
The Role of Human Resources Management Practices In The Realization of Organization's Competitive Advantage

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Abstract: The present study identified role of human resource management in the realization of competitiveness in industrial organizations and has focused primarily on some important issues related to human resource management, selection, training, motivating, attracting, employing, evaluating employees, and the setting of salaries, fees and rewards and the realization of competitiveness among business organizations. This paper has undergone the evolution of HRM from past to present which will be discussed in a theoretical concept. Then the role of human resources for organizations to gain competitive advantage and the innovations in HRM in the 21st century will be analyzed in a strategic view. Data were drawn from a sample of two industrial business organizations in the city of Amman. The study results showed that there is a significance relationship between the factors such as training, motivating, attracting, employing, evaluating employees, and the setting of salaries, fees and rewards of employees and workers and the realization of competitiveness among industrial business organizations. And this result is consistent with the outcome of previous studies.

Keywords: human resources

INTRODUCTION

Since entering the new millennium, the world in general and the business world in particular became subjected to a spiral events and changes. Globalization and its related consequences of economic and cultural openness have imposed new burdens and challenges on business organizations, where businesses are forced to adopt to these events and changes. Competition, for example, became no longer local, and social mindedness shifted to become global mindedness, where the customer now wants to obtain the similarities of innovation between domestic and foreign products (Edwin et al., 2006); and this clearly means that competition became global and financial, causing organizations to search for what distinguishes it from others. In order to create and promote differences in organizational performance, which is difficult to be achieved by rivals, and where the organizational strategy of the organization as a whole consists of sub-strategies such as production and marketing strategy, HRM strategy must be interrelated with the general goals of the organization. In this regard, many researchers pointed out that organizations can gain competitive advantage by improving their resources from others. Hatch and Dyer (2004) reported that the resource-based view of the firm is more likely to explain sustained differences in firm's performance by identifying differences in firm resources; their philosophy in this regard relies on, that organizations with valuable and rare resources may benefit in building competitive advantage.

And, because the human capital is one of the organizational resources, this paper will focus on the role of human resources management practices in the fields of recruitment, training and motivation in achieving competitive advantage in Jordanian industrial organizations.

Problem statement and questions

The problem of this study can be formulated according to the following statement: "Industrial organizations are able to acquire human capital, which has the talent; the ability and appropriate qualification are best placed to gain a competitive advantage in a time of fierce competition". This problem will be discussed through the following questions:

1. What is the role of recruitment strategy in identifying recruitment methods and sources?
2. How HR department can exploit the recruit practice to attract the best applicants in terms of talent, competencies and qualifications to enhance the competitive advantage?
3. How can training programs and methods contribute to the achievement of competitive advantage in industrial organizations?
4. To what extent does the flow of innovative ideas in building a competitive advantage influenced by the

sys- tem of incentives?

Objectives

This study aims to achieve the following objectives:

1. To discern the methods and sources of employees recruitment and the advantages and disadvantages of each method and source.
2. Identify the obstacles and challenges that are facing human resource management when recruiting the best applicants.
3. To illustrate the role of training methods in the development of employees performance and behavior to realize competitive advantage.
4. Come up with recommendations for the Jordanian industrial companies to help them to achieve competitive advantage through their human capital.
5. Explore if there is a linear relationship between the methods used to recruit staff in the study sample companies, the training provided to the staff, the system of incentives and achieving competitive advantage.

LITERATURE REVIEW

Al Hamid (2002) studied "The impact of incentives on the enhancements of the performance of employees in Jordanian public and private hospitals". The study aimed to evaluate the impact of incentives on enhancing the performance in Jordanian public and private hospitals in the middle region through the ideal employment of the concept by the hospitals' administration. The study sample comprised four public hospitals, and five private hospitals, and the sample included 430 individuals, about 14% of the number of workers working in the private and public hospitals sectors in the middle region of Jordan. When distributing the sample all the various professions in these hospitals were taken into consideration, as per statistical rules. This study concluded the following: There are several differences in the way incentives affected the enhancement of performance among workers in Jordanian public and private hospitals, and disparity in the degree of impact of the how many people the incentives system includes the performance of workers in public and private hospitals in Jordan. There are several differences in the way incentives affected the enhancement of performance among workers in Jordanian public and private hospitals. The results of the study also indicated that individual financial and moral incentives have a positive impact on the performance of workers in public and private hospitals in the middle region of Jordan. Al Shidi (2001) studied "The Impact of Incentive of Job Satisfaction - A Study on the tendency of employees in the Administrative Units in the Sultanate of Oman". The study aimed to identify the incentive system currently employed in the Sultanate of Oman, and their consistency with the job status; it entails studying it, and identifying the other incentives that the employees wish to obtain, and the various technologies for all administrative levels, by studying the theoretical and applicable aspects of the incentives. The study community included all the employees in the administrative units in the Sultanate of Oman, and a sample was chosen for the study from the employees at various job levels stipulated in the Service Law. The study concluded that the major outcomes were: There is a medium level of disparity regarding the financial incentives in the Public Service Law. There is a high degree of satisfaction regarding the moral incentives. The study recommends the following: The importance of reconsidering the incentives relevant to the salaries of government employees, working on undertaking various training courses and linking their outcomes with the relevant incentives scales, working on sustaining incentives and identifying the individual and group incentives on job satisfaction.

Al Suheimat (2002) studied "The Efficiency of the Incentives System of the Government and Private Sectors in Jordan, the status of several Government and Private organizations in the Governorate of Karak for the period 1990-2002.

The study aimed to identify the weaknesses and shortcomings of the incentives systems applied in the various administrations in Jordan, and how efficient they are, and how they affect performance and the enhancement of productivity. The results were as follows:

First: There are differences of statistical significance in prioritizing the weakness of the work incentives and the degree of job satisfaction among the study sample toward this, as was previously mentioned in descending order:

1. Financial and moral incentives; the degree of satisfaction about these was from medium to weak.
2. Job relation incentives, the degree of satisfaction about them was from medium to weak.

Administrative and location work environment incentives, the degree of satisfaction about them was from medium to weak. Whereas, the degree of satisfaction regarding incentives relevant to the nature of the work, and its contents, was high.

Second: There are statistically significant differences in the replies of the study sample regarding the dimensions of the incentives and their efficiency is attributed to the work sector variable (government, public

organizations, private organization), compared to each other, whereby the advantages were for the government sector.

Third: there is a positive relationship between the interests of the sample in financial incentives, and the increase in the growth and development of society. The relationship was obvious from the status of the financial incentives that came in first place.

The study recommended the following: set a unified comprehensive salary system for workers in all private and public sectors consistent with the requirements of ensuring a dignified life, enhance the umbrella of the Civil Service Bureau to include all the various work sectors in the public and private sector, to have a flexible and comprehensive incentives system with all kinds of incentives based on clear and accurate criteria and basics through which the incentives are granted objectively based on performance.

Halaseh (2006) studied "The tendency of managers towards effective leadership training programs in Jordanian ministries during the period (2004-2005): Analytical Study". This study aimed to identify the managers' tendencies towards the efficacy of leadership programs in Jordanian ministries. The study had the following results:

There is a statistically significant relationship between the components of training program and the efficacy of these programs. There is a difference in the tendency of managers towards training program based on the variables of age, educational qualification, the administrative level, and the number of years of professional experience.

METHODOLOGY

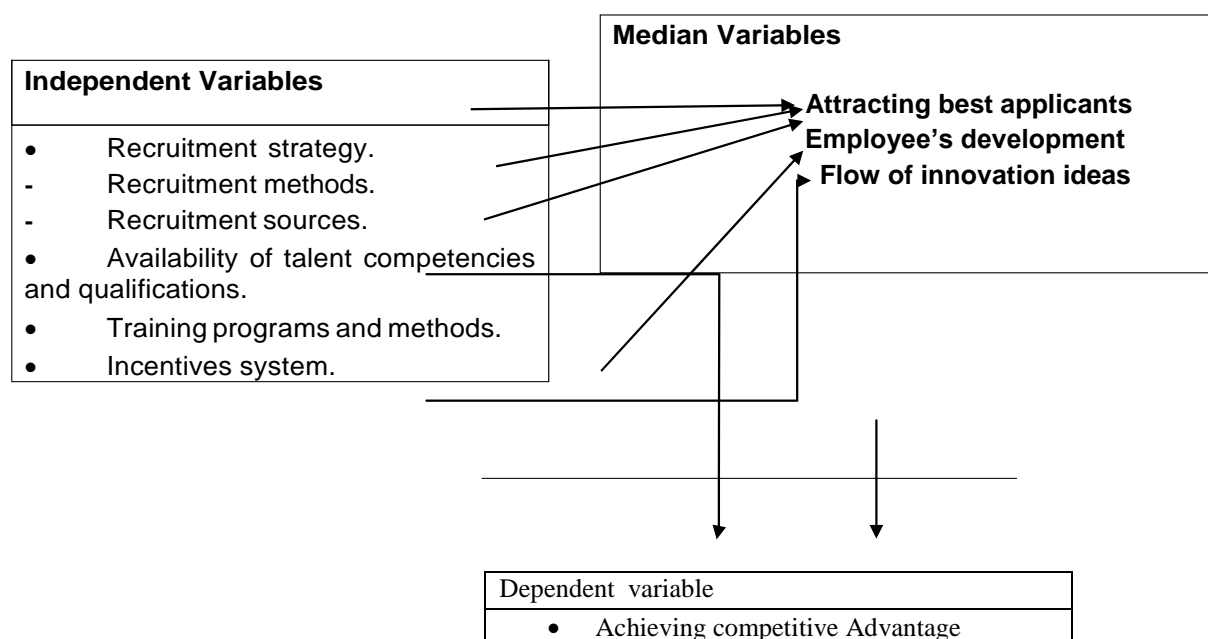
The descriptive analytical approach was used to conduct this study, according to quantitative paradigm.

The study population and sample

The study population consists of the Jordanian pharmaceutical industrial companies, while the study sample consists of 100 employees working in the two companies; Al Hikma Pharmaceutical Company and ICCB Company.

Data Collection methods

Secondary data were collected from researches and



related previous studies by using Google Scholar, while primary data were collected through the distribution of a questionnaire to one hundred respondents who are working in the two companies in various levels; senior management, middle management and executive management in headquarters of the companies in Amman city.

The study model

The study model is presented in Figure 1.

Hypotheses

1. The first main hypothesis: HA1: There is statistically significant relationship between recruitment strategy and attracting best applicants.
 2. The second main hypothesis: HA2: There is statistically significant relationship between the availability of talent, competencies and qualifications in the recruited employees and achieving competitive advantage.
 3. The third main hypothesis: HA3: There is statistically significant relationship between training programs and methods, and employee's development to create competitive advantage.
- The fourth main hypothesis: HA4: There is statistically significant relationship between the incentives system in the company and the flow of

RESULTS

Sample's characteristics based on gender, age, educational qualification, management level and experience
Results of the sample's individual distribution according

Table 1. Results of the sample's individual distribution according to gender variable.

Gender	Frequency	Percentage
Male	78	78.0
Female	22	22.0
Total	100	100.0

Table 2. Results of the sample's individual distribution according to gender variable.

Age	Frequency	Percentage
Less than 25 years	39	39
25- 34 years	41	41
35 – 44 years	10	10
45 years and more	10	10
Total	100	100

Table 3. Results of the sample's individual distribution according to educational qualification variable.

Educational qualification	Frequency	Percentage
High School or less	-	-
Middle diploma	21	21.0
Bachelors	76	76.0
Higher Education	3	3.0
Total	100	100.0

to gender variable are seen in Table 1. We notice 78% of the sample are males.

Result of the sample's individual distribution according to age variable is seen in Table 2. We notice that 41% of the sample are 25 – 31 years and 39% are under 25 years old. The rest are over 35.

Results of the sample's individual distribution according to educational qualification variable are seen in Table 3. We notice that 76% carry a bachelor's degree, followed by the middle diploma carriers which show that the highest percentage of the sample is university degrees carriers.

Results of the distribution of the samples' individual distribution based on management level variable are in Table 4. We have noted that 58% of the sample is of the executive management level, followed by the middle management and then the higher one.

Results of the sample distribution according to experience variable are in Table 5. We noted that 33% of the sample have less than 5 years experience and 16% have between 11 – 15 years; whereas 45% have between

Table 4. Results of the distribution of the sample individuals based on management level variable.

Career Level	Frequency	Percentage
Executive Management	58	58
Middle Management	35	35
Higher Management	7	7
Total	100	100

Table 5. Results of the sample distribution according to experience variable.

Experience	Frequency	Percent
Less than 5 years	33	33
5 – 10 years	45	45
11 – 15 years	16	16
16 – 20 years	6	6
More than 20 years	-	-
Total	100	100

5 – 10 years and the rest have more than 15 years of experience.

The median and standard deviation for the answers were calculated as shown in Table 6. We notice that the sample's orientations regarding the paragraphs above are positive since their mean value is greater than the average measurement tool which is 3.

DISCUSSION

Results of statistical analysis of the data indicated that the sample companies apply strategies to recruit staff based on multiple sources and methods of recruitment, thereby, helping to attract the best applicants, where the mean of using internal sources amounted to 4.37 and

4.42 for using external sources. This means the proof of the first hypothesis which is, "There is statistically significant relationship between recruitment strategy and attracting best applicants". Also, the results showed that questions 14 and 15 were devoted to the importance of skills, competencies and experience in order to enable the staff to achieve competitive advantage. This proves the second hypothesis which is "There is statistically relationship between the availability of talent, competencies and qualifications in the recruited employees and achieving competitive advantage".

In order to develop the employees performance and behavior, most of the sample companies, engaged in training as a tool for developing the performance and behavior of the employees, where questions from No. 9 to No. 13 were devoted to the training activity.

Table 6. Results of median and standard deviation.

Paragraph	Standard deviation	Mean
Choice		

1. The company uses internal hiring policy for people with educational and professional competencies, in addition to developing unique efforts.	0.52522	4.3700
2. The company's policy embodies career security which deepens the loyalty spirit amongst its employees.	0.57525	4.1800
3. Creative experience is a key factor in hiring the company's personnel.	0.58913	4.4200
Attracting		
4. The company is based on the attempt on attracting and choosing human resources that are able to accomplish the company's goals	0.63596	4.4100
5. The company is based on following competent labor and it works on employing such competencies.	0.71661	4.5400
Motivation:		
6. The company adapts compensation policy based on that pay is controlled by knowledge.	0.64354	4.1000
7. The management is interested in offering creative employees financial incentives.	0.65713	4.0500
8. The company offers its personnel good financial incentives in line with the performance level.	0.79258	4.0900
Training:		
9. The company encourages training methods that enhances self teaching.	0.85257	3.9800
10. In general, the employees are always ready for continuous learning.	0.78650	4.2600
11. The company adapts total quality management in the training plans.	0.63532	4.0200
12. The training courses of the company has modern technology based on self study electronic learning,	0.75371	4.2400
13. The training plans in the company are based on interaction between employees to enhance their knowledge.	0.75338	4.0900
Appointing		
14. Employees' appointment is based on experience and competencies that have a role in creating a competitive advantage.	0.757120	4.0500
15. Setting employment policies that are related to the company's goals has a role in creating a competitive advantage.	0.645970	4.3700
16. Periodic studies related to hiring needs are undertaken by the company in order to fulfill these needs.	0.552220	4.0900
Evaluation:		
17. Periodic evaluation for the personnel's performance has a role in obtaining a competitive advantage.	0.701800	4.1800
18. Advising the employees regarding the evaluation results has a role in obtaining a competitive advantage.	0.717110	4.5300
19. Linking the evaluation results to career progress results has a role in obtaining a competitive advantage.	0.705250	4.2600
20. Linking the evaluation with the performance and incentives has a role in obtaining a competitive advantage.	0.720270	3.9200
21. Periodic performance evaluation based on supported foundations has a role in obtaining a competitive advantage.	0.877270	3.9100
22. Setting and executing an efficient increments system has a role in obtaining a competitive advantage.		
23. Continuous improvement for the increments system and benefits from time to time has a role in obtaining a competitive advantage.	0.851560	3.8900

24. Insuring the balance of the increments by periodic studies system has a role in obtaining a competitive advantage.	0.715980	4.2500
25. The employee's knowledge with the grounds of bonuses has a role in obtaining a competitive advantage.	0.666670	4.0000
26. Promoting the employee based on fair foundations has a role in obtaining a competitive advantage	0.683430	4.2400
27. Moral increments (letters of appreciation, moral support.) have a role in obtaining a competitive advantage.	0.763030	4.0600
Competitive Advantage		
28. There is a noted increase in the company's sales.	0.846860	4.1000
29. The company's market share is growing	0.790350	4.0400
30. The company is known for high quality products.	0.694200	4.2700
31. The company responds to the technological development.	0.790030	4.1100

The mean for these questions amounted to 4.118 with standard deviation of 0.757. This supports the third hypothesis which is "There is statistically relationship between training programs and methods, and employee's development to create competitive advantage". Also, the fourth hypothesis was proved, where the lowest mean was for question No. 23 (3.89), which is greater than the average measurement tool of 3.

Therefore, we can say that organizations can achieve competitive advantage through the staff that are talented and have appropriate skills and experiences.

RECOMMENDATIONS

The researchers present the following recommendations: companies must focus on improving the methods used by them to recruit candidates. And they have to stop using recruitment methods which allow intervention of nepotism and cronyism in the employment process, such as news- paper advertising. Also, companies must view employees training as a way to enhance the employees' abilities and improve performance and enable them to provide new ideas that may differentiate their organization from rivals

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Research Questionnaire

Part One: Demographic and Career Characteristics:

Please put (□) where applicable:

Gender:	<input type="checkbox"/> Male	<input type="checkbox"/> Female
Age:	<input type="checkbox"/> Less than 25	<input type="checkbox"/> 25 – 34 years
	<input type="checkbox"/> 35 – 44 years	<input type="checkbox"/> 45 and more
Educational Qualification:	<input type="checkbox"/> High School or less	<input type="checkbox"/> Middle Diploma
	<input type="checkbox"/> Bachelors Degree (Bs)	<input type="checkbox"/> Higher Education
Management Level:	<input type="checkbox"/> Higher Management	<input type="checkbox"/> Middle Management
		<input type="checkbox"/> Executive
Management		

- Professional Experience: Less than 5 years 5 – 10 years
 11 – 15 years 16 – 20 years
 More than 20 years

Part two. Please put (×) in the box o the closest answer in your entity.

Choice

- The company uses internal hiring policy for people with educational and professional competencies, in

addition to developing unique efforts.

- The company's policy embodies career security which deepens the loyalty spirit amongst its employees.
- Creative experience is a key factor in hiring the company's personnel.

Attracting

- The company is based on the attempt on attracting and choosing human resources that are able to accomplish the company's goals
- The company is based on following competent labor and it works on employing such competencies.

Motivation:

- The company adapts compensation policy based on that pay is controlled by knowledge.
- The management is interested in offering creative employees financial incentives.
- The company offers its personnel good financial incentives in line with the performance level.

Training:

- The company encourages training methods that enhances self teaching.
- In general, the employees are always ready for continuous learning.
- The company adapts total quality management in the training plans.
- The training courses of the company has modern technology based on self study electronic learning,
- The training plans in the company are based on interaction between employees to enhance their knowledge.

Appointing:

- Employees' appointment is based on experience and competencies that have a role in creating a competitive advantage.
- Setting employment policies that are related to the company's goals has a role in creating a competitive advantage.

- Periodic studies related to hiring needs are undertaken by the company in order to fulfill these needs.
Evaluation:
- Periodic evaluation for the personnel's performance has a role in obtaining a competitive advantage.
- Advising the employees regarding the evaluation results has a role in obtaining a competitive advantage.
- Linking the evaluation results to career progress results has a role in obtaining a competitive advantage.
- Linking the evaluation with the performance and incentives has a role in obtaining a competitive advantage.
- Periodic performance evaluation based on supported foundations has a role in obtaining a competitive advantage.
Setting salaries, bonuses and incentives
- Setting and executing an efficient increments system has a role in obtaining a competitive advantage.
- Continuous improvement for the increments system and benefits from time to time has a role in obtaining a competitive advantage.
- Insuring the balance of the increments by periodic studies system has a role in obtaining a competitive advantage.
- The employee's knowledge with the grounds of bonuses has a role in obtaining a competitive advantage.
- Promoting the employee based on fair foundations has a role in obtaining a competitive advantage
- Moral increments (letters of appreciation, moral support.) have a role in obtaining a competitive advantage.

Part Three. Competitive advantage. Please put (□) where you agree.

Paragraph	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1. There is a noted increase in the company's sales.					
2. The company's market share is growing					
3. The company is known for high quality products.					
4. The company responds to the technological development.					