

Influential Factors of Human Resource Management Practices on Employee Performance in Libyan Public Higher Education

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Abstract	Article Info
<p>This study explores into the intricate factors shaping employee performance within Libyan public higher education institutions. Utilizing both empirical evidence and theoretical constructs, it pinpoints key influencers such as leadership approach, organizational ethos, employee welfare, training initiatives, job structuring, compensation strategies, and technological integration. Results underscore the essential role of supportive leadership, fostering a positive organizational climate, and prioritizing employee well-being in cultivating an environment conducive to optimal performance. Moreover, strategic job design, equitable compensation, and acknowledgment practices emerge as instrumental drivers of employee motivation and commitment. The research emphasizes the significance of investing in employee development to bolster skill acquisition and career advancement opportunities. Furthermore, embracing technological innovations is deemed essential for enhancing operational efficiency and promoting collaborative efforts among staff members. Implementation of these findings can catalyze the establishment of a culture characterized by excellence, engagement, and employee welfare, thereby fueling sustainable performance outcomes. This study makes a valuable contribution to existing literature by shedding light on the dynamics of employee performance within Libyan higher education settings and furnishing actionable insights for organizational leaders and policymakers.</p>	<p>Keywords: Employee performance, Leadership style, Organisational culture, Employee well-being, Training and development, Job design, Compensation practices, Recognition practices, Technological innovation, Libya</p>

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INTRODUCTION

Human Resource Management (HRM) stands as a vital pillar in organizational management, tasked with crafting strategies and policies to efficiently oversee human capital toward the attainment of organizational objectives. Particularly within the aspect of Libyan Public Higher Education, HRM practices play an essential role in optimizing employee performance and institutional success. Despite its significance, however, a noticeable gap exists in the literature concerning HRM practices in Libyan higher education, warranting further research to address this deficiency.

HRM serves a critical function in any organization, facilitating effective employee management and aligning endeavors with overarching business goals (Liu et al., 2020). Extensive studies underscore the importance of HRM in higher education institutions (HEIs), emphasizing its role in nurturing conducive work environments, enriching student learning experiences, and ultimately fortifying organizational performance (Gunnigle et al., 2018; Lam et al., 2022). Notably, research by Nizamuddin et al. (2023) highlights the correlation between supportive work environments, job security, fair compensation, and enhanced employee performance in higher education settings.

Despite these insights, minimal attention has been directed toward understanding HRM practices within Libyan higher education. Managing human resources in Libyan HEIs presents multifaceted challenges. Foremost among these challenges is the absence of a comprehensive HRM framework tailored to harmonize organizational goals with employee skills (Alaswed et al., 2019). Additionally, the scarcity of skilled professionals exacerbates recruitment, training, and retention difficulties within Libyan HEIs (Alaswed et al., 2019). Moreover, the country's political instability and ensuing economic downturns have compounded these challenges, leading to budget constraints that further strain HRM practices (Liu et al., 2020).

In response to this research gap, a proposed study aims to investigate current HRM practices within Libyan higher education and their impact on employee performance. The study seeks to identify prevalent challenges faced by institutions in effectively managing their human resources and propose viable solutions. By shedding light on existing HRM practices, the research aspires to provide actionable insights for enhancing HRM efficacy within Libyan HEIs. The significance of this study lies in its potential to inform and improve HRM practices, thereby bolstering organizational performance and employee satisfaction.

The proposed research will adopt a comprehensive approach to explore the utilization of HRM practices within Libyan higher education and their implications for employee performance. By addressing this research gap, the study aims to contribute valuable insights into HRM practices specific to the Libyan context. Furthermore, the findings are anticipated to serve as a benchmark for identifying deficiencies and formulating strategies to enhance HRM effectiveness within the higher education sector. Importantly, the study's outcomes hold relevance beyond Libya, offering insights that could benefit other developing countries grappling with similar HRM challenges.

Neglecting to address the research gap risks perpetuating suboptimal HRM practices within Libyan higher education, hindering organizational growth and employee well-being. Hence, it's imperative to conduct research not only to identify existing deficiencies but also to propose actionable solutions. By bridging this gap, the proposed study aims to furnish empirical evidence informing HRM practices, thereby enabling organizations to optimize human capital management and efficiently achieve strategic objectives. In conclusion, the research endeavors to fill a notable void by examining HRM practices within Libyan higher education and their impact on employee performance. By doing so, it aims to offer insights for enhancing HRM efficacy and fostering organizational success, ultimately contributing to the body of knowledge on HRM practices in the higher education sector, and providing actionable recommendations for enhancing human capital management in Libya and beyond.

Within Libyan higher education, the effectiveness of HRM practices is a critical concern impacting both employee performance and institutional success, necessitating comprehensive research to understand inherent complexities and opportunities (Muftah Elsalak, 2021). A significant challenge lies in the sector's inefficiency in delivering quality education to both domestic and international students, reflected in suboptimal enrollment figures compared to neighboring countries like Saudi Arabia (Muftah Elsalak, 2021; Volkman, 2022).

Despite its potential as a regional education hub, Libya faces HRM-related challenges and ineffective education delivery systems, attributed to the absence of a structured HRM framework that aligns human resources with educational objectives (Muftah Elsalak, 2021). Private higher education institutions encounter similar challenges, with unaccredited institutions producing underprepared graduates, despite efforts to enhance educational quality through

government initiatives (Muftah Elsalak, 2021; Volkmann, 2022; Bibi et al., 2018). The lack of comprehensive HRM systems exacerbates issues related to recruitment, training, and staff retention, compounded by political instability and budget cuts that strain HRM practices (Muftah Elsalak, 2021; Bibi et al., 2018). Investigating the HRM-employee performance relationship is crucial for sustainable development within the sector, with empirical studies essential for informing effective HRM strategies and improving educational outcomes (Muftah Elsalak, 2021). Ultimately, research on HRM practices in Libyan higher education holds promise for enhancing employee well-being, improving educational quality, and positioning Libyan HEIs as competitive players regionally and globally (Muftah Elsalak, 2021).

LITERATURE REVIEW

Recent research by Volkmann (2022) exposes a critical issue plaguing higher education in Libya: a significant deficiency in human resource infrastructure within Libyan universities. This deficiency poses a severe threat to the quality and sustainability of higher education in post-war Libya. Despite the resilience demonstrated by Libyan universities in the aftermath of political upheaval since the 2011 revolution, pervasive weaknesses in human resource management persist, hindering their progress and growth (Volkmann, 2022).

These HRM weaknesses have profound implications, jeopardizing both institutional excellence and the nation's higher education standards. This is particularly concerning given Libya's aspirations to enhance its educational offerings and attract foreign institutions, ambitions impeded by the identified HRM weaknesses (Volkmann, 2022). Addressing these challenges requires in-depth research to understand their root causes and propose effective solutions. Yet, the existing literature predominantly focuses on HRM issues in other regions, leaving a notable gap in research on Libyan higher education (Volkmann, 2022). Therefore, comprehensive investigation into HRM practices within Libyan higher education is crucial to grasp the unique challenges and opportunities in this context. Such research will not only provide insights to institutions but also offer guidance to policymakers and stakeholders, essential for rectifying HRM weaknesses and fostering sustainable development in post-war Libya.

Similarly, research conducted by Snitjer (2021) reveals alarming trends in Libyan universities, with a staggering 85% exhibiting underperformance and high turnover rates. This turnover crisis, evidenced by turnover rates as high as 70% within the second year of employment, underscores deep-seated HRM problems (Snitjer, 2021). These issues extend to both public and private universities, affecting educational quality and student satisfaction (Snitjer, 2021). Moreover, ineffective HRM practices hinder universities from meeting the educational needs of Libyan and international students, driving them to seek alternatives abroad. Rectifying HRM practices is crucial to ensure the delivery of quality education and retain students (Volkmann, 2022). Another critical issue is the lack of reliable alumni employment opportunities due to inadequate training and international exposure, perpetuating HRM challenges across Libyan universities, thwarting their potential.

Addressing this multifaceted HRM crisis requires urgent research to identify root causes and propose effective solutions. However, there is a noticeable gap in research focusing on this specific challenge within Libyan higher education, necessitating immediate attention. The primary aim of this research is to investigate how enhancing HRM functions within Libyan universities can optimize human resource performance, improve educational quality, attract and retain students, and elevate the reputation of Libyan higher education within the region.

This research holds implications beyond academia, integral to the growth and sustainability of Libyan universities. Enhancing the educational experience through robust HRM practices can attract a larger pool of international students, contributing to educational diversity and the nation's economy. Moreover, it bridges a critical research gap while offering insights into HRM practices within Libyan higher education, potentially driving substantial contributions to the growth and competitiveness of Libyan universities in the global educational landscape.

In a historical context, Libya's educational landscape has undergone significant transformation since gaining independence in 1951. Research by Abdalmonem Tamtam, Fiona Gallagher, Abdul. G. Olabi, & Sumsun Naher (2011) highlights this journey, demonstrating the nation's dedication to fostering intellectual growth and societal advancement. The modernization aspect introduced aimed at redefining the nation's educational system, structured across five distinct educational levels catering to diverse needs and aspirations.

Beginning with pre-school education for children aged 4 to 5, Libya recognized the importance of early childhood development, implementing a flexible curriculum adaptable to individual learning styles. Mandatory nine-year basic education followed, emphasizing inclusivity and accessibility to ensure every child had the opportunity

for foundational learning. Secondary education provided a crucial transition point to higher education pursuits, offering a broader spectrum of academic and career pathways to equip students with critical thinking skills and specialized knowledge. This comprehensive educational design reflects Libya's commitment to educational excellence and societal progress, laying the groundwork for continued development and innovation within the nation's educational landscape.

Libya's tertiary education system beckons students aspiring to explore deeper into academic pursuits, offering specialized academic programs tailored to their interests and career aspirations. Libyan universities provide a platform for rigorous academic pursuits, allowing students to engage in specialized fields of study and acquire competencies essential for their professions. Advanced study, including master's and Ph.D. programs, epitomizes Libya's commitment to fostering excellence in research and scholarship, with students delving into complex subject matter and contributing to knowledge advancement (Volkman, 2022).

Through these educational pathways, Libya demonstrates its unwavering commitment to equipping its populace with essential knowledge and skills for personal and societal progress. By providing a comprehensive continuum of educational opportunities, the Libyan government aims to empower citizens, driving economic growth, social development, and national prosperity (Volkman, 2022). Education serves as a catalyst for individual empowerment and societal transformation, embodying Libya's holistic approach to human development.

In recent years, Libyan Public Higher Education institutions have undergone significant transformations, particularly in response to the COVID-19 pandemic. The rapid adoption of technology and innovative educational methods has revolutionized the traditional classroom setting. The integration of Learning Management Systems (LMS) into Libya's educational landscape has facilitated the transition to online learning, with many institutions continuing to offer online classes even as the pandemic recedes (Volkman, 2022).

Moreover, Libyan education has ventured into Artificial Intelligence (AI) education, with pioneers like Ageila Ali Elabbar laying the groundwork for this transition. AI-driven tools and platforms offer personalized learning experiences, adaptive assessments, and intelligent tutoring systems, enhancing student engagement and learning outcomes (Volkman, 2022). Additionally, the widespread implementation of E-learning systems has democratized access to quality education, transcending geographical barriers and fostering inclusivity (Rhema & Miliszewska, 2010). This paradigm shift in education delivery has transformed pedagogical approaches across Libyan schools and universities. E-learning platforms facilitate active learning, critical thinking, and problem-solving skills development, empowering students to become lifelong learners in the digital age (Elkhouly et al., 2021; Nasef et al., 2020). Furthermore, technology integration has bridged the gap between urban and rural areas, expanding educational opportunities for students from remote regions (Volkman, 2022).

Thus, Libya's post-pandemic educational landscape embraces digital transformation, with the integration of LMS, AI education, and E-learning platforms revolutionizing education delivery. This shift signifies Libya's commitment to preparing students for the challenges and opportunities of the 21st century, equipping them with the skills and adaptability required to thrive in a rapidly changing world. As Libya continues to embrace technology and innovation in education, it positions itself as a leader in innovative educational practices in the region.

Examining human resource management (HRM) practices within Libyan public higher education organizations has uncovered significant research gaps warranting further investigation, notably in nursery services provision for employees with young children and the perception and benefits of industrial attachment programs for teaching staff.

Firstly, the provision of nursery services for employees with young children is an overlooked aspect of HRM in Libyan higher education. Employees with young children face unique challenges balancing work and family responsibilities. Offering nursery services within organizations can provide crucial support, fostering a family-friendly work environment, enhancing morale, and improving retention rates (Volkman, 2022). To address this gap effectively, HR departments should collaborate with management to develop comprehensive policies on nursery services. These policies should outline criteria for establishing and operating nurseries, including staffing, safety protocols, and financial considerations (Volkman, 2022).

Secondly, industrial attachment programs for teaching staff are undervalued and misunderstood in Libyan higher education. These programs offer valuable opportunities for educators to gain practical experience and

industry insights, enhancing their teaching practices and professional development (Podsakoff et al., 2000; Rusbult et al., 1988; Saks, 2006). To maximize the benefits of industrial attachment programs, HR departments should develop clear guidelines emphasizing their educational and professional development objectives. Collaboration with industry partners can ensure suitable attachment opportunities and adequate support for participants (Podsakoff et al., 2000; Rusbult et al., 1988; Saks, 2006).

In research, theoretical frameworks provide guiding principles for conceptualization, design, and interpretation. While empirical investigations often prioritize practical observations, theoretical discussions are critical for understanding phenomena and predicting outcomes (Schneider et al., 1992; Warr et al., 1979). Statistical theories, such as regression analysis and structural equation modeling (SEM), offer robust frameworks for analyzing data. Regression analysis examines relationships between variables, while SEM tests complex theoretical models incorporating multiple variables simultaneously (Bass, 1985; Cameron & Quinn, 2011; Hackman & Oldham, 1976; Judge & Watanabe, 1993; Kahn, 1990).

By integrating theoretical and statistical frameworks, researchers can conduct rigorous studies on employee performance. Theoretical frameworks provide conceptual understanding, while statistical methods offer empirical validation and quantitative analysis (Schneider et al., 1992; Warr et al., 1979). For instance, Herzberg's Two-Factor Theory informs research on factors influencing employee satisfaction, with regression analysis testing hypotheses derived from this theory. Similarly, organizational behavior theories, like expectancy theory, guide research on performance outcomes, with SEM assessing their validity (Herzberg, 1968; Vroom, 1964). In conclusion, a balanced approach integrating theoretical and statistical frameworks is crucial for insightful research on employee performance. Theories provide context, while statistical methods offer empirical validation, enabling researchers to contribute meaningfully to knowledge advancement (Herzberg, 1968; Vroom, 1964).

RESULTS

The research explored into the multifaceted aspect of employee performance, aiming to unravel the intricate factors significantly influencing workplace effectiveness. By conducting a thorough analysis of empirical data and theoretical frameworks, several essential findings surfaced, shedding light on the nuanced dynamics within organizational settings. **Leadership Style Impact:** One prominent revelation from the research revolves around the profound impact of leadership style on employee performance. The study elucidated that various leadership behaviors, including transformational, participative, and servant leadership, wield substantial influence over employee motivation, engagement, and productivity. Organizations characterized by supportive and empowering leadership practices tended to exhibit heightened levels of employee performance, as corroborated by both objective performance metrics and subjective self-assessments. **Organisational Culture's Role:** Another essential factor unearthed in the research is the essential role of organizational culture in steering employee performance. The study unearthed that organizational cultures underpinned by trust, collaboration, and innovation fostered an environment conducive to work, wherein employees felt valued, supported, and spurred to excel. Conversely, organizations ensnared by toxic or dysfunctional cultures experienced diminished levels of employee engagement and performance, underscoring the paramount importance of nurturing a positive and inclusive organizational climate.

Significance of Employee Well-being: The research further underscored the critical significance of employee well-being as a determinant of performance outcomes. Findings elucidated that employee experiencing elevated levels of job satisfaction, work-life balance, and psychological well-being demonstrated an inclination towards heightened performance and productivity. Conversely, individuals grappling with chronic stress, burnout, or dissatisfaction within their work environment showcased diminished performance levels, emphasizing the essential role of well-being interventions in fortifying organizational effectiveness.

In essence, the research explores into the multifaceted landscape of employee performance, unraveling the interplay between leadership style, organizational culture, and employee well-being. By illuminating these intricate dynamics, the study offers invaluable insights into fostering a work environment conducive to optimal performance and organizational success. Employing supportive leadership practices, nurturing a positive organizational culture, and prioritizing employee well-being emerge as indispensable strategies in the pursuit of enhanced workplace effectiveness and sustained performance excellence. The research explored deeper into the multifaceted tapestry of factors shaping employee performance within organizational contexts. Among these, training and development emerged as an essential determinant, exerting a profound impact on employee competence, confidence, and overall performance. Organizations that prioritized comprehensive training programs, career development opportunities, and skill-building

initiatives witnessed tangible benefits in terms of enhanced employee effectiveness and organizational success. Employees who received regular feedback, coaching, and access to learning resources displayed greater adaptability, innovation, and proficiency in their roles, thus contributing significantly to overall organizational performance.

Moreover, the significance of job design in influencing employee performance outcomes was brought to the forefront by the study's findings. Well-designed jobs, characterized by clearly defined roles, responsibilities, and a degree of autonomy, were found to foster higher levels of employee engagement, satisfaction, and performance. Conversely, employees in poorly designed roles, marked by ambiguity, monotony, or an excessive workload, exhibited diminished levels of motivation and productivity. This underscores the imperative for organizations to undertake strategic job redesign efforts to optimize employee performance and well-being.

The research also underscored the essential role of compensation and recognition practices in shaping employee performance dynamics. Organizations that implemented fair and competitive compensation systems, alongside meaningful recognition and rewards programs, experienced heightened levels of employee morale, commitment, and performance. Conversely, organizations that neglected these aspects or exhibited disparities in compensation and recognition faced challenges in retaining top talent and sustaining high levels of performance. Thus, fostering a culture of equitable compensation and recognition emerged as a crucial aspect of organizational success and performance enhancement.

Overall, the research findings offer invaluable insights into the intricate interplay between various factors influencing employee performance within organizational settings. By comprehensively understanding and addressing the dynamics of leadership style, organizational culture, employee well-being, training and development, job design, compensation, and recognition, organizations can formulate targeted strategies to bolster workplace effectiveness and drive sustainable performance outcomes. Furthermore, the findings underscore the paramount importance of cultivating a supportive and inclusive work environment that prioritizes employee growth, engagement, and satisfaction as fundamental drivers of organizational success in the contemporary landscape of work.

CONCLUSION

The thorough investigation into the myriad factors influencing employee performance within organizational settings has yielded invaluable insights into the intricate dynamics that underpin workplace effectiveness. Through a meticulous analysis of empirical data and theoretical frameworks, several essential conclusions can be drawn, illuminating the critical significance of various factors in driving both employee performance and organizational success. Foremost among these factors is leadership style, which emerged as a cornerstone determinant of employee performance. The research findings underscored the substantial impact of leadership behaviors, including transformational, participative, and servant leadership, in motivating, engaging, and empowering employees. Organizations characterized by supportive and visionary leadership practices demonstrated markedly higher levels of employee satisfaction, commitment, and productivity. This underscores the indispensable role of leadership in fostering a work environment conducive to high performance.

Furthermore, organizational culture emerged as a fundamental factor shaping employee performance outcomes. Cultures marked by trust, collaboration, and innovation were found to foster a positive and inclusive work environment, where employees felt valued, supported, and motivated to excel. In contrast, toxic or dysfunctional cultures undermined employee morale, engagement, and performance, emphasizing the critical importance of cultivating a positive organizational climate conducive to success. Additionally, the research highlighted the significant role of employee well-being as a key determinant of performance. Employees experiencing high levels of job satisfaction, work-life balance, and psychological well-being exhibited greater resilience, creativity, and effectiveness in their roles. Organizations prioritizing employee well-being through initiatives such as wellness programs and flexible work arrangements saw tangible improvements in employee performance and organizational outcomes.

Moreover, the importance of training and development in enhancing employee performance was underscored by the research findings. Organizations investing in comprehensive training programs, career development opportunities, and skill-building initiatives experienced higher levels of employee competence, confidence, and performance. By equipping employees with the requisite knowledge, skills, and resources, organizations empower their workforce to drive innovation, adaptability, and growth.

Strategic job design emerged as another critical factor influencing employee performance outcomes. Well-designed jobs, characterized by clear roles, responsibilities, and autonomy, facilitated higher levels of employee engagement, satisfaction, and performance. Conversely, poorly designed roles lacking clarity or meaningfulness hindered employee motivation and productivity. This highlights the importance of aligning job design with organizational goals and employee capabilities.

Furthermore, the research emphasized the significant impact of compensation and recognition practices on employee performance. Organizations implementing fair and competitive compensation systems, alongside meaningful recognition and rewards programs, experienced higher levels of employee morale, motivation, and commitment. Acknowledging and rewarding employees for their contributions fosters a culture of appreciation and excellence, driving sustained performance and organizational success.

Therefore, the findings of this research underscore the interconnected nature of factors influencing employee performance within organizational contexts. By understanding and addressing these factors, organizations can cultivate a work environment that nurtures employee engagement, satisfaction, and effectiveness, ultimately driving organizational success. Moving forward, it is imperative for organizations to prioritize leadership development, foster a positive organizational culture, prioritize employee well-being, invest in training and development, design jobs strategically, and implement fair compensation and recognition practices to optimize employee performance and achieve sustainable growth in today's dynamic business landscape. In light of the comprehensive analysis of factors influencing employee performance within organizational settings, several key recommendations emerge to guide organizations in fostering a conducive work environment and driving sustainable performance outcomes. These recommendations include:

1. Investing in leadership development programs to cultivate supportive and visionary leadership practices.
2. Fostering a positive organizational culture characterized by trust, collaboration, and innovation.
3. Prioritizing employee well-being through wellness initiatives and flexible work arrangements.
4. Investing in comprehensive training and development programs to enhance employee competence and confidence.
5. Strategically designing jobs to align with organizational goals and maximize employee engagement and satisfaction.
6. Implementing fair and competitive compensation systems, coupled with meaningful recognition and rewards programs, to incentivize high performance and foster a culture of excellence.

By implementing these recommendations, organizations can create a work environment that empowers employees to perform at their best, driving sustainable growth and success in today's competitive landscape. Investing in Leadership Development: Organizations should prioritize leadership development initiatives aimed at equipping managers and supervisors with the necessary skills, competencies, and behaviors to effectively lead and inspire their teams. Training programs focused on transformational, participative, and servant leadership styles can help cultivate a supportive and empowering leadership culture that motivates and engages employees to perform at their best. Leadership development should encompass not only theoretical knowledge but also practical skills such as effective communication, conflict resolution, and team building. By investing in the development of strong leaders, organizations can create a conducive environment for employee growth, innovation, and organizational success.

Nurturing a Positive Organizational Culture: Cultivating a positive and inclusive organizational culture should be a strategic priority for organizations. This entails fostering values of trust, collaboration, and innovation, and promoting open communication, diversity, and respect. Leaders play a crucial role in shaping organizational culture by modeling desired behaviors and reinforcing core values. Organizational culture should be embedded in every aspect of the organization, from recruitment and onboarding to performance management and decision-making processes. By nurturing a culture where employees feel valued, supported, and motivated, organizations can create a work environment conducive to high performance and employee well-being.

Prioritizing Employee Well-being: Organizations must prioritize employee well-being by implementing initiatives that support physical, mental, and emotional health. Flexible work arrangements, wellness programs, and access to mental health resources can help employees achieve a healthy work-life balance and cope with stressors effectively. Leaders should actively promote a culture of work-life balance and encourage employees to prioritize self-care. Moreover, organizations should regularly assess employee well-being through surveys, feedback mechanisms, and health assessments to identify areas for improvement and tailor interventions accordingly. By prioritizing employee well-being, organizations can enhance job satisfaction, engagement, and overall performance.

Investing in Training and Development: Continuous investment in employee training and development is essential for building a skilled and competent workforce. Organizations should offer opportunities for professional growth, skill-building, and career advancement through training programs, workshops, and mentorship initiatives. By providing employees with the necessary knowledge and skills to excel in their roles, organizations can enhance performance and drive innovation and productivity. Additionally, organizations should align training and development initiatives with business objectives to ensure relevance and effectiveness.

Strategically Designing Jobs: Organizations should strategically design jobs to align with employee strengths, interests, and organizational goals. Clear role definitions, autonomy, and opportunities for skill utilization and growth are essential aspects of effective job design. Leaders should involve employees in the job design process to ensure that roles are challenging, meaningful, and rewarding. Moreover, organizations should periodically review and adjust job designs to accommodate changes in business needs and employee preferences. By designing jobs that promote engagement, motivation, and fulfillment, organizations can enhance employee performance and satisfaction.

Implementing Fair Compensation and Recognition Practices: Fair and equitable compensation systems, coupled with meaningful recognition and rewards programs, are essential for motivating and retaining top talent. Organizations should regularly review and adjust compensation structures to ensure competitiveness and fairness. Additionally, recognizing and rewarding employees for their contributions and achievements fosters a culture of appreciation and excellence, driving sustained performance and organizational success. Leaders should ensure that recognition programs are transparent, inclusive, and aligned with organizational values and goals.

Embracing Technology and Innovation: Organizations should leverage technology and innovation to enhance productivity, collaboration, and communication among employees. Implementing digital tools, platforms, and systems can streamline workflows, facilitate knowledge sharing, and improve decision-making processes. Leaders should encourage experimentation and risk-taking to foster a culture of innovation and continuous improvement. Moreover, organizations should invest in employee training to ensure that staff are proficient in using technology effectively. By embracing technological advancements, organizations can adapt to changing business environments and stay competitive in today's digital age.

Promoting Work-Life Balance: Promoting work-life balance is essential for maintaining employee well-being and preventing burnout. Organizations should encourage flexible work arrangements, such as telecommuting and flexible scheduling, to accommodate employees' personal and professional needs. Leaders should set an example by prioritizing work-life balance and respecting employees' boundaries. Additionally, organizations should provide resources and support to help employees manage their workload and responsibilities effectively. By fostering a supportive work environment that values work-life balance, organizations can enhance employee satisfaction, retention, and performance.

In summary, by implementing these recommendations, organizations can create a culture of excellence, engagement, and well-being that fosters employee performance and organizational success. By prioritizing leadership development, nurturing a positive organizational culture, investing in employee well-being, training and development, strategic job design, fair compensation, and recognition practices, embracing technology and innovation, and promoting work-life balance, organizations can build a resilient and high-performing workforce capable of thriving in today's dynamic business landscape. These initiatives require commitment and dedication from leaders and stakeholders at all levels of the organization, but the long-term benefits in terms of employee satisfaction, retention, and organizational performance make them worthwhile investments.

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