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Knowledge and Human Resource Management and Organisational Success in Libyan Oil and Gas Industry

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Abstract: Companies have recognized the importance of human resources in their global competitiveness strategy. Modern organizations must prioritize competent people resources since they are critical for quality and success. Technology and economic changes also raise human resources issues. To overcome these challenges, businesses must invest in competent human capital. Scholars and specialists have studied human resources as a distinct cognitive science and attempted to learn from theoretical and practical advances. While Western nations have achieved tremendous cognitive development advances, Arab countries are still struggling to develop human capital. Thus, the relationship between HRM and knowledge management is crucial to Libyan organizational performance. The relevance of this research is in investigating how knowledge management in Libya affects HRM and organizational effectiveness. The research design emphasized quantitative methods to achieve study aims. This research gives Libyan oil and gas industry academics and management the possibility and strategy to successfully manage and deploy their human resources, turning them into success drivers. Additionally, it will help managers create and modify their HR policies and procedures for hiring, selecting, training, and developing employees. From a theoretical standpoint, the HRM-knowledge management system is flawed. Thus, our study filled the Libyan research gap. The data will help HRM improve employee engagement and retain highly competent and informed Libyans.

Keywords: human resources, organisations' strategies, cognitive development, human capital, HRM, knowledge management.

Introduction

KM has helped banking institutions standardize operations and improve customer connections. Neha Singh, S. Pradhan (2024) highlighted organisational structure, technological adoption, and human resource elements including training and information exchange as significant success factors for financial institution KM implementation. Their findings show that KM promotes adaptability and creativity in a highly regulated and competitive business. Timo Hammerl (2021) showed that KM is relevant in public institutions as well as corporations. His study highlighted KM implementation success criteria, particularly in workplace social networks, where cooperation and knowledge sharing are crucial to organizational success. Hammerl's TOSI framework emphasises the need for technological, organisational, social, and individual initiatives to improve KM systems and drive performance. Like KM, HRM has changed how organizations handle knowledge. HRM was traditionally seen as an administrative role focusing on payroll, recruiting, and employee relations. As businesses confronted more complex difficulties in the 21st century, HRM grew to include strategic planning, talent development, and leadership. HRM today helps link human capital with organisational goals to ensure that workers' talents and competencies help the firm succeed. HRM techniques have changed with the global economy, worker demographics, and technology. HR analytics and AI help HR professionals make data-driven choices, enhancing recruiting, performance management, and employee engagement. Technology has also made it easier to integrate KM systems with HRM, allowing companies to maximize employee potential.

HRM has helped technology companies manage competent people, encourage innovation, and retain talent. Google and Microsoft prioritize employee growth, knowledge exchange, and cooperation in their HRM initiatives. These companies have aligned HRM and KM to foster learning, creativity, and innovation. HRM has evolved in healthcare, where controlling human capital is essential to excellent treatment. KM and internal marketing (IM) affected UAE healthcare organisational performance, according to Malini Nair and colleagues (2024). Their study showed that HRM strategies that promote knowledge sharing, employee development, and organisational learning increase healthcare outcomes and operational efficiency.

Libya relies on its oil and gas industry for 60% of GDP and 97% of exports. The development of this industry is crucial to Libya's economic stability and prosperity. The sector struggles with political instability, antiquated infrastructure, and a trained labor scarcity. These obstacles have hampered the industry's worldwide competitiveness and potential. To overcome these problems and succeed in the Libyan oil and gas business, KM and HRM are essential. Effective KM techniques may help oil and gas companies handle massive volumes of data, improve decision-making, and boost efficiency. HRM strategies are crucial for attracting, developing, and maintaining talented personnel who can help the sector succeed.

Despite the relevance of KM and HRM in the Libyan oil and gas sector, little study has examined its implementation and influence on organizational performance. This study addresses this gap by studying how KM mediates HRM and organizational success in the Libyan oil and gas industry. KM and HRM integration benefits companies, especially those in complex, competitive industries like oil and gas. HRM ensures that employees acquire the skills and ability to use information, whereas KM captures, stores, and shares valuable knowledge. Oil and gas companies struggle to retain competent staff. The sector demands specialized knowledge and competence, thus losing skilled people might hurt an organization's efficiency. Talent retention requires HRM approaches including career development, competitive remuneration, and employee engagement. HRM is not enough—organizations require effective KM systems to transfer knowledge and prevent important knowledge loss when workers depart.

Libya's political instability makes long-term KM and HRM investments risky. Oil and gas companies often struggle to embrace sophisticated KM technology due to antiquated infrastructure. For instance, many Libyan organizations still use manual data management systems, which limits knowledge capture and sharing. Another issue for Libya's oil and gas industry is a skilled labor shortage. The sector demands specialized exploration, drilling, and production skills. However, underinvestment in education and training has constrained talent. With many smart professionals departing the country for greater chances overseas, the brain drain worsened this problem. Despite these obstacles, the Libyan oil and gas business can use KM and HRM to succeed. Global oil and gas demand remains high, and Libya has large undiscovered reserves. Libyan oil and gas companies may increase operational efficiency, recruit and retain qualified people, and compete globally by investing in KM and HRM.

KM and HRM are crucial to organisational performance, especially in complex, competitive sectors like oil and gas. Companies may better collect, share, and utilize information, stimulate innovation, and retain competent personnel by combining KM and HRM. KM and HRM can increase organisational performance and long-term success in the Libyan oil and gas business, which faces political instability, antiquated infrastructure, and a skilled worker scarcity. KM, HRM, and organizational success in the Libyan oil and gas sector are examined in this research to determine how they might be optimized to improve performance.

Literature Review

The oil and gas business is vital to worldwide energy production, economic growth, and employment creation. This sector is complicated, capital-intensive, and dependent on a trained and diversified staff. According to Ngoc (2020), this sector is unique since it includes engineers, architects, managers, technicians, and workers, each with their own skills and experiences. Strategic HRM is needed to manage a diverse workforce. In an industry with constant technical and regulatory changes, effective HRM practises are critical for operating efficiency and promoting collaboration and creativity. The oil and gas business is labor-intensive, thus organizations must create HRM methods that meet its needs (Loosemore et al., 2018). To maintain productivity and safety, the personnel is typically spread between onshore and offshore sites, requiring sophisticated communication and management systems.

In this business, projects are generally done in high-risk areas where safety and compliance are crucial. Rapid decision-making and the capacity to adapt to unexpected obstacles like shifting oil prices, geopolitical conflicts, and environmental concerns add to this complexity. HRM must emphasize recruiting, retention, training, employee engagement, and leadership development. HR personnel in the oil and gas business must acquire additional industry-specific knowledge and skills (Raj & Kothai, 2020). Some HR professionals have broad HR abilities but need industry-specific expertise to manage human capital. HR teams may require help aligning their objectives with business needs, which can slow workforce planning and growth. The industry's high turnover rate complicates matters further, since firms must constantly recruit and educate to keep talented workers. Many organizations compete for the same talented workers, so they must offer competitive remuneration and career growth.

Oil and gas companies must take a strategic HRM approach that prioritises project-level human resource management to address these challenges. This includes acknowledging that project execution incorporates numerous essential concerns including team dynamics, dispute resolution, and performance management. HRM techniques must be flexible to fit each project, allowing teams to work well under pressure. Cross-functional teams with various expertise may improve problem-solving and creativity, while clear communication channels can reduce misunderstandings and boost cooperation.

Training and development are crucial to oil and gas HRM. With fast technological development and the requirement to comply with safety standards and laws, organizations must spend in regular staff training (Wright et al., 2015). These programs should teach technical and soft skills including teamwork, leadership, and communication. Companies may boost employee happiness and retention while preparing them for industry changes by promoting learning and development. Performance management, together with training, boosts worker productivity. Having a clear performance management system lets companies set expectations, give constructive criticism, and recognize employee efforts. This method should be clear and connected with the company's strategic goals so workers can see how their responsibilities contribute to its success (Sweis et al., 2019). Performance management can also involve regular check-ins and developmental interactions to encourage career progression beyond yearly assessments.

Safety is crucial in the oil and gas business, where accidents may be devastating. HRM must be proactive to build and incorporate safety standards into the company culture (Maloney, 2017). This requires extensive safety training, frequent exercises, and a climate where employees feel empowered to raise safety problems. Organisations may prevent accidents, boost morale, and improve their industry image by emphasizing safety. In recent years, the sector has also increased staff diversity and inclusion. Research shows that diverse teams boost performance and creativity, therefore HRM must support diversity (Bernstein, 2018). Mentorship programs, employee resource groups, and fair hiring may be needed. Diversity in the workplace allows companies to tap into more ideas and solutions, improving corporate results.

HRM experts must keep up with oil and gas sector developments and advances to improve workforce management. Digital technologies like AI and data analytics can help with workforce planning and talent acquisition (Hammad et al., 2020). AI-driven recruiting solutions may expedite the hiring process and help companies find talented individuals based on criteria. Data analytics may also guide staff allocation and training. Remote employment, spurred by the COVID-19 epidemic, has forced organizations to rethink HR procedures and explore flexible work arrangements and virtual collaboration solutions. Effective HRM is crucial for oil and gas companies since managing a varied workforce is difficult. Strategic HRM strategies tailored to project-based work may maximize human resources and boost performance. Effective HRM requires personnel acquisition, training and development, performance management, and safety integration. A diversity and inclusion culture boosts creativity and innovation, helping organizations negotiate industry complexity. HRM professionals must adopt new technology and methods to keep their companies competitive and resilient in a continually changing industry.

Another issue with current practices is that oil and gas human resource managers typically lack the skills and education to successfully manage the sector's human capital (Raj & Kothai, 2020). Human resource management's main duty is to assess how many employees an organization needs and how to retain competent individuals in the competitive oil and gas business (Wright et al., 2015). In the ever-changing oil and gas business, HRM professionals need the right knowledge (Hammad et al., 2020). Sweis et al. (2019) noted that good oil and gas HR management builds employer-employee trust. Oil and gas is one of the hardest industries to have a good HRM strategy because of its diverse occupational cultures. The human resources department must offer a secure and friendly environment and inspire employees to achieve company goals. Businesses must assess personnel based on their ability to lead smoothly. Thus, the corporation must manage diverse workforces carefully to maximize productivity and employee contentment.

The globalised Libyan oil and gas business faces new problems due to demographic shifts (Saadi, 2019). The dramatic topic of Michaels et al. (2019) “war for knowledge” has prompted local enterprises to compete for top human capital. Companies in Libya, like others, need competent people, and worldwide rivalry seems to be making it hard to get global operations knowledge (Singh & Sharma, 2015). The lack of competent and experienced human capital hinders most organizations' worldwide expansion. This has advised local enterprises to train their staff for every role (Mashood et al., 2019).

Libya's oil and gas sector, a major source of foreign cash, has driven asset expansion and economic change. Libya's oil and gas industry is crucial to its economy. Attar says “the oil and gas sector will continue to be at the forefront of Libya’s economic development” (2020, p.36). This business will boost Libya's economy and give people an opportunity to work due to its long-term sustainability and high yield. According to Attar (2020), Libya has gained greatly from its oil and gas industry. The Libyan government has consistently supported the oil and gas sector with financial and infrastructure resources to be competitive and battle globalization. The oil and gas business is developing worldwide because to its low density, electrical conductivity, and corrosion resistance (Al-Suwaidi, 2020). Waha Oil Company is a major Libyan oil and gas producer (Attar, 2020). The Libyan oil and gas business is evolving in a competitive global setting, making knowledge management techniques crucial for organizational performance and sustainability. Fostering a culture of constant learning and innovation in the workforce is key. Structured training programs may teach employees technical skills for specific positions and foster critical thinking, problem-solving, and teamwork. Companies may build a trained and informed staff that can respond to industry changes by investing in employee development. Mentorship programs between experienced experts and younger employees can help impart tacit knowledge, which is difficult to capture in formal training. Digital technologies and platforms may improve knowledge exchange and collaboration in organisations. Knowledge management solutions that let employees access and share vital data can improve operations and creativity. Despite the benefits, Libyans face significant obstacles to implementing these measures. Political instability, violence, and oil and gas industry fragmentation might hinder knowledge management systems.

Expatriate competence can also create a knowledge gap since local employees may feel distant from the company's strategic goals. Libyan enterprises require a comprehensive knowledge management plan that stresses local talent development and incorporates foreign expertise to overcome these issues. Organisations may better manage the global oil and gas industry by fostering an inclusive, varied, and knowledge-sharing culture. Knowledge management will be crucial for operational efficiency and creating a resilient and adaptable workforce as Libya attempts to improve its competitiveness and attract international investment.

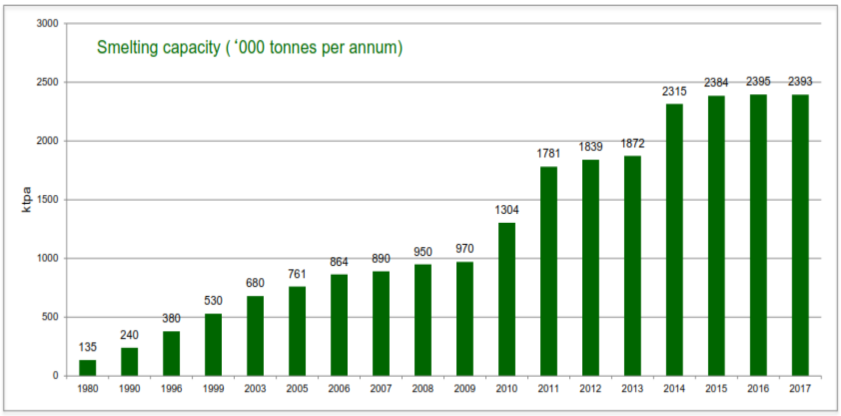
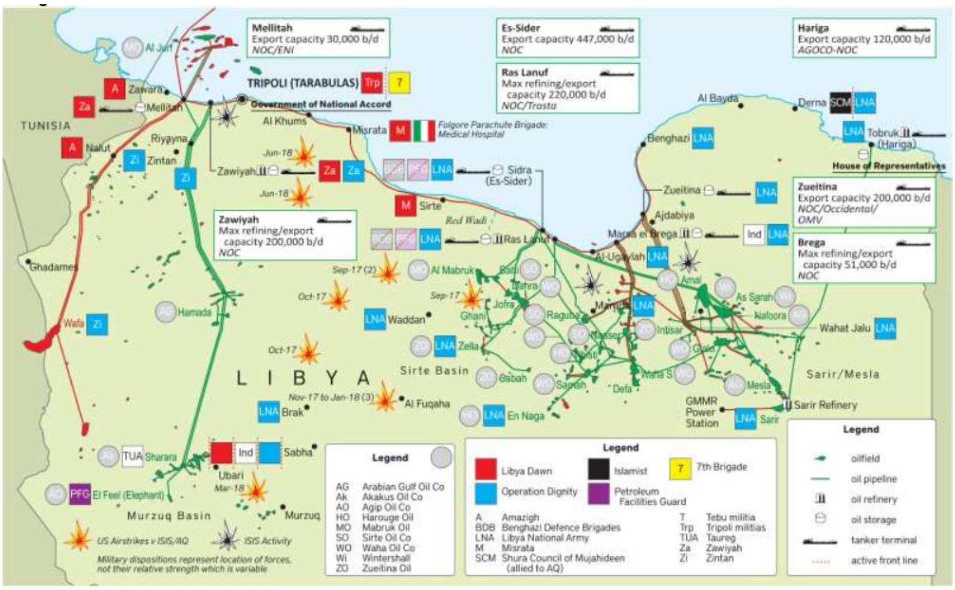


Figure 1: Total Libyan Smelter Capacity Source: Attar (2020)

As a result, many Libyan enterprises have established external knowledge programs by employing, acquiring, and recruiting external local expertise to better understand organizational needs and offer long-term value to the organization (Al-Suwaidi, 2020). Historically, most Libyan enterprises depended largely on Western knowledge and people to fill any job (Singh & Sharma, 2015). However, the situation has altered. Many researchers and HR professionals have recognized the importance of knowledge management for modern organizations, rather than relying on foreign expatriates to effectively manage their human capital for long-term survival and global competition (Al-Suwaidi, 2020; Mashood et al., 2019; North, 2020; Saadi, 2015; Singh & Sharma, 2015).



Source: Petroleum Economist, Chris Stephen

Figure 2: Oil and Gas in a New Libyan Era

Two aspects are notably important for Libya's oil and gas sector's future when looking back and forward to 2011 and beyond. These elements include NOC and sector stability and personality positions. These institutional and psychological variables affect local and national organizations that profit from infrastructure management. Libya's oil and gas industry have survived the revolutionary change, conflict, instability, and the loss of international corporations. NOC and its subsidiaries have remained steady, unlike the country's government or would-be administrations. Qadhafi's capricious influence and NOC chair Mustafa Sanalla's good effect have affected the sector. fter 2011, the NOC and Libyan oil sector have become paradoxical. The country's instability and violence have impacted oil infrastructure, development, and exports. Despite political upheaval, the NOC and other corporations have maintained output levels. This resilience is due to the importance of oil income to the Libyan economy and the NOC's experience managing the oil business in a country with political and social issues. Libya's identity, culture, and international relations depend on its oil industry.

Local and national adversaries have fought for oilfields, pipelines, and ports. This rivalry has taken the shape of alliances, wars, and talks as factions seek to profit from Libya's oil riches. Despite previous rivalry, collaboration with the NOC has grown. Recognizing that output and exports are crucial for all stakeholders drives this tendency. The NOC stabilizes this fragmented landscape by resolving disagreements and encouraging collaboration. The NOC has promoted collaboration between the oil sector and the economy to sustain production levels during uncertainties.

The national government schism and Libya's armed forces divide complicate oil industry dynamics. The lack of a unified national government has led to competing authorities with opposing interests, making oil management and infrastructure development initiatives difficult to implement. This uncertainty can dissuade foreign investment and disrupt operations for local and multinational enterprises. However, the NOC's capacity to preserve operational continuity in such situations highlights its industrial importance. The company has managed oil production and navigated politics by dealing with local governments, foreign partners, and regional actors.

While instability and violence offer concerns, oil and gas development is unlikely to stop in the coming years. Libya has large undiscovered oil reserves and inexpensive production costs compared to other oil-producing nations. Exploration will undoubtedly continue, but under political and security restraints. Continued differences in Libya's military forces raise the risk of bloodshed or sabotage. However, economic recovery and oil export earnings may exceed these dangers, forcing stakeholders to reduce security concerns while exploring and producing.

International market dynamics and oil prices also influence the oil sector. Libya's earnings and infrastructure and capacity-building funds are affected by oil price fluctuations. In this setting, the NOC needs a stable production environment to respond to external economic forces. Collaboration with multinational oil corporations (IOCs) may improve operations and fund exploration and development initiatives. IOCs can unleash Libya's oil potential by bringing technical experience, innovative technology, and capital investment while sharing the risks of exploration in a difficult political climate. Savaneviciene and Stankeviciute (2016) proposed the “black box” idea. The authors believe that defining the processes is essential to understanding how the unknown variables mediate HRM practices and organisational performance.

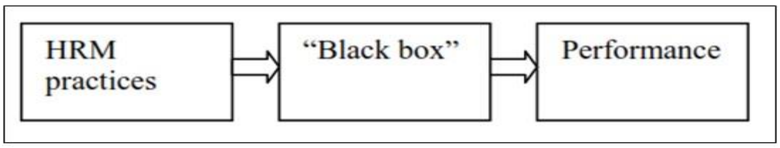


Figure 3: The “Black Box” Theory Source: Savaneviciene and Stankeviciute (2016)

You must have a convincing tale about what is in the black box, said Savaneviciene and Stankeviciute (2016, p.429). You must remove the box cover and show a feasible value generating route from HRM to corporate success. There is no consensus on the number of “black box” parts in the literature (Raj & Kothai, 2020). According to Katou (2018, 2016) and Yeung and Berman (2017), knowledge management is an essential HRM factor in organisational performance. Thus, this HRM aspect must be identified and tested to increase organisational performance. Knowledge management can be regarded “black box” material that helps explain how HRM affects organizational effectiveness. The systems theory approach to understanding how organizations work internally and how they are measured externally led to the "black box" idea of organization. The “black box” metaphor describes a system's internal processes being unknown. System inputs and outputs can be analyzed to measure effectiveness or efficiency. In organizational theory, the "black box" refers to the non-visible internal processes that impact performance, such as knowledge and human capital processing. Katou (2018) found that HRM policies significantly impact organizational success (Figure 2.2). Katou (2018) adds that a well-structured set of HRM policies greatly impacts an organization's performance, therefore aligning them with business strategy is crucial for success. Effective HRM practises improve employee engagement, talent acquisition, performance management, learning and development, and remuneration, laying the groundwork for organisational greatness. HRM practices that strategically match with company goals provide a competent and motivated workforce that helps achieve corporate goals. Engaged workers are more productive, creative, and committed, which boosts job satisfaction and reduces turnover. Participative decision-making, strong recognition programs, and skill development may create a good work atmosphere that drives individuals to perform well.

HRM policies that emphasize successful recruiting techniques, employer branding, and personalized employee development programs may help maintain a competitive edge by attracting and keeping top people. Structured performance management systems provide clear expectations, provide continual feedback, and recognise exceptional performance to match employee contributions with company goals. HRM policies that prioritize training, mentorship, and career development improve employee skills and stimulate creativity. Establishing competitive salary and benefits systems helps recruit and retain personnel; competitive wages and performance-based incentives foster loyalty and commitment. To align HRM practices with business strategies, organisations should conduct strategic HRM audits to assess their policies, develop metrics and KPIs to measure their impact, foster a culture of open communication to solicit employee feedback, invest in leadership development to improve managerial effectiveness, and promote diversity and inclusion to gain a broader perspective. Organizations may guarantee their HRM policies serve current operational demands and position them for long-term success in a competitive setting by methodically applying these methods. Effective HRM practises are crucial to sustained growth and organizational success because they enable a business to maximise its people resources. If HRM policies match business strategy, organizations can achieve and maintain competitive advantage, boosting success.

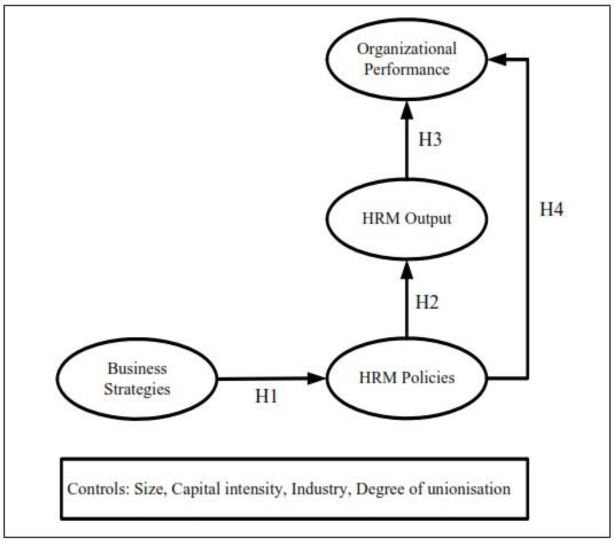


Figure 4: The Operational HRM-Success Linkage Model. Source: Katou (2018)

Katou (2018) states that understanding HRM practices and organizational effectiveness requires recognizing specific processes. Vermeeren et al. (2020) noted that business strategies support organizational goals. HRM policies must be amended to meet the organization's goals. HRM strategies and organizational success are sometimes influenced by size, capital intensity, industry, and unionization. Here, size means organization size. Larger organizations have more output variety. Large companies may have better HRM policies. Size is the number of people in the organization, thus a few huge enterprises would not skew statistics. Capital intensity, industry, and unionization also affect organization values and development. So, these characteristics may be regarded control variables to better understand how HRM policies affect organisational performance (Katou, 2018).

Effective human resource management improves organizational performance, according to the operational HRM-success connection concept. Modern HRM goes beyond payroll, benefits, and compliance. It emphasizes its strategic importance in linking human capital with organizational goals. This model emphasises how HRM practises may help a business accomplish its goals, including as productivity, innovation, and market dominance. The operational HRM-success connection concept explains how HRM practices affect organizational operations and result in success. The concept emphasises that HRM is incorporated into the organisation's strategic goals.

In the Greek industrial sector, Katou (2020) identified an indirect association between HRM policies and organizational performance through knowledge management (Figure 5).

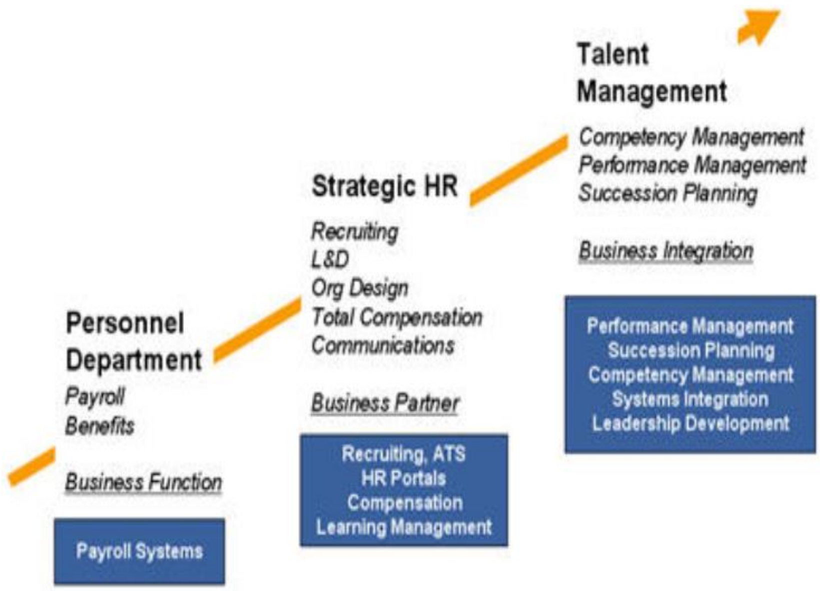


Figure 5: Evaluation of HR Function. Source: Katou (2020 p. 19)

The author made it clear that employee knowledge management is one of the HRM outputs with a substantial influence on the organization's success. It is vital to recall that these components and success are interconnected factors that are deemed critical to the organization's advancement. There can be no favorable outcome if employees do not have a positive mindset and behave constructively toward the organization. Dearden et al. (2016) observed that providing workers with the appropriate training for the job increases their incentive to work more, which benefits both the firm and the employees. Given this, the author proposes broadening our present knowledge of the mediating role of various HRM outputs in a number of social and cultural contexts. This study will go further into the HRM-success connection paradigm, underpinned by recent research emphasizing how certain HRM practices contribute to many elements of organizational performance. The study will also look at the changing role of e-HRM (electronic human resource management) in this paradigm, as businesses increasingly use technology to manage human resources and increase efficiency. Furthermore, mediating elements such as organisational culture, leadership, and employee happiness will be investigated in order to determine the effectiveness of HRM projects. Finally, this study will look at how the model might be applied in industries like as oil and gas, where good HRM practices are critical for addressing talent management issues, operational inefficiencies, and market instability.

Findings

Human resource management has emerged as the most important and vital component of organizations. It is about employee satisfaction (Noe et al., 2016). Boxall and Purcell (2018) define effective leadership as "all those activities associated with effectively managing people in firms." (p.5). According to Schulte et al. (2019), "effective leadership includes multiple management activities rather than a single management activity." (p.619). According to Gardner and Wright (2019, p.63), successful leadership is "a philosophy, policy, system, and practices that can affect the behaviour, attitudes, and success of employees."

Human resources (HR) has recently been defined as "the available knowledge and energies of people who are available to an organization as potential contributors to the creation and realization of the organization's mission, vision, strategy, and goals" (Boselie et al., 2019, p.464). All organizations desire a better and more effective HRM policy to achieve their goals. Organizations can achieve their goals if their workers are pleased, since satisfied people work harder and put in more effort to attain organizational goals (Blakely et al., 2018; Dorfmann and Zapf, 2019). In other words, Mosadragh (2019) believes that human resources are the most significant and useful aspect in running organizations smoothly, efficiently, and successfully. Employee work happiness is linked to organizational performance, and a high level of job satisfaction causes people to do their duties more efficiently (Arnett et al., 2016).

Thus, effective and suitable HRM strategies may contribute to good employee outcomes, which enhances workers' performance both on and off the workplace (Cadwallader et al., 2016; Dess et al., 2019; Voon et al., 2020). Companies and workers would struggle to manage staff for increased productivity in the absence of appropriate human resource policies (Armstrong, 2016; Danish & Usman, 2016), which has long ago put a stop to any debate on the impact of excellent management on employee motivation and job satisfaction.

It is critical that organizations maintain track of their employees' progress using job descriptions and specific role goals (Silva, 2020). This continual monitoring and assessment of achievement guarantees that workers' actions and outputs align with organizational goals (Rastgar et al., 2020). The HR department's role is to regularly monitor and analyze employees' progress using various criteria to determine salary raises, success incentives, or termination (Warneke & Schneider, 2020). The service marketing literature clearly defines the link between internal marketing and work happiness. Nonetheless, it is worth noting that just a few research have scientifically tested such a direct relationship. Organizational culture has a significant impact on KM motivations and practices, and the institutions in which these organizations function constrain and influence the amount to which these behaviors are considered acceptable (Tatoglua et al., 2016). However, managers in this environment must understand how their decisions affect their capacity to recruit, develop, and retain knowledge workers in their organizations (Glaister et al., 2017).

According to Galanou et al. (2016), the internal marketing paradigm emerged as a result of a revitalized organizational focus on serving employees' expectations, wants, and wishes as internal consumers. According to Patel and Cardon (2016), internal marketing includes motivating methods such as success incentives and strategic rewards. Both notions are distinct, yet they may be interchangeable depending on the context (James, 1996). However, these approaches collaborate to build a motivating incentives system that increases employee engagement (Munap et al., 2019). Krishnan and Scullion (2017) contended that who is classified as knowledgeable relies on the firm's setting and organizational life cycle.

A growing corpus of empirical research has found that implementing internal procedures influences employee attitudes and actions in the workplace (Barnard, 2019; Flynn, 2015). According to Wilson (1994), research in the field of organizational behavior have used a variety of words to describe the practice of internal processes, such as employee participation practices or employee commitment practices. According to research, when organisations empower, recognise, reward, train, and foster open communication between employees and employers, it reflects a deliberate attempt on the part of employers to overcome workplace isolation, disarray, disloyalty, and intergroup conflict (Ali & Ahmed, 2019; Baughman et al., 2018). Danish and Usman (2016), as well as many other academics, suggest that internal processes are necessary for service quality. In a recent study, Ali and Ahmed (2019) investigated the link between internal processes and organizational attachment. Support shown that internal procedures had a beneficial impact on identification, effort, and retention as aspects of organizational commitment.

Organizational identification is a type of social identity processing that allows organizations to identify fundamental/important qualities about themselves from other organizations, hence supporting the claim of distinction. An organization's identity becomes the core and primary traits that underpin its existence and the reasons why its members identify with it. These essential traits not only endure throughout time, but also serve as a guide to steer and distinguish the organization from others (Iqbal et al., 2020; Oluseyi & Ayo, 2019). Most previous assessments emphasize the need of continual and on-the-job training in developing employees' knowledge and abilities (Artz, 2018; Gould and Penly, 2020). Bailey et al. (2017) described how firms utilize approaches for job design, leadership, human resource management, and corporate culture to influence employees' feeling of purpose at work. When employees see their employers' attempts to boost their feeling of meaningfulness as genuine, they are more likely to respond positively. Nonetheless, workers may use "existential labour" tactics in response to a lack of meaning in their work or when they believe their employer is attempting to manipulate their sense of purpose for performance-based goals; these strategies can be detrimental to both individuals and organisations (Glaister et al., 2017).

According to Rennie (2019), workers are the backbone of every organization, and the success of the organization is dependent on the performance of its employees. To promote organizational performance, employees must be successfully managed and led, as well as appropriately arranged. Employee management is heavily dependent on leadership quality (Tighe, 2020). According to Sheehan (2020), transformational leadership strengthens an organization by boosting work satisfaction and achieving organizational success. Some of these research found that transformative leadership has a substantial association with employee job satisfaction (Bushra et al., 2020; Emery & Barker, 2017; Javeed & Farooqi, 2019; Javed et al., 2020; Khan et al., 2020). Employee work satisfaction levels at Greek hospitals vary from moderate to high, supporting prior findings for the Greek population, and leadership style is associated with job happiness. Furthermore, when compared to other leadership styles, transformational leadership has the strongest and most favorable correlation with work satisfaction.

This study uses an empirical approach, gathering data from various Libyan oil and gas firm employees and evaluating it using structural modeling. This empirical study has substantially improved our understanding of how HRM and knowledge management contribute to organisational effectiveness. Knowledge management, which involves hiring, selecting, rewarding, developing, and retaining employees, is the most important management concept that any company should understand. Businesses should focus knowledge management to encourage the growth of their employees' expertise. The structural models presented in this study are significant because they address the relationship between human resource management and knowledge management, which improves organizational performance in Libya. By empirically validating the proposed model, this study contributes to a unique framework for the interplay of HRM and KM that increases organisational performance in the Libyan oil and gas industry. Methodologically, there is no clear link between human resource management and knowledge management (Treblay et al., 2016; Yeung & Berman, 2017). As a result, this study addressed a gap in research on the Libyan environment. This study developed an accurate and trustworthy tool for assessing the influence of human resource management on knowledge management and company performance. The study's conclusions have helped both practitioners and researchers.

From a more practical standpoint, this research seeks to provide Libyan oil and gas sector academics and management with the opportunity and strategy to better manage and control their human resources, which are critical to their success. In addition, it will make it simpler for managers to design and amend HR policies and procedures related to recruiting, onboarding, and professional development. As a consequence, the findings will be a great resource for Libyan human resource managers looking to boost employee engagement and retain exceptional employees.

Conclusion

Libya's oil and gas industry is expanding rapidly as a result of infrastructure developments. To succeed in this highly competitive market, the industry must have effective HRM policies and procedures. This study aimed to answer the essential research questions by learning more about Libya's oil and gas industry, namely how successful it has been and what factors have contributed to its profitability and efficiency. The introduction of internet technology has had a significant impact on organizational structure and the role of knowledge management in driving success. To stand out in such a competitive environment, many businesses are concentrating on giving customers excellent experiences while using their goods. As a result, senior executives and managers are concerned about how to properly deploy new training programs to monitor their employees' competence. This research focuses on human resource management (HRM) and knowledge management (KM) in Libya's oil and gas sector. On the other hand, to succeed in this competitive business, every firm must prioritize its employees.

The conclusions of this study should act as a wake-up call to all organizations about the importance of knowledge management and how HRM policies may be modified to fit the wants and aspirations of employees in order to retain them. Thus, Libyan enterprises hoping to generate a profit in the future should keep these framework-developed aspects in mind.

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