

The role and importance of human resources in the strategic development of organizations

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Abstract- One of the key activities in human resource management is their support for the implementation of various changes, such as corporate change management. Managers and other employees today are increasingly faced with a permanent need for change, but they also have different abilities to endure changes, and therefore this issue is becoming more and more important. Change management represents a systematic and structured approach that aims to create a sustainable change in human behavior within an organization, i.e. a company, and therefore the involvement of employees in the change process is extremely important. In order to involve employees in the change process in a way that is satisfactory for both employees and the company, there must be a two-way exchange of value, because otherwise the individual can deny the company resources.

Index Terms- Human. management. organizations. company. resources.

I. INTRODUCTION

Human resources management is a separate discipline of management, which includes all processes and activities, which in turn have the goal of achieving set tasks. It includes all aspects of relations with employees, with the primary goal of achieving organizational goals, and through them also personal goals of employees. Modern aspects of organization management should be a new style of managing people that, first of all, enables the well-being of each individual, positive human development, and ultimately the development of society as a whole. As it is well known, knowledge is power, and power can be anywhere, and that is why it will be the greatest competitive advantage in corporate change management. A systemic approach to employee relations enables a high degree of performance improvement.

II. SUBJECT AND GOAL OF RESEARCH

The subject of the research of this work is an overview of the impact of human resources management on the strategic management of corporate changes in oil companies of Libya. Research is interdisciplinary in nature. It will be conducted within the framework of economics, communication, sociology, anthropology, economics, and management. The results of this

scientific research will be able to be used by all scientific disciplines investigating this problem. The scientific and social goal of the research derives from the subject of the research. The scientific goal of the research, that is, the scientific description. The results of this research should benefit all scientific disciplines investigating this problem. The social goal of the work is to provide scientific knowledge on the basis of which certain social measures can be taken in the area of achieving as much knowledge as possible about the impact of human resource management on the strategic management of corporate changes in Libyan oil companies.

III. HYPOTHETICAL FRAMEWORK OF RESEARCH

The work is based on general and special hypotheses derived from the subject of research. General or general hypothesis: If the quality of human resource management in oil companies is better, the strategic management of corporate changes will be better and vice versa. Special hypotheses: If a human resources management strategy is effectively established within oil companies, the implementation of corporate changes will be more functional and vice versa. If oil companies attach greater importance to adequate personnel selection, the change management process will be more productive and effective. If oil companies attach greater importance to personnel training, the risks in the process of implementing changes in the organization will be smaller and vice versa.

Research methods The following research methods were used during the preparation of the dissertation:

- Synthesis method will be applied in order to systematize knowledge according to the laws of formal logic, as a process of building theoretical knowledge in the direction from special to general, in the part that refers to the importance of the human resources function in order to achieve strategic corporate management in oil companies of Libya.

- Inductive method will be applied in order to reach a conclusion about the general judgment based on the analysis of individual facts, as well as the observation of specific individual cases with application, which led to general conclusions. The main advantage of the method is that it is possible to analyze various facts related to the importance of the human resources function for

the purpose of strategic corporate management in oil companies of Libya. Perhaps the main disadvantage of this method is the fact that there are a large number of individual cases, and that it is important to choose the right one, in order to reach adequate conclusions related to the importance of the human resources function for the purpose of strategic corporate management in oil companies of Libya.

- Deductive method will be applied in order to obtain a way of reasoning in which special and individual conclusions related to the importance of the human resources function in the purpose of strategic corporate management in oil companies of Libya are derived from general assumptions.

- Abstraction method will be applied with the aim of separating essential from non-essential elements related to the importance of the human resources function for the purpose of strategic corporate management in oil companies of Libya. The main advantage of this method is reflected in the ability to separate the facts that are important for the research itself from the irrelevant ones, the disadvantage is the possibility that some of the important elements are omitted during the selection.

- The observation method will be applied during the collection of data and information that was necessary for the preparation of the work related to the importance of the human resources function for the purpose of strategic corporate management in oil companies of Libya. The advantage of this method is the possibility to collect a large amount of data related to the importance of the human resources function in order to achieve more efficient corporate management in the oil companies of Libya.

- The research method will be used to collect data related to the importance of the human resources function for the purpose of strategic corporate management in Libyan oil companies. The examination will be conducted by means of a survey questionnaire. The goal of this testing method is twofold. In the first place, to obtain scientifically and socially reliable knowledge and secondly, that these knowledge are useful for further scientific studies related to the importance of the function of human resources in order to achieve strategic corporate management in the oil companies of Libya.

Questions will be structured to achieve, in the most reliable way, the set goals of the research, to prove the set hypotheses and to justify and prove the scientific and social justification of the research on the importance of the function of human resources for the purpose of strategic corporate management in the oil companies of Libya.

Research is planned to contribute to obtaining scientifically reliable knowledge that has scientific and social significance. Research will be carried out on a suitable sample of respondents, who are employed primarily in the private sector of Libya, and to the greatest extent those who are employed in oil companies. In determining the number and type of characteristics of the sample, we will start from sociological knowledge that the professional status of individual employees in organizations affects their attitudes regarding the importance of the human resources function in order to achieve strategic corporate management in oil companies of Libya.

IV. SCIENTIFIC AND SOCIAL JUSTIFICATION OF RESEARCH

Human resource management represents a certain segment of management of the entire organization. Management of all segments of the organization and its resources includes a lot of new content, both in the field of marketing, research, development, finance and production, as well as in the field of IT, work organization, human resources management and the like. Management, in itself, is a complex process because it combines numerous functions, from planning and organizing, to leading and controlling material, financial, information and human resources in the organization.

Managing people, i.e. employees, as the most important resources of the organization, is a complex and multidimensional process. Each employee is a separate person, just as each organization is a story for itself, so what is applicable in one organization is not in another, what gives good results in one does not give in another, what was useful at one time, is not at another etc. In the text that follows, a conceptual analysis of human resources management is presented, then a conceptual determination of human resources, goals and tasks of human resources management, as well as a description of the management activity of human resources and finally a presentation of current models of human resources.

Human resource management in the work process is a very responsible and dynamic process, which helps the organization to reach people with the desired abilities, qualities and opportunities, and its management to ensure the achievement of the desired results and projected goals by influencing the behavior of individuals and groups. Successful human resources management helps to provide capable and responsible personnel for each workplace and to extract maximum results from each individual and team.

Human resources include all human resources in the organization, which includes knowledge, experience, usable abilities and skills, possible ideas and creations, degree of motivation and interest in achieving organizational goals, and the like. This means that they are viewed through the overall human values and potential within an organization. It is up to the management of the organization to recognize them and activate them in the right way and direct them towards the realization of the projected goals. Without people and their potential, there is no organization and its success. Although all resources of an organization are important, human resources are the most important. What one smart head can do, not even a thousand state-of-the-art machines can do.

Man is a conscious, thinking, emotional and rational being, who has his own identity and integrity, his own values and qualities, his own plans and goals and his own needs and interests. His life does not take place exclusively in the organization but also outside it. His behavior can be influenced, but it is not always easy to predict. All the more so, since each person is a story for himself and in many ways unique and unrepeatable. Therefore, the management of people and their resources is a more complex, responsible and sensitive process than the management of technical, financial and other resources of the organization. In order to achieve more favorable results in this process, an individual approach is necessary, because a person brings to the organization not only his knowledge and abilities, but also his

desires and ambitions, his hopes and expectations, and his positive and negative traits and habits.

Human resource managers constantly operate in an environment characterized by changes that are observed in various aspects of the organization's operations, such as: employment, education and innovation of knowledge, economic restructuring, demographic diversity, lifestyle and others. If the management of the organization, and therefore the managers of human resources, to any extent neglect or make minor or major mistakes in relation to changes in the environment, the business of the organization can have various consequences, which are reflected not only in relation to the success of the organization in a given time, but also for its entire survival.

If an individual or organization does not notice certain trends and therefore does not adapt to the challenges, it can result in negative business for both the individual and the society as a whole. "At the same time, certain disproportions, i.e. surpluses and shortages of executors, are being observed in the area of the workforce. Demographic changes (more women, more old people, more sick people) and large migrations, as well as accelerated technological changes, which man fails to follow, even though he invents, shapes and changes them, contribute a lot to this. It should be said that until the year 2000, the study of personnel activities was more or less ideologically influenced. Namely, the scientific-technological and information-communication revolution and newly emerging global relations and the knowledge that man is limited by space and time impose a new approach to the understanding of human resources management. In accordance with the changes that are already taking place, three understandings can be drawn.

The human resources management process takes place in several stages, namely: analysis and planning, recruitment, selection, socialization, training and evaluation. The function of planning and analysis includes activities through which, based on the current situation in the environment, future needs related to human resources are planned. "Planning is a forecasting activity, which traces the paths and ways of future actions and actions. An organization in which the planning function is marginalized sooner or later faces a lack of personnel with an appropriate educational profile and serious difficulties in achieving projected tasks and goals. Human resource planning is an integral part of the organization's overall planning activities.

Recruitment represents the activities of human resources management, which follows the work of planning and analysis. The recruitment process includes identifying, attracting, and enabling the engagement of the highest quality candidates, in order to select from as many as possible those who best meet the needs of organizations with their professional and personal characteristics. The selection process includes activities that, on the basis of pre-defined and standardized methods, rules and techniques, select between various qualified candidates, all with one goal, which is to establish a working relationship in the organization with those who best meet the requirements. "One of the most important areas of human resource management is the selection of quality, capable, ambitious and promising people. Its importance stems from the fact that all other actions and activities in the organization and the human resources management system mostly depend on the quality and competence of the chosen people.

When an employee establishes a working relationship at a new workplace, that phase of his life can be pleasant, accompanied by pleasant events, but it can also be stressful, accompanied by unpleasantness and other negative feelings. "A newly hired employee often finds himself in an unfamiliar environment surrounded by people he doesn't know. In order to fulfill personal and organizational goals, the newcomer must at the very beginning acquire knowledge about the basic facts about the organization, such as: working conditions, conditions for advancement, opportunities for professional training and career development, rules of conduct, rights and obligations, people with which they will work with the opportunities prevailing in the organization and its environment, standards, values and so.

The evaluation of the personnel training process should answer the question: is the employee trained to perform the job efficiently? However, in practice, it has been established that the evaluation of employee training is a much broader term than the answer to the above question. This phase includes determining employees' earnings, rewarding, career planning, promotion and more.

Corporate governance refers to how companies are managed and for what purpose. It identifies who has power and responsibility and who makes decisions. It is, in essence, a toolkit that enables management and the board to more effectively deal with the challenges of running a company. Corporate governance ensures that companies have appropriate decision-making and control processes in place so that the interests of all stakeholders (shareholders, employees, suppliers, customers and the community) are balanced.

Governance at the corporate level includes the processes through which company goals are set and achieved in the context of the social, regulatory and market environment. It deals with practices and procedures to try to ensure that a company is run in such a way that it achieves its objectives, while ensuring that stakeholders can be confident that their trust in that company is well founded.

Corporate governance is defined as a set of instruments, rules, relationships, processes and business systems used to ensure the correct and efficient management of the company, conceived as a system that compensates the (potentially divergent) interests of minority shareholders, controlling shareholders and directors. companies. The corporate governance structure therefore provides the rules and processes by which decisions are made in the company, the ways in which the company's goals are decided, and the way in which the results achieved are achieved and measured. To some extent, an organization's culture can be articulated in its mission statement or vision statement. Elements of corporate culture include the organization's physical environment, human resource management practices, and staff work habits. Corporate culture is also reflected in the degree of emphasis placed on various defining elements such as hierarchy, processes, innovation, collaboration, competition, community involvement and social engagement.

A corporate culture that reflects the larger culture is usually more successful than one that contradicts it. For example, in the current global culture, which values transparency, equality and communication, a secretive company with a strictly hierarchical structure is likely to have problems recruiting and retaining workers and attracting customers and partners. A code of

conduct is the most common policy within an organization. This policy outlines the company's principles, standards, and moral and ethical expectations that employees and third parties adhere to while interacting with the organization. A code of conduct is an integral part of compliance efforts because it provides documentation that an employee or a third party has violated company policy if illegal activity occurs. The company's code of conduct is a policy that states the principles and standards that all employees and third parties acting on behalf of the company must respect. The code of conduct considers the organization's mission and values and links these ideals to standards of professional conduct. In many workplaces, codes of conduct become measures of performance.

The Code of Conduct serves as a reference point for employees to make better choices day after day. Although every possible ethical dilemma that an employee might face will not be spelled out, the code should set out the guiding principles by which employees should behave and therefore lead the workforce to make the right decision. Nowadays, corporate governance is one of the most researched areas in business and economics.

What emerges as the conclusion of those researches is that effective corporate governance reduces disagreements between owners and managers and facilitates monitoring. Also, efficient corporate management is a prerequisite for business success, then it reduces the cost of capital of the company, facilitates the attraction of additional capital, minimizes the risk of the financial system, as well as increases the attractiveness of the country for direct foreign investments, and consequently, leads to greater employment and greater economic growth.

Those companies in which the state is the owner, such as the National Oil Corporation of Libya, are in a specific position in relation to other participants in the market. On the one hand, other market participants may believe that the state places these companies in a privileged position, which may or may not be the case. Also, the company itself and joint-stock companies in which the state is the owner can often find themselves in the problem of not recognizing their goals. Often these companies are not quite sure what the owner (the state) expects from them, because they formulate their expectations not clearly enough.

This is reflected in the fact that it expects its companies to work according to the principles of the market economy, then to fulfill social, political and development goals, which in practice is often the case that they can be mutually contradictory. Unlike private sector companies, public companies typically do not aim to maximize profit or shareholder value. Also, those state-owned

enterprises, which operate in areas of strategic importance, usually have social (societal) goals - providing services at a price below the full market price in order to make them available to all citizens, and development goals - encouraging the development of a region or industry.

The introduction of corporate governance in the National Oil Corporation was motivated by internal reasons and the desire of the leadership of Libya to increase the level of efficiency, effectiveness and transparency of their work. The introduction of corporate governance in this company primarily includes the following activities: preparation of legal and by-law documents, introduction of the licensing system for directors and members of supervisory boards and improvement of the system of monitoring, reporting and responsibility for the business results of state-owned companies and others.

Based on the previous analysis of corporate governance in the National Oil Company, it was done with the aim of comprehensively and comparatively looking at the state and level of development of corporate governance in the mentioned company in order to increase their efficiency and effectiveness and thereby contribute to permanent economic growth and increase the competitiveness of the economy. Libya through the development of a modern and corruption-free public sector.

The paper presents the results of the research, where the application of Pearson's coefficient of linear correlation established that the general hypothesis of the work, which reads: If the quality of human resource management in oil companies is better, the management of corporate changes will also be of better quality and vice versa.

Also, by applying the same method, it was determined that the auxiliary hypotheses of the work, which read: If a human resource management strategy is effectively established within oil companies, the implementation of corporate changes will be more functional and vice versa; If oil companies attach greater importance to adequate personnel selection, the change management process will be more productive and effective; If oil companies attach greater importance to personnel training, the risks in the process of implementing changes in the organization will be smaller and vice versa.

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