

EFFECT OF HUMAN RESOURCES MANAGEMENT PRACTICES ON ORGANIZATIONAL EXCELLENCE:

A CASE STUDY OF ALMADAR LIBYAN COMMUNICATION COMPANY

تأثير ممارسات إدارة الموارد البشرية على التميز التنظيمي:
دراسة حالة المدار الليبية للاتصالات

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Abstract

The primary objective of this study is to attempt to reveal the potential impact of human resource management practices in achieving organizational excellence in Almadar Libyan Communication Company., by achieving the following goals: It was also to identify the level of importance of human resources management practices, Identifying the main proposals to successfully activate the human resources management practices, and explaining the extent to which human resources management practices contribute to achieving organizational excellence in Almadar Libyan Communication Company. Data of the study was collected from 350 respondents with the help of a questionnaire. Results have indicated that there's a significant impact of recruitment and selection, training and development, performance appraisal, pay and compensation, and application of occupational health and safety on organizational excellence in the Libyan communication company. Some recommendations were presented among the most important of which were the importance of working to involve all employees of Almadar Libyan Communication Company in different training courses on how to use computers and modern applications in their business, and the importance of enhancing the productivity of the Almadar Libyan

Communication Company database regarding the skills of current employees, and worker training activities.

Keywords: Libyan Almadar Communication Company, Human Resources Management, Organizational Excellence.

ملخص

الهدف الرئيسي من هذه الدراسة هو محاولة الكشف عن التأثير المحتمل لممارسات إدارة الموارد البشرية في تحقيق التميز المؤسسي في شركة المدار الليبية للاتصالات، من خلال تحقيق الأهداف التالية: تحديد مستوى أهمية ممارسات إدارة الموارد البشرية، وتحديد المقترحات الرئيسية لتفعيل ممارسات إدارة الموارد البشرية بنجاح، وشرح مدى مساهمة ممارسات إدارة الموارد البشرية في تحقيق التميز المؤسسي في شركة المدار الليبية للاتصالات مشاركة بمساعدة استبيان إشارة النتائج الى وجود تأثير 350 تم جمع بيانات الدراسة من كبير للتوظيف والاختيار والتدريب والتطوير وتطبيق معايير الصحة والسلامة المهنية في الأداء والتميز المؤسسي في شركة المدار الليبية للاتصالات. تم تقديم بعض التوصيات من بين أهمها دورات تدريبية مختلفة شركة المدار الليبية للاتصالات حول كيفية استخدام أجهزة الكمبيوتر والتطبيقات الحديثة في أعمالهم. وأهمية تعزيز إنتاجية قاعدة بيانات شركة المدار الليبية للاتصالات فيما يتعلق بمهارات الموظفين الحاليين وأنشطة تدريب العاملين.

Chapter I

1.1 Introduction

Human resource management can be described as a strategic, integrated and coherent approach to the employment, development and well-being of employees in an organization. It has a solid conceptual foundation based on behavioral research and strategic management, human capital and the theory of industrial relations. The foundation is based on many research projects (Armstrong, 2010). Human Resource Management (HRM) is a set of policies, practices, and systems that affect employee behavior, attitudes, and productivity. Many companies refer to HRM as "people's practice". There are many important HR practices that should support a company's business strategy: job analysis and work planning, number of employees with specific

knowledge and skills (personnel planning), recruitment potential (recruitment), recruitment (recruitment), teaching employees how to perform well You prepare for the future (training and development), evaluate its effectiveness (performance management), encourage employees (payroll) and create a supportive environment. Work (relationships with employees). If all of these methods are properly managed, the organization will work best. In companies with effective human resource management, employees and customers tend to be happier, companies are more innovative, more productive and enjoy a better reputation in the community (Raymond A. Noe, 2011).

In a rapidly changing economic environment, organizations are redefining their strategic priorities to optimize their tasks. Strategic management techniques such as cost reduction, brand marketing and product innovation are effective methods that work well in organizations. In this study, I want to better understand how HR best practices can provide companies with strategies to achieve better results. Companies need to design and use advanced processing tools to increase productivity. Employees must become the core element of the company as they must use their imagination and efforts to carry out day-to-day business operations, including cash flow management, business operations, communication across all media, and collaboration with customers. (Armstrong, 2009).

Human resource management (HRM) can be defined as the process of controlling human resource skills to achieve business goals. (Haslinda, 2009) Therefore, companies must ensure that they can manage their critical resources. Human resource management involves identifying and applying policies and practices that ensure sustainable economic control. The ultimate goal is a specific goal: To reduce costs, most companies have started to outsource their human resources and get rid of the human resources department because employees who add humanity to everyday organizational processes do not have the task of persuading someone to pay a salary. (Ryan, 2014)

1.2 Problem Statement

Human resources contribute significantly to improving management systems specifically when the administrative problems facing organizations are exacerbated, and because the strategic direction of human resources is

represented in long-term decision-making regarding all employees in all organizational levels, where the direction of this administration is under the umbrella of the organization's senior management, which expresses the general direction of the organization to achieve its strategic (long-term goals) and achieves organizational excellence through its human resources that contribute to organizing the organization's business and activities. The high-tech enterprises, including the Almadar Libyan Communication Company, is in continues need to updating its practices related to human resources because of its importance in achieving high levels of performance and thus institutional excellence compared to competitors companies operating in the same sector, which requires institutions to learn about the nature of human resources practices and the effect of these practices on achieving institutional excellence.

1.3 Study Objectives

The primary objective of this study is to attempt to reveal the potential impact of human resource management practices in achieving organizational excellence in Almadar Libyan Communication Company. by achieving the following goals:

- Identifying the level of importance of human resources management practices in Almadar Libyan Communication Company.
- Identifying the main proposals to successfully activate the human resources management practices in Almadar Libyan Communication Company.
- Explain the extent to which human resources management practices contribute to achieving organizational excellence in Almadar Libyan Communication Company.

1.4 Study Limitations

This study was only carried out in a telecommunication company in Libya, such study needs to be employed in other region.

The study was also limited to employee of the said communication company.

Financial resources were also a factor that narrowed the scope of the thesis work.

Chapter II

2.1 Literature Review

Semantically, excellence refers to excellence, excellence and organizational excellence and expresses an organization's commitment to sustainable development, customer satisfaction and higher profitability in a fully national and supported environment (Palravan and Khobyari, 2012; Javadin and Moshfegh, 2008). In this regard, two tasks are required: "Improved and improved processes and procedures as well as efforts to build a quality analysis and scientific culture in the organization. "

The competency model is the assessment and self-esteem of a building system that evaluates the efficiency guidelines of managers (Jonkel, 2014). In addition, an excellent organization can

be understood as growth and development of an organization in all aspects, so that the needs and expectations of all beneficiaries can be reconciled with a high level of satisfaction. This situation goes hand in hand with organizational success (Rich, 2015: 387). A competence organization is an organization that monitors all aspects of improvement, ie all departments and departments have the same level of competence, and the organizational procedures are clearly defined and defined (Morinos, 2011). For many organizations, the important question is: how and how can an organization address all of its strengths and weaknesses and prepare for a successful competition by examining and examining various topics? (Ivano, 2014; Faraji et al., 2012). Skill models are powerful tools for solving various problems (Ivano, 2014: 49). The

Business Excellence model was developed to meet this need and, together with the European Quality Management Foundation (EFQM), offers agents an integrated model management system and a method that combines effective and applicable functions.

One of the positive aspects of this model is self-esteem (Stepz, 201). Because of this self-esteem, organizations have strengths and weaknesses. The model comprises three main bases: basic concepts, standards and evaluation logic. The key concepts include: achieving balanced and fair results, value creation for customers, idealized leadership, process management, employee success, increased innovation and creativity, more commitment and responsibility for a sustainable future. The criteria form the core and substance of the model and the basis for evaluating the organization (Parham et al., 2013).

CHAPTER 111

RESEARCH METHODOLOGY AND DATA ANALYSIS

3.1 Overview

The purpose of this chapter was to show how data would be obtained in the field and analysed for interpretation and conclusion in this study. It comprises an overview, research philosophy, survey population and area of the research, sampling design and procedures, variables and measurement procedures, method of data collection, data processing and analysis.

3.2 Research Philosophy, Approach and Design

The research philosophy of this study was positivism as the study intended to collect data about the reality and establish causal relationships between HRM practices and employees job satisfaction.

The research approach of this study was a deductive research approach whereby three research objectives which investigated the level of importance of human resources management practices in Almadar Libyan Communication Company, the main proposals to successfully activate the human resources management practices in Almadar Libyan Communication Company, and explaining the extent to which human resources management practices contribute to achieving organizational excellence in Almadar Libyan Communication Company. Also, the quantitative research method adopted. (Bryman & Bell, 2011, p. 620) asserts that quantitative research methods are grounded on deductive theory in which the researcher test and

measures hypotheses against existing theory". The research design of this study was a cross-sectional survey research strategy.

The reasons for choosing this strategy included its economic viability since the survey strategy allows using of questionnaires to collect data from a large population and these with which it is administered.

3.3 Data of Study

The study relies on two main types of data to address the main research problem and to answer the main research questions as follow:

Primary data: this type of data refers to the data collected for the first time by one of the data collection tools e.g. the questionnaire, interview, etc. This data is new and fresh in its nature because it's collected for the first time.

Secondary data: this type of data refers to the data that already obtained and collected before by other researchers and that exist in books, published papers, thesis, website, etc.

3.4 Survey Population

The targeted population in this research study were the employees of Almadar Telecommunication Company in Libya. The number of employees in this company is around 2000 employees. For the purpose of collecting the primary data, the researcher selected a convenience sample of 400 employees. The researcher developed a questionnaire for the data collection purpose, out of 400 distributed questionnaires a total number of 370 were retrieved back successfully. The questionnaires were double-checked by the researcher to ensure their eligibility to be used in data analysis, the researcher found out that 20 of these questionnaires were invalid to be used for data analysis as some of the information was missing. The clear number of questionnaires under the study was 350.

Table 3.1: Survey population

Sampling method	Targeted sample	Retrieved questionnaires	Discarded questionnaires	Number of questionnaires under the study
Convenience sampling method	400	370	20	350

3.5 Method of Data Collection

This study used primary data. Hence, this study used questionnaire to collect data from the respondents. The questionnaires were structured questionnaires and closed ended questionnaires, self- administration strategy adopted that was delivery and collection technique preferred whereby researcher dropped and picked up later the questionnaires. The questionnaire contained three parts, whereby part one contained demographic question such as age, gender, marital status, educational level, length of services, and income per month of the respondents.

The second part contained effect of human resources management practices on achieving organizational excellence with 6 dimensions (recruitment and selection, training and development, performance appraisal, pay and compensation, occupational health and safety, and organizational excellence). Responses were based on five- point scale where: 1 - 'strongly disagree', 5 'strongly agree', lastly, was overall job satisfaction with 36 items adopted from Spector (1994). Response was based on six-point rating scale where: 1 'disagree very much', 6 'agree very much'. Questionnaire was chosen due to its advantages such as low cost, 20 free from biasness, large samples can be involved and respondents have adequate time to give well thought answers to questions given.

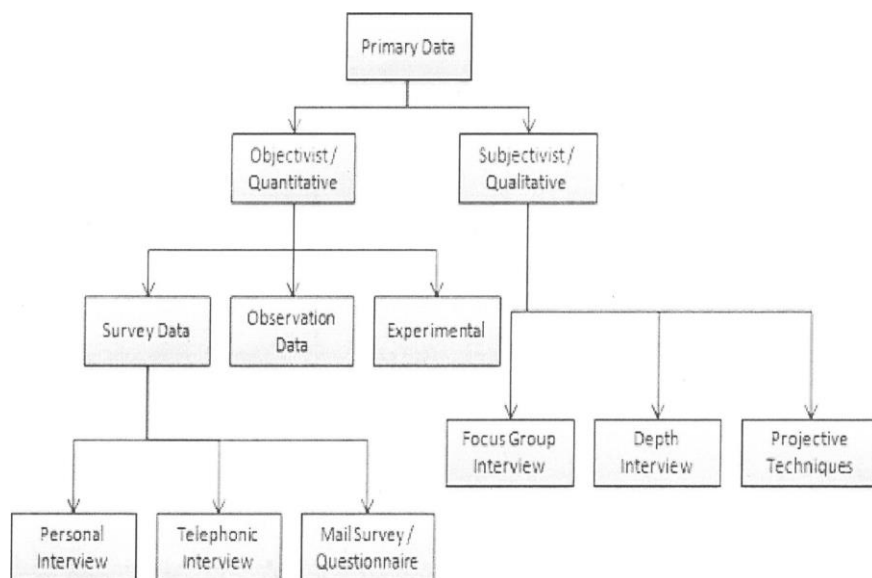


Figure 3.1: Method of data collection

3.6 Data Processing and Analysis

Data processing involved examination of the questionnaires collected to detect errors and omissions. Data were then coded and inputted into SPSS. Manipulation was carried out to compute the variables of interest from the multi-item scales. Descriptive statistics analysis used to describe the effect of human resources management practices on organizational excellence.

Table 3.2: Data reliability

Area of the study	Cronbach's Alpha	N of Items
Recruitment and selection	.956	6
Training and development	.951	6
Performance appraisal	.926	6
Pay and compensation	.954	6
Occupational health and safety	.951	6
Organizational excellence	.963	9
All paragraph	.991	39

Data reliability test is used to examine the extent to which the researcher can rely on the collected data by the questionnaire to address the main research problem. To test the data reliability, the Cronbach's Alpha test was used. The presented results have shown that the overall reliability value was $.991 > 0.70$ which considered a very high reliability value. Moreover, each are of the research questionnaire has obtained a very satisfied reliability value ranging between $.926-.963$. Accordingly, it can be said that the current research questionnaire is reliable and that can be used to examine the effect of human resources management practices on organizational excellence.

Table 3.3: Data validity

Area of the study	Spearman Correlation Coefficient	P-value
Recruitment and selection	0.516	0.000
Training and development	0.476	0.000
Performance appraisal	0.519	0.001
Pay and compensation	0.473	0.000
Occupational health and safety	0.746	0.003
Organizational excellence	0.516	0.000

Results of the data validity test have shown that all dimensions of the study valid and they were significant at values < 0.05 which indicated that all variables can be used to address the main research problem in the current research study.

3.7 Respondents Profile

Table 3.4: Gender distribution

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	221	63.1	63.1	63.1
Valid Female	129	36.9	36.9	100.0
Total	350	100.0	100.0	

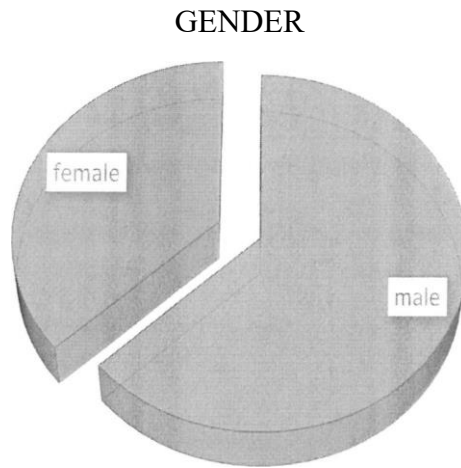


Figure 3.2: Gender distribution

Distribution of respondents according to their gender has shown that percent of the participated males were 63.1% and females percent was 36.9%.

Table 3.5: Field of study

	Frequency	Percent	Valid Percent	Cumulative Percent
Management and finance	129	36.9	36.9	36.9
Engineering	143	40.9	40.9	77.7
Valid Other	78	22.3	22.3	100.0
Total	350	100.0	100.0	

Distribution of the participated respondents according to their field of study has shown that 129 out of 350 respondents were from the field of management and finance, 143 out of 350 respondents from the engineering department, and 78 out of 350 respondents were from other departments.

Table 3.6: age distribution

	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 25	115	32.9	32.9	32.9
25-30	77	22.0	22.0	54.9
Valid 31-40	104	29.7	29.7	84.6
More than 40	54	15.4	15.4	100.0
Total	350	100.0	100.0	

Table 3.7: Educational level distribution

	Frequency		Valid Percent	Cumulative
Vocational Degree		4.9	24.9	
Bachelor	87	50.9	50.9	24.9
Valid Master	178	17.4	17.4	75.7
PhD	61	6.9	6.9	93.1
Total	350	100.0	100.0	100.0

Distribution of the participated samples according to their educational level has shown that

24.9% of respondents were from the vocational degree holders, 50.9% of respondents were from the Bachelor degree holders, 17.4% of respondents were from master's degree holders, and 6.9% of respondents were from Ph.D. holders.

3.8 Research Hypotheses

HO. 1: There is no statistically significant impact of recruitment and selection on organizational excellence in the Libyan communication company.

Table 3.8: Descriptive Statistics (HI)

		Mean	Std. Deviation	Minimum	Maximum
Recruitment And Selection	350	3.5300	1.21606	1.50	5.00
Organizational Excellence	350	3.2260	1.20245	1.33	5.00

Table 3.9. • Wilcoxon Signed Ranks Test (HI)

		Mean Rank	Sum of Ranks
Organizational Excellence - Recruitment and Selection	Negative Ranks	278 a	139.50
	Positive Ranks	0b	.00
	Ties	72C	.00
	Total	350	

- a. Organizational Excellence < Recruitment And Selection
- b. Organizational Excellence > Recruitment And Selection
- c. Organizational Excellence = Recruitment And Selection

Table 3.10: Test Statistics ^a (HI)

	Z	Asymp. Sig. (2-tailed)
Organizational Excellence - Recruitment And Selection	-14.493 ^b	.000

- a. Wilcoxon Signed Ranks Test
- b. Based on positive ranks.

Testing of the first research study hypothesis has shown that there's a statistically significant impact of recruitment and selection on organizational excellence in the Libyan communication company. Accordingly, the null hypothesis is rejected and the primary hypothesis is supported.

HO. 2: There is no statistically significant impact of training and development on organizational excellence in the Libyan communication company.

Table 3.11: Descriptive statistics (HI)

		ean	Std. Deviation	Minimum	Maximum
Training Development and Organizational Excellence	350	3.7543	1.16038	1.50	5.00
	350	3.2260	1.20245	1.33	5.00

Table 3.12. • Wilcoxon signed ranks test (H2)

		Mean Rank	Sum of Ranks
Negative Ranks Organizational Excellence – Training and Development Ties	31?	156.50	48828.00
Positive Ranks	0 ^b	.00	.00
Total	38C 350		

- a. Organizational Excellence < Training and Development
- b. Organizational Excellence > Training and Development
- c. Organizational Excellence Training and Development

Table 3.13: Test statistics^a (H2)

		symp. Sig. (2-tailed)
Organizational Excellence - Training and Development	-15.342 ^{-b}	.000

- a. Wilcoxon Signed Ranks Test
- b. Based on positive ranks.

Testing of the second research study hypothesis has shown that there's a statistically significant impact of performance appraisal on organizational excellence in the Libyan communication company. Accordingly, the null hypothesis is rejected and the primary hypothesis is supported.

HO.3: There is no statistically significant impact of performance appraisal on organizational excellence in the Libyan communication company.

Table 3.14: Descriptive statistics (H3)

		Mean	Std. Deviation	Minimum	Maximum
Performance	350	2.8333	1.21247	1.00	5.00
Appraisal	350	3.2260	1.20245	1.33	5.00
Organizational Excellence					

Table 3.15: Wilcoxon signed ranks test (H3)

		Mean Rank	Sum of Ranks
Negative Ranks	56a	5.90	570.50
Positive Ranks	222b	163.11	36210.50
Excellence – Performance appraisal Ties	72C		
Total	350		

- a. Organizational Excellence < Performance Appraisal
- b. Organizational Excellence > Performance Appraisal
- c. Organizational Excellence Performance Appraisal

Table 3.16: Test Statistics^a (H3)

		symp. (2-tailed) Sig.
Organizational Excellence	--12.580 ^{-b}	.000
Performance Appraisal		

- a. Wilcoxon Signed Ranks Test
- b. Based on negative ranks.

Testing of the third research study hypothesis has shown that there's a statistically significant impact of performance appraisal on organizational

excellence in the Libyan communication company. Accordingly, the null hypothesis is rejected and the primary hypothesis is supported.

HO.4: There is no statistically significant impact of pay and compensation on organizational excellence in the Libyan communication company.

Table 3.17: Descriptive statistics (H4)

		Mean	Std. Deviation	Minimum	Maximum
Pay and Compensation	350	3.1329	1.25227	1.00	5.00
Organizational Excellence	350	3.2260	1.20245	1.33	5.00

Table 3.18. • Wilcoxon signed ranks test (H4)

		Mean Rank	Sum of Ranks
Organizational Excellence	Negative Ranks	92a	
Pay and Compensation	Positive Ranks	219b	15459.00
	Ties	39c	33057.00
	Total	350	

- Organizational Excellence < Pay and Compensation
- Organizational Excellence > Pay and Compensation
- Organizational Excellence Pay and Compensation

Table 3.19: Test statistics^a (H4)

		Asymp. (2-tailed)	Sig.
Organizational Excellence Pay and Compensation	-5.561 ^{-b}	.000	

- Wilcoxon Signed Ranks Test
- Based on negative ranks.

Testing of the fourth research study hypothesis has shown that there's a statistically significant impact of pay and compensation on organizational excellence in the Libyan communication company. Accordingly, the null hypothesis is rejected and the primary hypothesis is supported.

HO. 5: There is no statistically significant impact of occupational health and safety on organizational excellence in the Libyan communication company.

Table 3.20: Descriptive statistics (H5)

		Mean	Std. Deviation	Minimum	maximum
Occupational Health	350	3.6476	1.17782	1.50	5.00
an	350	3.2260	1.20245	1.33	5.00
Safety					
Organizational Excellence					

Table 3.21: Wilcoxon signed ranks test (H5)

		Mean Rank	Sum of Ranks
Negative Ranks			
Organizational Positive Ranks Excellence	0b		
Occupational Health and Ties Safety	38C	156.50.00	8828.00.00
Total	350		

- Organizational Excellence < Occupational Health and Safety
- Organizational Excellence > Occupational Health and Safety
- Organizational Excellence = Occupational Health and Safety

Table 3.22: Test statistics^a (H5)

		symp. (2-tailed)	Sig.
Organizational Excellence	-15.339 ^b	.000	
Occupational Health and Safety			

a. Wilcoxon Signed Ranks Test

b. Based on positive ranks.

Testing of the fifth research study hypothesis has shown that there's a statistically significant impact of occupational health and safety on organizational excellence in the Libyan communication company. Accordingly, the null hypothesis is rejected and the primary hypothesis is supported.

CHAPTER IV

CONCLUSION AND RECOMMENDATIONS

4.1 Conclusion

Results of data analysis have shown that there's a significant impact of recruitment and selection, training and development, performance appraisal, pay and compensation, and application of occupational health and safety on organizational excellence in the Libyan communication company.

Open communication or information sharing promote fast decision making. It will influence commitment and job satisfaction among employees (Amin, Ismail, 2014). Changes should take place in the working environment and universities should make efforts to increase organizational commitment that can enhance the job satisfaction. The universities should establish the close relationship with the employees and support the family system culture in the organization. It implies that increasing employee involvement and participation in decision making regarding their career plans will significantly enhance university performance (Syed, Yan, 2012). If the employees are well aware of the organization environment and their duties, objectives then they were better to perform their tasks, and it helps the

organization to enhance their productivity. Proper job description and job specifications help the employees to grow (Manning, 2012). Job Description plays a vital role in the organizational performance. So, company if clear the job description then it enhances the organization productivity as well. If the employees involved, then it would increase the engagement level with the organization and universities lead toward the top rank. If the employee would be happy with his or her job and with the organization, then it would increase the performance of the organization. Job satisfaction is the employee attitude toward his or her job (Tooksoon, 2011). A highly committed and competent workforce helps companies succeeding these strategies and gain a competitive advantage as long as these strategies are communicated and the workforce is involved in both the formulation and implementation phases (Syed, Yan, 2012).

The study has implications for both the public and private sectors' organizations in attaining organizational excellence in Libya. For example, the study found that HRM employees' practices were not based on appropriate HRM policies and procedures. Further, there is a great variation in HRM practices indicating a lack of consistency. Policymakers, therefore, should aim to build solid and refined policies and procedures for HRM practices. The study also benefits academics, managers, consultants, and practitioners in terms of educating, providing support, and raising awareness on the impact of HRM practices on organizational excellence in Libya, and in countries that have similar features to those of Libya or can be useful to those interested in understanding more about Libya.

4.2 Recommendations

In light of the obtained results, the following recommendations are provided:

- The importance of working to involve all employees of Almadar Libyan Communication Company in different training courses on how to use computers and modern applications in their business.
- The importance of enhancing the productivity of the Almadar Libyan Communication Company database regarding the skills of current employees, and worker training activities.

- Almadar Libya Communication Company should pay more attention to ISO 10015 related to employee training in order to develop employees' skills and performance.
- The importance of paying more attention to the reports of the employee performance appraisal system in taking decisions related to personnel affairs at Almadar Libyan Communication Company.
- Almadar Libyan Communication Company should pay more attention to documenting everything related to the creative ideas of employees.
- Almadar Libyan Communication Company should pay more attention to encouraging employees to be creative in doing their business and reward creative workers.
- Emphasizing speed and convenience in the procedures for providing services at Almadar Libyan Communication Company.
- The company under the study should pay more attention to enhancing the interest in setting up specialized courses that aim to introduce employees at all levels to the importance of customer service and excellence in their service.
- The company's top management should constantly strive to achieve a good competitive position in the marketplace.

4.3 Future Studies

- Future studies can be conducted in the following areas:
- The factors affecting the performance of human resources management and their effect on organization performance.
- The relationship between human resources management and productivity.
- The role of human resources management in improving employees' satisfaction.

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APPENDIX 1: Questionnaire of study**QUESTIONNAIRE**

Effect of Human Resources Management Practices on Achieving Organizational

Excellence: Case Study of Almadar Libyan Communication Company.

Firstly: The Demographical Data

1. Gender:	Male		Female	
2. Field of study	Management and Finance	Engineering	Other (
3. Age	Less than 25	25-30	31-40	€ More than 40
4. Educational level	Vocational Degree	Bachelor	Master	

Please put (X) sign besides the choice that you see fit for each of the following questions:

Secondly: Effect of Human Resources Management Practices on Achieving Organizational Excellence.

Please put circle sign around each number reflects your agreement level to each statement (5:strongly agree; 4: agree; 3: neutral; 2: disagree; 1: strongly disagree).

No.	Items		A	N	D	SD
Recruitment And Selection						
1.	The company attracts individuals who have sufficient skills and experience in the field of planning, organization, and control to fill important administrative positions.	5	4	3	2	1
2.	The company attracts individuals with technical and operational skills in various business fields.	5	4	3	2	1
3.	The interview is a key factor in the company's recruitment process.	5	4	3	2	1
5.	The company encourages creativity in doing business and rewards creative workers.	5	4	3	2	1
6.	The company's management is satisfied with the results of the employees' performance.	5	4	3	2	1
Pay and Compensation						
1.	The company needs to know the number of employees, their job positions and their years of experience for the purpose of determining wages and salaries objectively.					
2.	The company has information about the levels of employees 'accomplishment of their duties to be able to determine the type of deserved reward.					
3.	The company depends on the information provided by the performance appraisal system in order to determine the rewards and incentives that distinguished employees deserve.					
4.	The company is interested in modernizing its compensation system in response to the requirements of the competitive environment.					
5.	The company is constantly conducting surveys on salaries and wages for the purpose of determining the rates of remuneration and salary levels.					

6.	The company is satisfied with the results of the implementation of the applicable compensation system.						
Occupational Health and Safety							
1.	The company's occupational health and safety standards are fully documented and applied.						
2.	The goals and policies of health and occupational safety in the company are understood by the employees.						
3.	The company has specific control standards on documents and data related to occupational health and safety standards.						
4.	The company's management relies on multiple methods to obtain the information necessary to plan its effectiveness in relation to occupational health and safety standards.						