

**THE IMPACT OF HUMAN RESOURCE MANAGEMENT (HRM)  
PRACTICES ON LABOUR PRODUCTIVITY IN LIBYAN  
NATIONAL OIL CORPORATION: THE MEDIATING ROLE OF  
SOCIAL SKILLS**

Mohamed Ibrahim Mohamed Abulkasim

UNIVERSITI SAINS ISLAM MALAYSIA

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بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

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## ABSTRAK

Terdapat persetujuan di kalangan penyelidik mengenai hubungkait antara amalan pengurusan sumber manusia (HRM) dan peningkatan produktiviti pekerja. Amalan HRM amat mempengaruhi objektif organisasi. Kekurangan amalan HRM dan kecekapan pekerja yang rendah memerlukan penyiasatan produktiviti pekerja di syarikat-syarikat di Libya yang mengeluarkan minyak dari segi amalan HRM. Adalah jelas bahawa kesan HRM terhadap produktiviti pekerja sebahagian besarnya bergantung kepada kemahiran sosial. Walau bagaimanapun, banyak kajian sebelum ini mengabaikan peranan kemahiran sosial sebagai perantara di antara HRM dan produktiviti pekerja. Oleh itu, kajian ini mengkaji hubungkait amalan HRM (cth., pekerja, latihan semasa kerja, keputusan desentralisasi dan motivasi pekerja) dan produktiviti pekerja. Kajian ini meneroka peranan perantara kemahiran sosial di antara HRM dan produktiviti pekerja. Kajian ini memberi tumpuan kepada syarikat-syarikat minyak dan gas Libya yang memainkan peranan penting dalam pembangunan ekonomi Libya. Data kajian ini dikumpul dengan menggunakan pendekatan kuantitatif, di mana soal selidik telah ditadbirkan dan menghasilkan 339 responden dengan kadar respons sebanyak 89.6%. Dapatan kajian menunjukkan bahawa terdapat hubungan tidak langsung antara amalan HRM dan produktiviti pekerja. Di samping itu, kajian ini menyokong hubungan hipotetikal yang dicadangkan dalam rangka kerja teori yang mendedahkan bahawa kemahiran sosial memainkan peranan pengantara untuk meningkatkan hubungkait antara amalan HRM dan produktiviti pekerja. Oleh itu, dengan penggunaan kemahiran sosial yang sesuai, pekerja boleh menyumbang ke arah meningkatkan produktiviti pekerja. Selain itu, hasil kajian menunjukkan bahawa kerjasama dan rangkaian kemahiran adalah komponen penting yang menyumbang kepada pengetahuan teori dan praktikal dalam bidang dasar HRM. Penemuan menunjukkan bahawa industri minyak dan gas mesti menumpukan perhatian kepada antecedent utama HRM termasuk kerjasama dan rangkaian kemahiran dalam usaha mencapai peningkatan produktiviti jangka panjang. Akhir sekali, peranan kakitangan dan latihan semasa kerja sebagai amalan HRM bercanggah dengan hasil kajian sebelum ini yang mendapati faktor-faktor ini adalah penting bagi produktiviti pekerja. Oleh itu, hubungan itu perlu terus diterokai dan disiasat.

## ABSTRACT

There is an agreement among researchers on the relationship between Human Resource Management (HRM) practices and improving labour productivity. HRM practices greatly influence organisational objectives. Lack of HRM practices and low labour competency necessitate investigating the labour productivity of Libyan oil producing companies. It has become obvious that the effect of HRM on labour productivity largely depends on social skills. However, many previous studies ignored the role of social skills as a mediator between HRM and labour productivity. Thus, the present study investigates the relationship of Human Resource Management practices (e.g. staffing, on-the-job training, decentralised decisions, and employee motivation) and labour productivity. The study explores the mediating role of social skills between HRM and labour productivity on Libyan oil and gas companies that play an important role in Libya's economic development. The data of this study were collected using the survey approach, Questionnaires were administered to 600 randomly selected respondents, 378 respondents returned the questionnaires and 339 usable questionnaires make up the response rate of 89.6% . The findings indicated that there is direct relationship between HRM practices and labour productivity. In addition, the present study supported the hypothetical relationship proposed in the theoretical framework revealing that social skills play a mediating role on improving the relationship between HRM practices and labour productivity. Thus, with the appropriate usage of social skills, employees are able to contribute toward enhancing labour productivity. Moreover, the findings revealed that collaboration and networking skills are important components contributing to the theoretical and practical knowledge in the field of HRM Practices. The findings implied that the oil and gas industry must concentrate on the key antecedents of HRM including collaboration and networking skills in pursuit of increased long-term productivity and turnover. Finally, the role of staffing and on-the-job training as HRM practices contradict the results of previous studies that found these factors to be crucial for labour productivity. Thus, such relationships need to be further explored and investigated.

## ملخص البحث

أنتق الباحثون على أن هناك علاقة بين ممارسات إدارة الموارد البشرية وتحسين إنتاجية العمل. حيث أن ممارسات إدارة الموارد البشرية لديها تأثير كبير على الأهداف التنظيمية. ولكن ضعف ممارسات إدارة الموارد البشرية وانخفاض كفاءة العمال يستلزم التحقيق في إنتاجية العمالة في الشركات الليبية المنتجة للنفط من حيث ممارسات إدارة الموارد البشرية. أصبح من الواضح أن تأثير إدارة الموارد البشرية على إنتاجية العمل يكمن في المهارات الاجتماعية. ومع ذلك، تجاهلت العديد من الدراسات السابقة دور المهارات الاجتماعية كوسيط بين إدارة الموارد البشرية وإنتاجية العمل. وهكذا، فإن الدراسة الحالية تهدف إلى التحقيق في علاقة ممارسات إدارة الموارد البشرية (مثل التوظيف، والتدريب على رأس العمل، والقرارات اللامركزية، وتحفيز الموظفين) وإنتاجية العمل. كما هدفت الدراسة إلى استكشاف دور المهارات الاجتماعية كوسيط بين إدارة الموارد البشرية وإنتاجية العمل. وركزت الدراسة على شركات النفط والغاز في ليبيا التي تلعب دوراً هاماً في التنمية الاقتصادية الليبية. وقد تم جمع بيانات هذه الدراسة باستخدام المنهج الكمي، حيث كانت تدار الاستبانة وأسفرت عن 339 استجابة وكان معدل الاستجابة 89.6% وأشارت نتائج الدراسة إلى أن هناك علاقة غير مباشرة بين ممارسات إدارة الموارد البشرية وإنتاجية العمل. وبالإضافة إلى ذلك، أيدت نتائج هذه الدراسة العلاقة الافتراضية المقترحة في الإطار النظري حيث كشفت النتائج أن المهارات الاجتماعية تلعب دور الوسيط في تحسين العلاقة بين ممارسات إدارة الموارد البشرية وإنتاجية العمل. وهكذا، مع الاستخدام المناسب للمهارات الاجتماعية، فإن الموظفين قادرين على المساهمة في تعزيز إنتاجية العمل. وعلاوة على ذلك، كشفت النتائج أن مهارات التعاون والتواصل هي عناصر مهمة تسهم في المعرفة النظرية والعملية في مجال سياسات إدارة الموارد البشرية. كما تعني هذه النتائج أن صناعة النفط والغاز بشكل عام يجب أن تركز على السوابق الرئيسية لإدارة الموارد البشرية بما في ذلك مهارات التعاون والتواصل في السعي لزيادة الإنتاجية على المدى الطويل ودورانها. ويجدر الإشارة بأن دور التوظيف والتدريب على رأس العمل كالممارسات إدارة الموارد البشرية تتناقض مع نتائج الدراسات السابقة التي وجدت بأنها عوامل حاسمة لإنتاجية العمل. وبالتالي، فإن هذه العلاقة تحتاج إلى مزيد من البحث والتحقيق فيها.

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