organizations form the whole complex of human resources management objectives that are primarily related to investing in human resources. Modern MLPP aims to create a good climate in the organization, which will enable employees to feel their important work (Bundschuh-Rieseneder, 2008).

II. ROLE OF THE HR FUNCTION IN LINE WITH GOVERNMENT REQUIREMENTS IN LIBYA

Libya became independent in 1951 on the basis of a decision of the United Nations General Assembly of 1949. A federal government and governments were formed in three provinces (Tripoli, Barga, Fezzan). Each province had its own independence and its basic constitutional law, which essentially did not differ from the laws that applied to other provinces. After that, in order to achieve a comprehensive unity in Libya, constitutional amendments were made, and the most important amendments included the change of the federal system and the replacement of the single state system. Based on the law on local governance, Libya was divided into gubernias: Tripoli - Benghazi - Sebha - Misurata - Albeida - Gharian - Derna - Alkhoms - Ubrai, as well as the provinces and directions. After the revolution in Libya, a socialist system was introduced, similar to self-management, so that it was not possible to talk about leadership in companies, in any respect, except in political (and the leader was only one leader). The current system of business of the company and its management was created after the speech of the leader of the revolution in September 1978, in which he was sent a call to workers to instruct them to march to factories and private companies and to manage them. The current system of companies is regulated by two regulations issued by the commission of the General Assembly of Nations, a financial regulation issued in April 1979 and an administrative regulation of July 1980. In the end, Law no. 13/1981 which provides for the

management of the people. In enterprises, National Committees were formed consisting of a group of members of the company (who were leaders, leaders in one respect), each member came from one of the affiliated units in the company or institution. In addition to three members elected by the manufacturer, the secretary of the committee was elected by the government. The number of members of the committees of the people could not count more than 7 members. Competencies of the committee (leader) were:

1. Planning and making programs necessary for achieving the goals of the company or monitoring their implementation,
2. Prepare an assessment of the balance sheet,
3. Monitoring the activities of a company or institution in order to verify or establish plans and programs,
4. Undertaking the measures necessary for providing the company with the needs or establishing conditions for production and operation,
5. Preparation of the draft balance sheet and final account of the company or institution,
6. Drafting by-laws of the company,
7. Undertaking the measures necessary for the preservation of the assets of the enterprise,
8. Development of training plans in an enterprise or institution.

The latest Libyan revolution in 2011 was different from those in Egypt and Tunisia, followed by large-scale violence. The Libyan Revolution has produced a series of local conflicts and tensions. These conflicts jeopardized the social structure of the country, divisions widened, and relations between communities became weaker. It is clear that today there is an urgent need to provide opportunities for different groups in Libya to understand the colors of each other. It is important to build true peace in a Libyan society. A key part of this process are "transformation leaders" that are better able to manage conflicts and play a greater role in making positive changes in their communities. The main challenge for the changing society is to find leaders who work in a way that encourages inclusion, dialogue and cooperation. Such people are "transformational" leaders. Transformational leaders have the ability to influence the visions, attitudes and behaviors of others in the community of which they are a part. Since the uprising in 2011, Libyan leaders have had problems finding a community with critical mass in public. This is partly because of the lack of functional political institutions and the deep public distrust. Building trust and cooperation requires a new, horizontal approach to management. Leaders who recognize the need to end the war and rebuild the state must begin by acknowledging and correcting longstanding injustices against their fellow citizens. The second need is for the leaders to recognize the extent of the statelessness we inherited, and cooperation, sacrifice and collective effort are necessary for security and stability. Libya is not a functional state today. In order to build a safe and functional Libyan state, we must break with the old leadership models. Libyan leaders should make a move forward.

One precondition for good governance is the mobilization of civil society, which can be defined as a policy arena in which groups, movements and individuals organize and try to articulate values, create associations and solidarity, and are relatively able

to advance their interests autonomously from the state. The relationship between civil society and the government is characterized by multiple understanding, such as:

1. Civil society as a source of stability and legitimacy for the government,
2. Civil society as a source of resistance against the arbitrary, repressive and victorious government,
3. Civil society as a development in partnership with the government,
4. Civil society replaces government failures.

In Western countries, civil society includes trade unions, employers' organizations, non-governmental organizations, professional associations, grassroots, charitable organizations independent of social movements, neighborhood associations, religious groups and intellectual organizations. All these entities are platforms of specific interest and are trying to influence ruling machines in the shape of a lobby. As stated earlier, the Libyan way of democracy has created an additional civil society structure, which makes democratic platforms, which have the same importance for administrative leadership as civil society. Therefore, it may be of some interest to describe attributes as well as institutional and personal instruments of good governance. Libya has followed a special way for democracy, which in some way is contradictory to the rule of law. Representative democracy based on the rule of law has been partly replaced by the concept of people's sovereignty. Contrary to the law as a product of MP's representatives and implemented by the bureaucrats, this concept - nowadays somewhere between the idea and the reality - requires the direct involvement of people in the political decision-making process. Participation means deciding to create the power of people in all steps of administration. It is organized at national congresses at local, regional and national level. These entities define the political issues and objectives for parallel existing administrative bodies responsible for the implementation of the decision. The formal characteristics of the administrative decision-making process in Libya are:

1. Participation, which means involvement of citizens in decision making process and creation of opportunities to achieve significant contributions to it,
2. Openness, which means that decision-making institutions are open-source, accessible and understandable to the general public,
3. Transparency is also a consequence of the participation and inclusion of information accessibility of people and clarity on the political decision.

The public sector is today seen as an "employer", and the conditions of service are at the forefront of the reform of employment and innovation. The concept of an employer model covered the best practice principles and found the case in the private sector in terms of fair treatment of employees and the provision of good working conditions, including a high level of work safety, certain remuneration and good pensions (Burke, Noblet and Cooper, 2013). The development of public services and public regulatory agencies is the result of a relatively long-lasting process of the metamorphosis of the modern state or

administration, because they are state, administrative systems “primary” regulatory systems. Contemporary management is characterized by tendencies of increasing number of administrative organizations, systemic differentiation, and reduction of the role of coercion, professionalization, and the tendency of constant modernization or “reform” of administrative systems could be mentioned. It is precisely the differentiation of modern administration, which, in addition to repressive, performs other important functions in modern society (service and development functions), has led to the development of the so-called “public services”, and therefore with regard to public regulatory agencies. These agencies perform certain state administrative tasks, which in the past have been reserved exclusively for the state or state authorities. In this context, it is also necessary to warn of certain dangers, the most important of which is the danger of reducing the level of responsibility for decision-making in some important public law areas (in particular, the reduction of the degree of democratic control or the reduction of the degree of ministerial responsibility before the parliament). There are certain problems in this area, among other things, problems of high terminological imprecision, which often lead to a certain degree of misunderstanding of the position and function of modern public agencies and other regulatory bodies in modern public administration.

III. CONCLUSION

There is clear evidence that the role of the HR is becoming versatile, but this role does not confuse traditional HR roles, but it intertwines, adding to the diversity, challenge and complexity of HR in the public sector. Our findings show that changes in HRM in the public sector in Libya have progressed far more than previously suggested. From the perspective of politics, it is clear that the government's “agenda” for change will come into force. However, there is evidence that in some organizations, such as the police, the full potential of the function is slowed down by extensive and lengthy procedures. Therefore, there is a need to explore new ways of streamlining and reducing the burden of the process, as well as more detailed research on how tensions and conflicts within the role can be solved. Labor law is an essential element of a quality solution for HRM potentials. Adaptation of all labor contracts and harmonization of them with current laws in Libya are necessary to create not only a positive climate in the public sector, but also to prevent the occurrence of possible situations in which misinterpretation of labor rights and obligations could occur, and consequently to painstaking, long-lasting and expensive labor disagreements that are not desirable to the employee, nor to the state as an employer. By incorporating such a module within the human resources management system and its application at all levels, from lower-ranking officials, students in temporary work or practice to the level of managers and analysis of legal aspects of managerial contracts, it is possible to eliminate all possible use of specially designed reports shortcomings and fully harmonize all contracts with current laws, regulations and contracts. The efficiency of state and municipal institutions depends to a large extent on the education of public officials, competencies and capabilities. It is important to note that the system for the motivation of human resources has a major impact on the efficiency of institutions. At

present, the problem of the performance of institutions and public officials is being monitored, the conditions required to discover their abilities and potentials are not created. In order to increase the efficiency of the work of institutions, the system for the motivation of human resources needs to be improved. Motivation of public officials is related to the motives of human behavior, i.e. with personal motives to seek well for society and the company that provides them with services. One of the main discourses of scientists and business members are factors that influence the motivation of employees. A number of scientific analyzes have been carried out to identify motivation factors in the public sector. However, there is no common approach among students to the concept of employee motivation and the ability to properly assess the motivation of workers and its impact factors. In order to evaluate the effectiveness of the motivation tools that were applied by the leaders of the state administration services of state and municipal institutions, the aspects of motivation are divided into five groups of factors: material, recognition, self-expression, social and security factors. In the group of material factors, wages are most motivated by employees, while other assets (bonuses, premium allocation, one-time payments prescribed by the government) are rated as inadequate funds for increasing employee motivation. In the group of recognition factors, the most effective motivation modes are the participation of employees in the decision-making process, more responsibility and authority, thank-you, career opportunities; inadequately motivation funds are nominal gifts and state awards. In the self-expression group, the ability to work interesting and responsible work and the possibility of constant improvement (training, training courses, rotations, internships, missions) are well rated. In the group of social factors, the most effective motivation tools were the attention of the leaders, informal discussions, teamwork, and the appropriate leadership style. In the group safety factors, appropriate working conditions, equipped workplace, social security and insurance are well rated. In short, the most effective motivation tool in the private sector is social security, insurance, appropriate working conditions, equipped workplace, the possibility of continuous improvement. The least efficiently motivating asset in the private sector is the one-off payment prescribed by the government, state awards, bonuses, nominal gifts.

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AUTHORS

First Author – Khairi Alhadi Omer Algamudi ,Phd candidate