

IMPACT OF HUMAN RESOURCE MANAGEMENT TOWARDS  
ORGANISATIONAL PERFORMANCE: THE MEDIATING ROLE OF  
EMPLOYEE SKILLS, ATTITUDE AND BEHAVIOUR IN  
CONSTRUCTION INDUSTRY

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## DEDICATION

Prays to Allah (SWT) for giving me the strength and commitment to complete this research project. I would like to dedicate this thesis to my father's departed soul who was always and inspiration to me. I also want to share my truthful love to my mother Rahma Abdeddaim and my brother and sisters, my current supervisor, Ts. Dr. Roshartini Binti Omar, my Co-supervisor, Dr. Md. Asrul Nasid Bin Masromand for helping me to finish my study. My heartiest regards to employee work in Libyan construction industry for providing the opportunity to carry out my research within their companies, my friends and others who always gave me strength, motivation, encouragement and unyielding support without which I could not be able to achieve this degree.



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## ABSTRACT

The current issue of HRM practices in the Libyan construction industry, they have lack of knowledge to handle human capital in the construction industry. Libyan industries as rely seriously on the skills, attitude and behavior of the foreign experts due to the lack of the local skilled force and it is challenging to Libya industries especially in the construction industry. Thus, this study examined the relationship between HRM practices and skills, attitude, and behavior, examined the relationship between HRM and organisational performance, examined the relationship between skills, attitude and behavior with organisational performance, investigated the mediating role of employee skills, employee attitude and employee behavior in relationship between HRM and organisational performance and developed the framework of the relationship between HRM and organisational performance. Data collected from employees working at the 632 Libyan construction companies by using the random sampling technique. There are 219 construction employees as the respondents this research in area Wadi al Shatii, Tripoli, Misrata, Al Zawiah, Sabha and Benghazi. A set of questionnaires was used for the data gathering. The data were analyzed using Structural Equation Modeling technique using AMOS 23 software. The findings showed that HRM was influenced employee skills, employee attitude and employee behavior and impact to organisational performance. The result also demonstrated that the employee skills, employee attitude and employee behavior are the mediator in the relationship between HRM and organisational performance. Meanwhile, the relationship between HRM and organisational performance is not supported. The contribution of this study proposed and validated a new framework in the Libyan construction companies it will facilitate the managers in creating and modifying their organisational policies and rules regarding human resource recruitment, selection, training and development to increase the productivity and competitiveness of the organisation.

## ABSTRAK

Isu terkini HRM dalam industri pembinaan Libya, mereka kurang pengetahuan untuk mengendalikan modal insan dalam industri pembinaan. Industri Libya bergantung kepada kemahiran, sikap dan tingkah laku pakar asing kerana kekurangan tenaga mahir tempatan dan ia mencabar industri Libya terutamanya dalam industri pembinaan. Oleh itu, kajian ini mengkaji hubungan antara amalan HRM dan kemahiran, sikap dan tingkah laku, mengkaji hubungan HRM dan prestasi organisasi, mengkaji hubungan antara kemahiran, sikap dan tingkah laku dengan prestasi organisasi, mengkaji perantaraan peranan kemahiran pekerja, sikap pekerja dan tingkah laku pekerja dalam hubungan antara HRM dengan prestasi organisasi dan membangunkan rangka kerja perhubungan antara HRM dengan prestasi organisasi. Data yang dikumpul dari pekerja yang bekerja di 632 syarikat pembinaan Libya dengan menggunakan teknik persampelan rawak. Terdapat 219 pekerja pembinaan sebagai responden kajian ini di kawasan Wadi al Shatii, Tripoli, Misrata, Al Zawiah, Sabha dan Benghazi. Satu set soal selidik digunakan untuk pengumpulan data. Data dianalisis menggunakan teknik Pemodelan Persamaan Struktur menggunakan perisian AMOS 23. Dapatan menunjukkan bahawa HRM telah mempengaruhi kemahiran pekerja, sikap pekerja dan tingkah laku pekerja serta kesan kepada prestasi organisasi. Hasilnya juga menunjukkan bahawa kemahiran pekerja, sikap pekerja dan tingkah laku pekerja adalah pengantara dalam hubungan antara HRM dengan prestasi organisasi. Sementara itu, hubungan antara HRM dan prestasi organisasi tidak disokong. Sumbangan kajian ini mencadangkan dan membuktikan rangka kerja baru dalam syarikat pembinaan Libya itu akan memudahkan para pengurus dalam mewujudkan dan mengubah dasar dan peraturan organisasinya mengenai pengambilan, pemilihan, latihan dan pembangunan sumber manusia untuk meningkatkan produktiviti dan daya saing organisasi.

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**LIST OF SYMBOLS AND ABBREVIATIONS**

HRM	-	Human Resource Management
HR	-	Human Resource
SEM	-	Structural Equation Modeling
PSM	-	Public Service Motivation
OP	-	Organisational Performance
ES	-	Employee Skills
EA	-	Employee Attitude
EB	-	Employee Behaviour
CFA	-	Confirmatory Factor Analysis
KMO	-	Kaiser Meyer Olkin
EFA	-	Exploratory Factor Analysis
AVE	-	Average Variance Extracted
CR	-	Composite Reliability
CI	-	Critical Index





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## CHAPTER 1

### INTRODUCTION

#### 1.1 Introduction

This chapter is the first section of the thesis. It sets the background of the study to show how the problem statement exists thus, the need to conduct this study. In this chapter, the research objectives are explained, the research questions and hypotheses are also provided. This is then followed by the significance of this study. The operational definitions of the research variables applied are discussed and end with a brief summary.

#### 1.2 Background of Study

Business environment is far away from being static since it is continuously experiencing changing situations. Thus, it is not only important for organisations to be aware of the changes that are taking place in this dynamic business environment of the modern time, relatively, they should also learn how to cope up with the changes in order to remain successful. Under these circumstances, it has indeed becoming a challenging issue for organisations to craft strategies and create policies in their organisation. Such strategies and policies can facilitate and permit them to effectively manage the effects of such uncertainties that may arise due to shift in either external or internal environments. It can also help them to surpass their performance expectations. According to Ngoc (2012), an organisation heavily depends on various functional areas such as financial functions, current facilities available at the organisations, use of modern and current technology, human capital,

and all these functions are interrelated to the overall functioning of the organisation. The Human Resource Management (HRM) process assesses the variations in the performance levels of the companies and also determines the reasons for the success or failure of the company. It has been reported that the organisations which use appropriate HRM techniques, display a better performance (Yeung & Berman, 2012). Hence, the HRM processes provide a system which helps the employees make well-informed and appropriate decisions about their future actions and also provides them with proper methods for the execution of these decisions (Raj & Kothai, 2014).

The rapid globalisation has created the business environment very competitive. Construction industry involves diverse occupational cultures (e.g. engineers, architects, construction managers, management personals, and general labours) that make this particular industry as one of the most complex labour-intensive industries (Bernstein, 2003; Donald, 2006; Sweis *et al.*, 2009; Ngoc, 2012). The Libyan construction industry has to be developed and organised in a better manner (Hokoma *et al.*, 2007; Otman & Karlberg, 2007; Shibani *et al.*, 2010). According to Tughar *et al.* (2007), urban development is on a rise in Libya, and the construction industry is an important parameter (Qadhafi, 2000) which could further help in the industrial development of the country (Bindra & Hokoma, 2004; Rifai *et al.*, 2006; Tughar *et al.*, 2007; Hokoma *et al.*, 2007, 2008; Hokoma, 2010).

Libya is presently undergoing rapid constructions for its infrastructure development (Omran *et al.*, 2012). The previous studies explore the construction industry in technology (Keating & Olivares, 2007; Zhu *et al.*, 2008), developing employee skills, attitude and behavior for enhance organisational performance (Abdullah *et al.*, 2009; Omran *et al.*, 2012). This is because, when the employees are skilled, attitude and behavior they are willing to dedicate more time and show commitment at a certain level for achieving organisational objectives (Dearden *et al.*, 2006). More skilful workers will help the organisation to also perform better (Ballot *et al.*, 2006; Conti, 2005).

Every organisation implemented the HRM practice, ensure the organisational success in the construction industry (Najeh & Kara-Zaitri, 2004; Shibani *et al.*, 2010; Sayeh *et al.*, 2005). Therefore, the implementation of proper HR policies is an important factor for the success of any organisations (Hassan, 2007; Boxall & Purcell, 2008; Wood, 2009; Danish & Usman, 2010; Huselid, 2011; Yeung & Berman, 2012; Raj & Kothai, 2014; Renata & Lucia, 2016). It is important for

organisation to glance the connection between HRM and the organisational performance to increase the productivity of the organisation.

### 1.3 Problem Statement

Previous studies are centered the impacts of HRM practices on organisational performance within an emerging-market setting in Middle East (Darwish *et al.*, 2016) moreover less study setting in Libya. Although much of the HRM literature holds that effective people management represents a durable source of competitive advantage, somewhat less clear is which of the sets of HR practices are most likely to enhance performance (Singh *et al.*, 2016), as well as how performance may best be measured (Darwish *et al.*, 2013). Moreover, it has been argued that HR practices together may generate very different results to when they are encountered individually (Darwish *et al.*, 2016).

The current issue of HRM practices in the construction industry is that people involved in the HRM, they have lack of knowledge to handle human capital in the construction industry (Raj & Kothai, 2014). Ngab (2007), mentioned Libyan industries as rely seriously on the skills of the foreign experts due to the lack of the local skilled force and it is challenging to Libya industries especially in the construction industry. Grifa (2006), observed construction industries in Libya, there are lack of understanding their tasks, for those who was working in the Libyan construction sector (Shibani *et al.*, 2010). Therefore, the organisational performance and productivity will affected and reduce the profit of the company.

In fact that if the attitude towards the organisation is negative, the outcome will be negative (Lambooj *et al.*, 2006). The negative attitude of the employees will impact firms' performance. The proper manage of human resource can be an essential tool that affects employee's attitude, skills and behaviour (Srikarsem & Ussahawanitchakit, 2009). The right HRM strategy of the organisation, ensures that employees know what kind of behaviours are expected out of them. Therefore, there is a need for proper HRM through which individual expectations will be easier that ultimately help employees to adapt their skills, attitude and behaviour.

Hence, employee skills, attitude and behaviour can be considered as the mediator that will help towards better understanding on the linkage between HRM

and organisational performance in the Libyan construction industry context (Katou, 2008, 2010; Savaneviciene & Stankeviciute, 2010). The identification of the mediators' elements to be used in a study in new contexts is of much importance (Savaneviciene & Stankeviciute, 2010). Katou (2008), Katou & Budhwar (2010) and Yeung & Berman (2012) suggested that employee skill, employee attitude and employee behaviour are very important elements of HRM policies that influence organisational performance (Purcell & Kinnie, 2007) by the employees to achieve organisation's goals and targets (Demo *et al.*, 2012). Previous studies have criticized the way in which HRM may impact OP, arguing that, whether individual or in a bundle, HR practices do not directly affect firm performance (Katou & Budhwar, 2007); however, the view is held that HR practices could directly impact some mediating variables (e.g., employee skills, attitude and behaviour), which, in turn, affect firm performance; this is what can be termed as the mediating in regard to HRM-performance research (Darwish *et al.*, 2015).

There are several studies which have been conducted to evaluate the relationship between HRM and organisational performance in recent years (Abdulkadir *et al.*, 2017; El-Ghalayini, 2017; Melton & Meier, 2017). Past researches revealed that majority of the studies that focused on understanding the existence of association between the HRM practices and organisation's performance in the context of developed countries such as U.S. and Europe (Danish & Usman, 2010; Huselid, 2011; Yeung & Berman, 2012). Conversely, a very little number of studies are focused in the context of Libya (Rifaiet *et al.*, 2006; Hokoma *et al.*, 2007; Hokoma, 2010) especially in construction industry which the relationship HRM and organisational performance still unexplored (Katou, 2008) and a very little literature can be found on its application (Omran *et al.*, 2011; Ngoc, 2012; Odesola *et al.*, 2013). Thus, this study focus on context construction industry in Libya country for fill in the gap.

Overall, this study, attempted to explore the relationship between the HRM practices and the employee attitude, skills and behaviour toward organisational performance. This study also will examine the employee skills, attitude and behavior as a mediator in relationship between HRM and organisational performance.

#### 1.4 Research Questions

This study at hand investigated the relationship between HRM practices and organisational performance in the Libyan context. The research questions were as follow:

- (i) What is the relationship between HRM and employee skills, employee attitude and employee behaviour in the Libyan construction industry context?
- (ii) What is the relationship between HRM and organisational performance in the Libyan construction industry context?
- (iii) What is the relationship between employee skills, employee attitude and employee behaviour with organisational performance in the Libyan construction industry context?
- (iv) What are the role of employee skills, employee attitude and employee behaviour in relationship between HER and organisational performance?
- (v) How to improve the relationship between HRM and organisational performance in the Libyan construction industry context?

#### 1.5 Research Objectives

This study has aimed to investigate the relationship between HRM and organisational performance in the context of Libya. Therefore, the objectives of the study were as follow:

- (i) To examine the relationship between HRM and employee skills, employee attitude and employee behaviour in the Libyan construction industry context.
- (ii) To examine the relationship between HRM and organisational performance in the Libyan construction industry context.
- (iii) To examine the relationship between employee skills, employee attitude and employee behaviour whit organisational performance in the Libyan construction industry.

- (iv) To investigate the role of employee skills, employee attitude and employee behaviour in relationship between HRM and organisational performance.
- (v) To develop the framework of improving the relationship between HRM and organisational performance in the Libyan construction industry context.

## 1.6 Scope of Research

The current study takes an attempt and an initiative for exploring the relationship between HRM practices and organisational performance and the mediating role of employee skills, attitudes and behaviours in the setting of Libya, where these relationships have not yet been discovered. Data were collected from 632 Libyan construction companies' employees working as project managers, engineers, architects, quantity surveyors, and site supervisors by using the random sampling technique from 242 construction companies listed such as in area Wadi al Shatii, Tripoli, Misrata, Al Zawiah, Sabha and Benghazi in the Libyan Government Report (2010). The findings of the study will serve as an important guideline for HR managers to improve the employee motivation and also retaining employees with high potential and talent, in the setting of Libya.

## 1.7 Significant of Study

Libya is presently undergoing rapid constructions for its infrastructure development (Omran *et al.*, 2012; Tumi *et al.*, 2009) and this particular industry needs proper HRM policies and practices to compete in this ever challenging working environment (Cheah-Liaw *et al.*, 2003; Abdullah *et al.*, 2009; Tumi *et al.*, 2009; Omran *et al.*, 2012; Boxall & Macky, 2014; Porter & Yergin, 2013). The present study upholds the purpose of gaining an insight about the pertinent research questions through acquiring knowledge in regards to the performance as also the underlying factors that determine the efficiency as well as profitability of the construction industry of Libya. In the modern time, the importance behind the assessment of performance evaluation has heightened as a result of globalization and

its effects. As a matter of fact, globalisation has indeed drastically increased competition between organisations and traditional industries specifically in well-built construction markets. Therefore, this particular study intends to analyse and acquire a detailed insight in regards to the relationship between HRM practices and organisational performance in the Libyan construction industry. Particularly, this study holds the purpose of gaining a detailed understanding about the relationship that is taking place between HRM and the performance of organisations. It anticipates to investigate which determinant is the most important when it comes to organisational performance.

The outcome of this particular research intends to provide the academics and management authorities working in the construction companies in Libya with an opportunity and strategy for properly managing and handling their human resource and turning them into their success factors. At the same time, it will also facilitate the managers in creating and modifying their organisational policies and rules regarding human resource recruitment, selection, training and development.

This study also provides some meaningful insights on the methodological, empirical, practical as well as theoretical aspects. Empirically, this study validates the proposed model; thus, will contribute to the development of new framework on the relationship between HRM practices and organisational performance. This study provides such guidance to the academics as well as to the practitioners. From the theoretical stance, there is a lack of proper mechanism by which HRM might impact on organisational outcomes (Treblay *et al.*, 2010; Yeung & Berman, 2012). Therefore, this study has filled this research gap in the Libyan context. Practically, the findings will serve as an important guideline for HR managers in Libya to enhance employees motivation and also retaining employees with high potential and talent.

## **1.8 Research Methodology**

As the study is deductive in nature, all the constructs were identified from the past literatures. Therefore, the research design focused on a quantitative approach because it enables the researcher to understand the social phenomenon more clearly. This research falls under the post-positivism or realism paradigm since this is purely a



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