

FACTORS AFFECTING THE CURRENT HUMAN RESOURCES AWARENESS OF DEPARTMENT-LEVEL MANAGERS AT VIETNAM STATE AUDIT OFFICE

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Abstract: Human resource quality is important for the organization, especially the State Audit Office of Vietnam. Using survey data from 300 department-level managers, the study has shown six factors that strongly and directly impact current human resources awareness, including occupational characteristics, human resource capacity and effectiveness, socioeconomic characteristics, leadership, government policies, office characteristics and working environment. The paper also shows that a comprehensive approach should be adopted to enhance human resources awareness among department-level managers at the State Audit Office of Vietnam. This includes implementing structured training programs focused on key HR concepts and local labor laws, alongside regular communication through newsletters and interactive Q&A sessions to address specific challenges. Establishing a centralized online resource portal provides easier access to HR guidelines, while mentorship initiatives foster knowledge sharing between experienced HR professionals and managers. Integrating HR competencies into performance evaluations emphasizes accountability, and leveraging technology, such as HR management systems and e-learning modules, facilitates flexible learning. Together, these strategies empower managers to effectively navigate HR practices, leading to a more engaged and compliant workplace.

Keywords - Human Resource Management, Vietnam State Audit Office, Government Policies, Leadership, Research and Development

I. INTRODUCTION

The Vietnam State Audit Office has increasingly affirmed its important role in the country's inspection, examination, and control system. The honest, accurate and objective audit results of the State Audit Office not only help the Government and the National Assembly correctly assess the current state of the state budget but also provide information as a basis for planning economic policies, making effective and highly effective decisions, proposing measures to strengthen the management of budget revenue and expenditure while improving the socio-economic efficiency in the use of the budget.

Audit quality is always an important factor, having a decisive significance in affirming the prestige, effectiveness and efficiency of the State Audit Office. To meet the requirements of the task, the State Audit Office must ensure a source of elite, high-quality human resources, ensuring the successful completion of assigned tasks. In recent times, the State Audit Office has paid great attention to improving the quality of audit human resources, especially the team of auditors holding department-level management positions in the State Audit Office. Currently, the number of auditors holding department-level management positions is 694, of which 183 are department heads and equivalent; 511 are deputy department heads and equivalent, and are arranged in 31 units under the State Audit: 8 specialized state audit agencies in charge of auditing units using the central budget; 13 regional audit units conducting audits of units using local budgets; 3 public service units and 7 advisory units.

Auditors appointed to department-level leadership positions must have at least 5 years of working experience at the state audit, and have full capacity and experience. Therefore, auditors holding department-level leadership positions must have full standards of professional expertise and work experience. During the time participating in the audit team, the Auditor holding the position of department leader can be considered as the representative of the State Audit agency performing the audit work with the audited unit, daily synthesizing the

comments and assessments of the audit team to report to the head of the audit team and the department leader, therefore, the head of the audit team needs to have full working skills, including professional and social skills. In addition, they need skills in team organization, and knowing how to divide the work content for each auditor. This is extremely important to determine the effectiveness of the audit because financial reporting and finalization have many parts that not all auditors are good at, so it is necessary to know how to assign the right person to the right job.

In this study, the author assesses the current awareness of the quality of department-level managers of the State Audit Office of Vietnam, thereby proposing solutions to improve the quality of human resources.

II. LITERATURE REVIEW

According to Bryant and Louise (1989), to develop human resources, four factors need to be focused on: capacity, fairness, empowerment and sustainability. A good human resource needs to have three skills, which are technical skills, human skills and thinking skills. Samiruddin and Husain (2014), based on data analysis from interviews with 72 employees, concluded a positive relationship between quality and organizational performance. In which, the group of authors found that to create quality workers, the most basic factor is the level of understanding of the workers. Expectations are the most basic factor that makes employers determine the quality of the workers they want to hire. Samiruddin and Husain (2014) argue that knowledge and expectations are the two biggest contributors to organizational success. In agreement with this view, Bejinaru (2016), Serrat (2017), Sokół and Figurska (2017) also argue that employees are increasingly valued for the knowledge they possess and how they can use that knowledge to create tangible ideas. Sokół and Figurska (2017) introduce the concept of “knowledge workers” who are professionals whose work is characterized by solving non-routine problems that mainly require intellectual work and creative thinking. The understanding of workers will be reflected through their skills at work.

Regarding the micro factors affecting the quality of human resources, Mura et al. (2017) analyzed the micro factors affecting the quality of human resources. Those micro factors related to the organization include a good leader; employee motivation policy; organizational labor principles; current trends in human resources; the impact of the world environment, corporate culture and personal characteristics of employees such as gender, working hours, compliance with customs, demographics, and their language ability. Also analyzing the organizational factors affecting the quality of human resources, Koehorst et al. (2021) argued that employees' skills are partly accumulated by employees themselves, but the organization plays an important role in forming, maintaining and promoting their abilities. Organizations need to have human resource development policies to optimize employees' skills. By optimizing the skills of employees, organizations will gain a competitive advantage in a century where knowledge and what employees can do with that knowledge is considered a valuable asset. Amabile and Pratt (2016) argue that employee skills depend on the culture of the organization. Organizational culture can be best described as the shared values and beliefs that people in the organization hold.

One of the critical factors affecting human resources awareness is the quality and frequency of human resources training provided to department-level managers. In state audit offices, where employees are often specialists in auditing and public administration, human resources training may be neglected or insufficient. Recent studies have shown that professional development programs tailored to public sector management can improve human resources awareness significantly (Lee & Choi, 2020). Training programs that integrate human resources compliance, public service ethics, and people management are crucial in ensuring department managers possess adequate human resources knowledge (Yukl, 2017). Moreover, public sector managers often face unique challenges in applying human resources policies, making specialized training necessary. However, limited access to such training due to budget constraints or time limitations in audit-heavy periods can reduce human resources awareness among managers.

State audit offices often have hierarchical, bureaucratic structures that may impact the flow of human resources-related information and managers' engagement with human resources functions. Research has highlighted that hierarchical structures in public organizations can sometimes hinder the dissemination of human resources knowledge due to rigid communication channels (Morse et al., 2019). Managers may not receive timely updates on human resources policies or may be discouraged from proactively seeking information if it requires breaking through bureaucratic barriers (Chang, 2018). In contrast, decentralized human resources functions in less bureaucratic environments have been found to increase human resources awareness as managers can interact more directly with HR departments and engage with relevant policies (Bryson et al., 2018).

The relationship between department-level managers and the human resources department is crucial. Research has found that in many public sector organizations, including state audit offices, human resources is often seen as a distant, administrative function rather than a strategic partner (Carson & Baird, 2016). This perception can limit managers' engagement with human resources policies and reduce their awareness. However, when human resources departments are actively involved in guiding managers, conducting workshops, and offering continuous support, human resources awareness tends to increase. For instance, if human resources specialists collaborate closely with department managers in audits or project teams, providing timely guidance on handling staffing or performance issues, managers are more likely to stay informed about human resources practices.

Leadership styles directly influence human resources awareness at the department level. Transformational leadership, characterized by open communication, mentoring, and an emphasis on team development, encourages managers to engage with human resources matters (Bass, 2019). In a state audit office, where compliance and attention to detail are critical, managers who adopt transformational leadership are more likely to understand the strategic importance of human resources functions and implement them effectively. On the other hand, more transactional or autocratic leadership styles may limit managers' exposure to human resources processes, as such managers might focus solely on audit tasks and operational efficiency, rather than the broader employee management context (Kaufman, 2021). A supportive leadership culture promotes greater human resources awareness by encouraging department managers to learn and apply human resources practices to improve organizational performance.

State audit offices operate within a complex legal framework that includes public sector labor laws, audit regulations, and public administration ethics. These regulations can affect human resources practices and require department-level managers to stay up-to-date with compliance requirements. For example, changes in public sector labor laws or audit standards can significantly alter recruitment, performance management, and compensation structures (Griffiths & Jones, 2019). Managers who are unaware of such changes may inadvertently fail to comply with regulations, which can have significant consequences, including legal risks and operational inefficiencies. In the case of a state audit office, the ramifications of such non-compliance could damage the credibility of audit findings.

The organizational culture of a state audit office has a profound impact on human resources awareness. A culture that prioritizes integrity, transparency, and accountability is likely to create an environment where managers are more engaged with human resources practices. Ethical standards in state audit offices are typically high, and human resources awareness is key to ensuring these standards are upheld in the treatment of employees, managing disputes, and enforcing compliance with codes of conduct. In contrast, if the organizational culture does not emphasize the importance of human resources or fosters a narrow focus on audit outcomes, human resources awareness can be undermined, leading to inconsistent application of human resources policies and increased employee dissatisfaction (Robinson & Judge, 2020).

The use of technology in managing human resources functions has increased human resources awareness in many public institutions. In state audit offices, the integration of digital human resources systems can make human resources policies more accessible to department-level managers. Human resources management systems (HRMS) that provide easy access to human resources data, employee performance records, training modules, and compliance guidelines can enhance human resources awareness. However, the adoption of such systems depends on the technological capabilities of the office, as well as the willingness of managers to embrace digital tools (Whelan & Howard, 2019). Managers with limited technological literacy may face difficulties in utilizing these tools effectively, leading to gaps in human resources awareness. Therefore, investing in training and ensuring the system's user-friendliness are crucial for increasing human resources knowledge.

III. RESEARCH METHODOLOGY

To study the factors affecting the current human resources awareness of department-level managers of the Vietnam State Audit Office, the paper uses correlational methods with regression according to the Enter method. This is widely accepted as a modern, suitable method to identify and evaluate the impacting factors.

Using the Slovin sample calculation formula, the author calculated the number of samples needed to ensure representativeness. Accordingly, the author investigated 300 department-level managers of the Vietnam State Audit Office. The author uses questionnaires to collect data. The survey form consists of five parts: (1) Information about the person being investigated; (2) Current human resources awareness of department-level

managers of Vietnam State Audit Office; (3) Factors affecting Current human resources awareness; (4) Policy suggestions.

The author uses a 5-scale Likert scale to collect the responses' evaluations as following table:

Table 1 . Likert Scale

Point	Range	Interpretation
5	4.20 - 5.0	Excellent / Very high
4	3.40 - 4.19	Good / High
3	2.60 - 3.39	Average
2	1.80 - 2.59	Poor / Low
1	1.0 - 1.79	Weak / Very Low

After conducting a pilot survey, relevance and accuracy testing, the questionnaire is delivered to leaders of selected industrial enterprises. Therefore, the author collects questionnaires, removes invalid votes, and encrypts data to input, analyze results, and write reports.

The research hypothesis of the model is as follows:

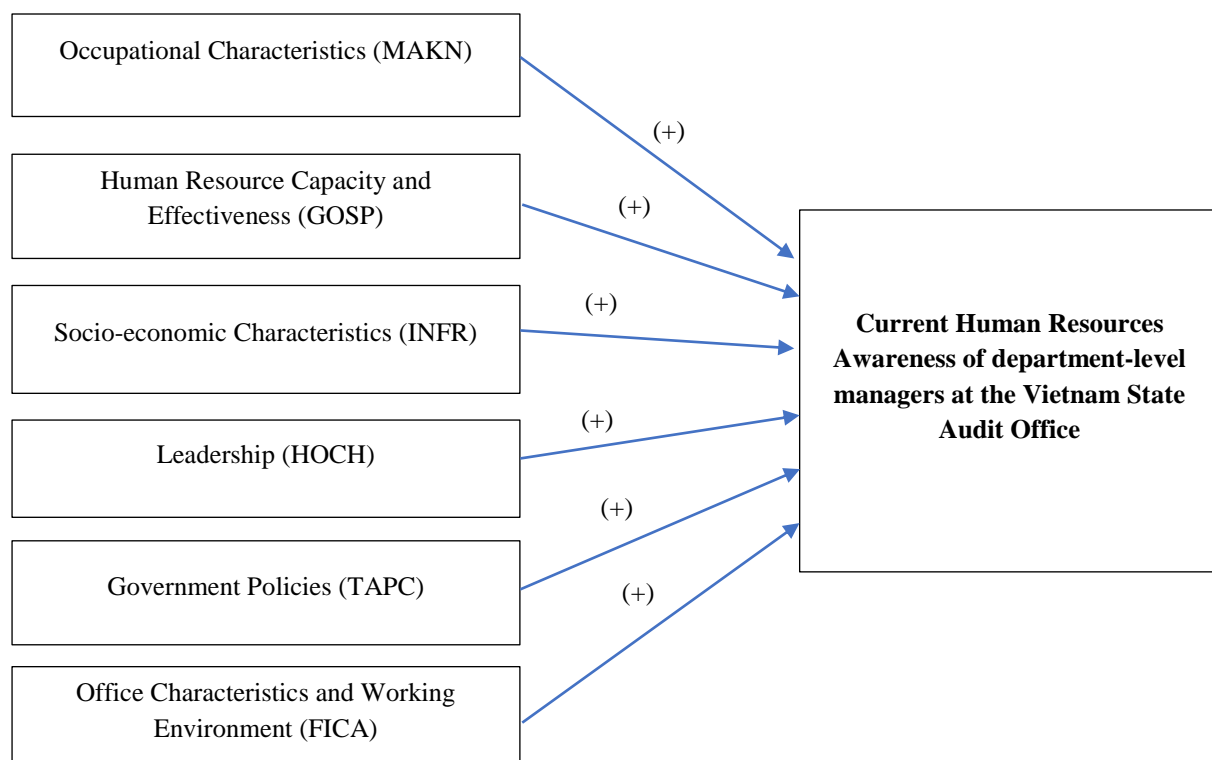


Figure 1. Research framework

Hypothesis 1: Occupational Characteristics affect current Human Resources Awareness of department-level managers of the Vietnam State Audit Office.

Hypothesis 2: Human Resource Capacity and Effectiveness affect current Human Resources Awareness of department-level managers of the Vietnam State Audit Office.

Hypothesis 3: Socioeconomic Characteristics affect current Human Resources Awareness of department-level managers of the Vietnam State Audit Office.

Hypothesis 4: Leadership affects current Human Resources Awareness of department-level managers of the Vietnam State Audit Office.

Hypothesis 5: Government Policies affect current Human Resources Awareness of department-level managers of the Vietnam State Audit Office.

Hypothesis 6: Office characteristics and working environment affect current Human Resources Awareness of department-level managers of the Vietnam State Audit Office.

IV. RESULTS AND FINDINGS

Six independent variables are used in the regression analysis, including (1) Occupational Characteristics, Human Resource Capacity and Effectiveness, Socioeconomic Characteristics, Leadership, Government Policies, Office Characteristics and Working Environment. The dependent variable is the awareness of current human resources. The Enter procedure is implemented for this regression.

Table 2. Model summary

R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
0.874	0.764	0.759	0.36378	2.258

The adjusted R-squared coefficient reflects the impact of the independent variables on the dependent variable. Accordingly, 75.9% of the change in human resources awareness of department-level managers is due to the six proposed factors in the research model. Besides, the Durbin-Watson coefficient of 2.258 proves that the model has no autocorrelation phenomenon.

Table 3. ANOVA of the Model

	Sum of Squares	DF	Mean Square	F	Sig.
Regression	111.125	6	18.521	139.951	0.000
Residual	34.808	294	0.132		
Total	145.934	300			

Fisher's test result is 139.951, with a 99% confidence level means the model has statistical significance.

Table 4. Empirical results

Variable	Standardized Coefficients	t	Sig.	Collinearity Statistics	
				Tolerance	VIF
(Constant)	2.206	8.905	0.000		
MAKN	0.163	2.762	0.006	0.648	1.543
GOSP	0.179	2.952	0.003	0.616	1.622
INFR	0.247	3.528	0.000	0.465	2.150
HOCH	0.388	6.807	0.000	0.698	1.433
TAPC	0.485	6.642	0.000	0.427	2.344
FICA	0.066	3.367	0.001	0.698	1.433

The VIF index is less than ten means no multicollinearity. Regression analysis results show that six proposed factors positively influence the current human resources awareness of department-level managers of the Vietnam State Audit Office. Accordingly, Government Policies have the strongest impact on human resources awareness with a Beta coefficient of 0.485. The following factors are Leadership (0.388), Socioeconomic characteristics (0.247), Human resource capacity and effectiveness (0.179), Occupational Characteristics (0.163) and Office characteristics and working environment (0.066).

Government policies play a crucial role in shaping department-level managers' awareness of human resources practices by establishing legal frameworks and regulations that influence human resources functions. Policies related to labor laws, employee rights, health and safety, diversity and inclusion, and compensation require managers to stay informed and ensure compliance within their departments. As these regulations often mandate specific human resources practices—such as equal employment opportunities, workplace safety protocols, and non-discriminatory hiring practices—managers must be aware of these policies to avoid legal liabilities and promote fair treatment of employees. Additionally, government policies around employee benefits, paid leave, and minimum wage standards directly affect the design and communication of human resources programs, requiring managers to remain up-to-date and ensure their teams are well-informed and compliant with these standards. Consequently, government policies elevate department-level managers' understanding and engagement with human resources practices.

Leadership significantly influences department-level managers' awareness of human resources practices by setting the tone for human resources priorities within the organization. Leaders who prioritize human resources issues, such as employee development, performance management, and workplace culture, create an environment where department managers are encouraged to stay informed and actively engage with human resources policies and programs. Effective leaders often communicate the importance of human resources practices, provide training opportunities, and demonstrate a commitment to human resources-related initiatives, which helps department managers understand how these practices affect their teams. Additionally, leaders who model best practices in human resources, such as promoting diversity, inclusion, and employee well-being, inspire department-level managers to mirror these behaviors and stay aware of evolving human resources trends and compliance requirements. In this way, leadership serves as a key driver in ensuring that human resources awareness is integrated into everyday management practices.

Socio-economic characteristics, such as education, income level, social background, and cultural norms, can significantly influence department-level managers' awareness of human resources practices. Managers from higher socio-economic backgrounds may have access to better education and professional development opportunities, which can increase their knowledge of human resources concepts like labor laws, employee engagement, and performance management. Additionally, managers in more affluent or resource-rich environments may work in organizations that emphasize comprehensive human resources practices and invest in training, making human resources awareness more prevalent. Conversely, managers from lower socio-economic backgrounds might have fewer opportunities for exposure to human resources education, which could limit their understanding of human resources functions. Social and cultural norms also shape how human resources practices are perceived; for example, managers from cultures that value hierarchy may be less familiar with modern human resources practices like participatory leadership or employee empowerment. Therefore, socio-economic factors can either enhance or limit a department-level manager's awareness of human resources (HR) practices, depending on the resources and opportunities available to them.

Human resource capacity and effectiveness play a vital role in shaping department-level managers' awareness of HR practices. A well-resourced HR department, with sufficient staff, expertise, and tools, can more effectively communicate and implement HR policies, offering training sessions, workshops, and regular updates that keep managers informed about the latest HR practices and compliance requirements. When the HR department is effective, it proactively supports department managers by providing clear guidance on employee relations, performance management, and development initiatives, making HR practices more visible and accessible. Conversely, a limited HR capacity, with inadequate resources or ineffective communication, may result in managers being less aware of HR functions, which can lead to gaps in understanding and less effective implementation of HR policies within departments. Thus, the capacity and effectiveness of the HR department directly influence how well department-level managers are equipped with the knowledge and awareness necessary for managing their teams.

Occupational characteristics, such as the nature of a manager's role, job responsibilities, and industry context, significantly influence their awareness of human resources (HR) practices. Department-level managers, especially those in leadership or senior roles, are more likely to be exposed to HR functions like recruitment,

performance evaluations, and employee development due to their involvement in decision-making processes and team management. The complexity and scope of their job also dictate the degree of interaction they have with HR policies—managers in highly regulated industries or organizations with extensive HR frameworks tend to have a more in-depth understanding of HR practices. Additionally, managers working in larger organizations may have HR departments that provide specialized support, making HR policies and procedures more accessible, while those in smaller companies might have a more hands-on role in HR activities, increasing their practical awareness. Therefore, the specific occupational characteristics of department-level managers, including their responsibilities, work environment, and industry, directly impact their awareness and engagement with HR policies and programs.

Office characteristics and working environment greatly influence department-level managers' awareness of human resources (HR) practices by shaping the accessibility and visibility of HR policies and resources. In organizations with a strong HR department (agency), managers are more likely to be regularly informed and engaged with HR functions through training, communication, and direct support. A well-structured HR team can ensure that department managers are kept up to date on key HR practices, such as recruitment strategies, performance management, and employee development initiatives. On the other hand, the work environment—whether it is collaborative or hierarchical, remote or in-person—also impacts HR awareness. In a collaborative work environment, where open communication is encouraged, HR policies are more likely to be shared and discussed among managers. Conversely, in more siloed or remote work environments, where HR resources may be less visible or harder to access, department-level managers may have limited interaction with HR, reducing their awareness. Thus, both the agency (HR department strength) and the work environment shape how much department managers are exposed to and involved in HR practices.

V. CONCLUSIONS AND POLICY RECOMMENDATIONS

In today's rapidly evolving workplace, the importance of effective human resources (HR) management cannot be overstated. For an organization like the Vietnam State Audit Office, where precision, compliance, and team dynamics are paramount, enhancing HR awareness among department-level managers is crucial. This essay outlines several strategic solutions aimed at fostering a deeper understanding of HR practices, thereby empowering managers to lead their teams more effectively.

One of the most impactful ways to improve HR awareness is through structured training programs. Workshops focused on foundational HR concepts—such as recruitment, performance management, and employee relations—should be tailored to the specific context of the audit sector. These training sessions can provide managers with the necessary tools and knowledge to handle HR-related tasks more effectively. Additionally, implementing ongoing learning opportunities that address emerging trends and updates in local labor laws will keep managers informed and compliant with regulations, enhancing their overall HR competency.

Effective communication is vital in bridging the gap between HR policies and their practical implementation. Regular updates, such as monthly newsletters summarizing key HR initiatives, can keep department managers informed of new policies and resources. Furthermore, hosting interactive Q&A sessions or webinars where managers can pose questions and discuss challenges related to HR can create an open dialogue. This two-way communication fosters a culture of transparency and collaboration, making it easier for managers to seek guidance when needed.

To empower managers to make informed decisions, it is essential to provide them with easy access to HR resources. Creating a centralized online portal where managers can find HR guidelines, templates, and best practices will facilitate better decision-making. Quick reference guides for common HR scenarios, such as conflict resolution and performance evaluations, can also serve as practical tools for managers, enabling them to act swiftly and confidently in HR matters.

Establishing mentorship programs can significantly enhance HR awareness. By pairing less experienced managers with seasoned HR professionals, organizations can promote knowledge sharing and skill development. Shadowing opportunities, where managers observe HR specialists in action, can further deepen their understanding of HR processes. This hands-on experience is invaluable, as it allows managers to learn from real-life scenarios and apply best practices within their teams.

To reinforce the importance of HR awareness, it is beneficial to integrate HR-related competencies into performance evaluations for department managers. By establishing HR key performance indicators (KPIs), organizations can hold managers accountable for their understanding and application of HR practices. Additionally, recognizing and rewarding managers who successfully implement effective HR strategies can foster a culture of excellence and continuous improvement within the organization.

Regularly conducting employee engagement surveys can provide insights into the effectiveness of HR practices and highlight areas for improvement. By involving department managers in focus group discussions,

organizations can delve deeper into the specific HR challenges they face and brainstorm potential solutions. This feedback loop not only helps identify gaps in HR awareness but also empowers managers by making them active participants in shaping HR policies.

Encouraging collaboration between HR and department managers on various projects can enhance HR awareness significantly. Involving managers in the design and implementation of HR initiatives—such as onboarding programs and employee engagement strategies—ensures that they are not only aware of these policies but also invested in their success. Cross-department workshops can facilitate shared learning and foster a sense of community among managers, promoting a holistic understanding of HR across the organization.

Utilizing modern technology can streamline HR processes and enhance accessibility. Implementing user-friendly HR management systems allows managers to track employee performance and access HR resources easily. Additionally, providing e-learning modules on various HR topics enables managers to learn at their own pace, accommodating their busy schedules while ensuring they remain informed and competent in HR matters.

Given the importance of compliance in the audit sector, specialized training on Vietnamese labor laws is essential. Offering seminars that focus on local regulations can equip managers with the knowledge needed to navigate legal complexities effectively. Sharing case studies that highlight compliance challenges and successful HR responses can provide practical insights, making legal knowledge more tangible and applicable.

Finally, establishing a system for regularly assessing the effectiveness of HR awareness programs is vital. Solicit feedback from participants to understand the strengths and weaknesses of training initiatives. Using this feedback to refine and improve programs will ensure that they remain relevant and effective, ultimately enhancing HR awareness among department-level managers.

Improving human resources awareness among department-level managers at Vietnam State Audit Office is essential for fostering a supportive and effective workplace culture. By implementing structured training programs, enhancing communication, providing accessible resources, and fostering mentorship, organizations can equip managers with the knowledge and tools they need to excel in HR management. Additionally, integrating HR competencies into performance metrics, engaging in collaborative projects, leveraging technology, and ensuring legal compliance training will further reinforce this awareness. Through these strategic solutions, Vietnam State Audit Office can cultivate a workforce that is not only aware of but also committed to effective HR practices, leading to a more engaged and productive organizational environment.

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